

**INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY
IN PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF SAMBURU
COUNTY PUBLIC SERVICE BOARD**

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DECLARATION AND APPROVAL

Declaration by the student

This project is my original work and has not been presented for any award in this or any other university.

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Approval by the Supervisors

The work stated in this project was done by the applicant while under my supervision, and I thus attest to this fact.

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ABSTRACT

Effective leadership was recognized as a fundamental determinant of organizational success, particularly in public sector institutions where service delivery and employee productivity were crucial for operational efficiency. Leadership styles significantly influenced employee motivation, engagement, and overall performance. In public sector organizations, where hierarchical structures and bureaucratic challenges often shaped workplace dynamics, understanding the effects of various leadership styles on employee productivity was essential. This research was directed by several specific objectives: evaluating the influence of autocratic leadership, analyzing the impact of democratic leadership, investigating the role of laissez-faire leadership, and assessing the effect of charismatic leadership on employee performance within the Samburu County Public Service Board. The study was grounded in two key theoretical perspectives: Transformational Leadership Theory and Herzberg's Two-Factor Theory. A descriptive survey methodology was adopted for the research. The entire target population consisted of 33 individuals, all of whom were included through census sampling. Data collection relied on primary sources, with information gathered via a semi-structured questionnaire. The collected responses were reviewed for completeness, consistency, and potential errors. Data analysis was carried out using SPSS Version 26.0 alongside Microsoft Excel, employing both descriptive and inferential statistical tools. Descriptive findings were summarized using tables, graphs, and bar charts, and included metrics such as means and standard deviations. Inferential analysis involved Pearson's correlation coefficient and the Ordinary Least Squares (OLS) regression technique to examine the strength and direction of relationships among the study variables.

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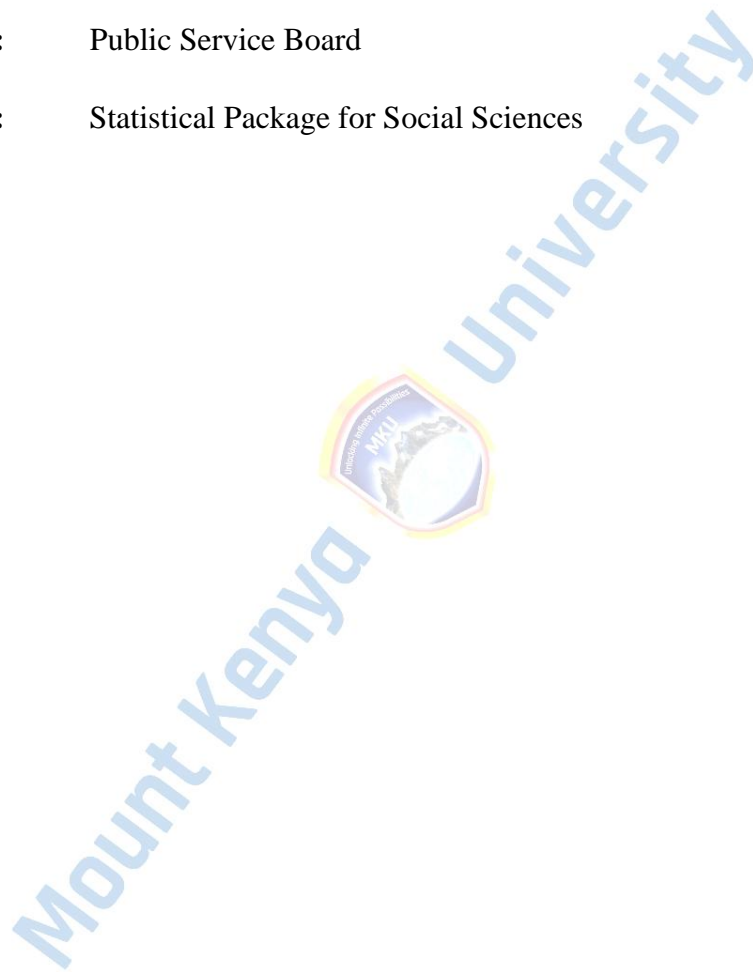
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LIST OF ABBREVIATIONS AND ACRONYMS

| | | |
|----------------|---|--|
| ASALs | : | Arid and Semi-Arid Lands |
| MKU | : | Mount Kenya University |
| NACOSTI | : | National Commission for Science, Technology and Innovation |
| NHS | : | National Health Service |
| OLS | : | Ordinary Least Squares |
| PSB | : | Public Service Board |
| SPSS | : | Statistical Package for Social Sciences |



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The dynamic interplay between leadership practices and employee productivity constitutes a pivotal area of investigation in organizational behavior, offering insights that can significantly influence the success and efficiency of public sector entities. In light of the evolving challenges and expectations faced by such organizations, understanding how various leadership styles ranging from autocratic and democratic to laissez-faire and charismatic affect employee engagement, satisfaction, and output becomes crucial (Northouse, 2018). The significance of this study is particularly pronounced in the context of developing countries, where public sector organizations often grapple with resource constraints, high expectations for service delivery, and the need for efficient performance (Bass & Bass, 2019).

In the U.S., transformational leadership has been widely examined for its beneficial effects on employee performance within public institutions. Leaders who adopt this style tend to energize and engage their teams by articulating a compelling vision, cultivating mutual trust, and promoting creativity. Studies have shown that this leadership approach is linked to greater job satisfaction and stronger employee dedication, which in turn enhances overall productivity and effectiveness (Bass & Riggio, 2016). For instance, a study by Lowe, Kroeck, and Sivasubramaniam (2016) found that transformational leadership was strongly correlated with leader effectiveness and subordinate satisfaction across various sectors, including the public domain.

In contrast, the United Kingdom has observed challenges related to leadership styles in the public sector. A recent analysis highlighted that certain leadership approaches have contributed to declining productivity within public services. Specifically, the National

Health Service (NHS) experienced an 18.5% decrease in productivity compared to prepandemic levels, partly attributed to leadership practices that failed to adapt to evolving demands (The Times, 2025). This underscores the necessity for adaptive and responsive leadership styles that can effectively navigate complex and changing environments to maintain or enhance employee productivity.

In Nigeria, the public sector has grappled with the effects of transactional leadership on employee productivity. Transactional leaders focus on routine, supervision, and performance-related rewards and punishments. While this approach can ensure compliance and consistency, it may not foster innovation or intrinsic motivation among employees. Studies have shown that in the Nigerian public sector, reliance on transactional leadership has led to limited employee engagement and suboptimal productivity (Obiwuru et al., 2011). This suggests that alternative leadership styles may be necessary to invigorate the workforce and enhance performance.

Conversely, in South Africa, the adoption of transformational leadership within public sector organizations has yielded positive outcomes. Leaders who emphasize vision, inspiration, and personal development have been successful in motivating employees and improving service delivery. Research indicates that transformational leadership in South Africa's public sector correlates with increased job satisfaction and organizational commitment, leading to enhanced productivity (Ngcamu, 2015). These findings highlight the potential benefits of embracing leadership styles that prioritize employee empowerment and development.

In Kenya, public sector organizations have experienced varying impacts of leadership styles on employee productivity. A study examining the influence of leadership on performance in Kenyan public institutions found that transformational leadership positively affected employee motivation and productivity. Leaders who communicated

clear visions and supported employee development were able to foster a more committed and productive workforce (Njoroge & Yazdanifard, 2014). This aligns with global trends that associate transformational leadership with improved organizational outcomes. Despite progress in leadership practices, some public sector institutions in Kenya continue to face difficulties due to the dominance of autocratic leadership styles. This approach is typically marked by top-down decision-making, where authority is concentrated in the hands of a few, and employee participation in critical processes is minimal. Such environments often result in staff feeling excluded from organizational decisions, which can negatively affect their morale and sense of belonging. The lack of empowerment and recognition may lead to diminished job satisfaction and disengagement among employees. Over time, this can contribute to higher staff turnover, reduced motivation, and a noticeable decline in overall organizational efficiency and output. Studies have highlighted that when leadership does not foster inclusivity or value employee contributions, the negative repercussions are reflected in both the internal work culture and the institution's performance outcomes (Kiprotich, 2014). These observations suggest a need for leadership development programs that promote more inclusive and participatory leadership styles to enhance employee productivity in Kenya's public sector.

In conclusion, leadership styles significantly influence employee productivity in public sector organizations across different contexts. Globally, transformational leadership has been associated with positive outcomes, while rigid or outdated leadership approaches may hinder productivity. In Africa, and specifically in Kenya, adopting leadership styles that emphasize employee engagement, development, and participation appears crucial for improving public sector performance. Tailoring leadership development initiatives to promote such styles can lead to more effective and efficient public service delivery.

1.2 Statement of the Problem

Despite the recognized importance of effective leadership in enhancing organizational performance, particularly within the public sector, there exists a notable gap in empirical evidence elucidating the specific impacts of varied leadership styles on employee productivity, especially within developing country contexts. Furthermore, while literature from other African contexts, like South Africa and Nigeria, suggests a growing awareness of the significance of participatory (Van der Merwe & Pienaar, 2020) and situational leadership styles (Amoah & Kwofie, 2017), the specific nuances of how these styles affect employee productivity within Kenyan public sector settings remain inadequately addressed. This oversight not only limits the development of contextually relevant leadership strategies but also hampers the understanding of potential cultural and organizational dynamics that could influence the effectiveness of these leadership approaches.

In Samburu County, Kenya, the Public Service Board (PSB) has faced challenges related to leadership practices that may be impacting employee performance. Notably, in 2022, legal disputes arose when the governor attempted to reconstitute the PSB, leading to court interventions that barred the appointments of new board members (Nation, 2023). These events have raised concerns about the stability and effectiveness of leadership within the PSB, potentially affecting employee morale and productivity.

Furthermore, community feedback indicates a perception of inconsistent leadership in Samburu County. While some residents acknowledge recent improvements, referring to the current period as experiencing "the first meaningful leadership in our county" (Samburu Development Forum, 2024), others continue to express concerns over unresolved issues such as insecurity and underdevelopment. The study suggested

variability in leadership effectiveness, which may have contributed to fluctuations in employee engagement and productivity within public sector entities such as the Public Service Board (PSB). Understanding how these leadership dynamics influenced employee performance was deemed essential for implementing strategies aimed at enhancing public service delivery in Samburu County.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of the study was to examine the influence of leadership styles on employee productivity in the Samburu County Public Service Board (PSB).

1.3.2 Specific Objectives

The study was guided by the following objectives;

- i. To assess the effect of autocratic leadership style on employee productivity in the Samburu County Public Service Board.
- ii. To examine how democratic leadership style enhances employee productivity in the Samburu County Public Service Board.
- iii. To explore the influence of laissez-faire leadership style on employee productivity in the Samburu County Public Service Board.
- iv. To evaluate the role of transformational leadership style in shaping employee productivity in the Samburu County Public Service Board.

1.4 Research Questions

The following questions guided the study;

- i. In what ways does the autocratic leadership style affect employee productivity in the Samburu County Public Service Board?

- ii. To what extent does the democratic leadership style influence employee productivity in the Samburu County Public Service Board?
- iii. How does the laissez-faire leadership style relate to employee productivity in the Samburu County Public Service Board?
- iv. To what extent does the transformational leadership style contribute to employee productivity in the Samburu County Public Service Board?

1.5 Significance of the Study

This study holds substantial theoretical and practical significance in understanding the role of leadership styles in shaping employee productivity within the Samburu County Public Service Board (PSB). By examining the effects of autocratic, democratic, laissez-faire, and transformational leadership styles, this research provides evidence-based insights that can inform leadership development, policy formulation, and governance practices in the public sector. The study's contributions extend beyond Samburu County, offering broader implications for public administration, organizational behavior, and human resource management within devolved governance structures in Kenya and beyond.

1.5.1 Organizational Performance

This research stands to inform and refine leadership training and development initiatives. Identifying which leadership styles most positively impact employee productivity allows for the customization of training programs to nurture these qualities in both emerging and established leaders. Such targeted development is crucial for enhancing organizational performance and achieving strategic objectives more efficiently.

1.5.2 Organizational Policy and Management Practices

the insights garnered from this investigation could significantly influence organizational policy and management practices. Understanding the relationship between leadership

styles and employee productivity empowers policymakers and administrators to craft and implement policies that foster a work environment conducive to high performance. By adopting leadership approaches that align with the findings of this study, public sector organizations can improve employee motivation, job satisfaction, and, ultimately, the quality of service delivery to the public.

1.5.3 Informing Policy Formulation and Organizational Governance

The findings of this study will provide evidence-based recommendations for policymakers and administrators within the Samburu County Public Service Board, enabling them to implement leadership practices that enhance organizational efficiency. Policymakers can use the insights gained to design policies that promote participatory governance, employee engagement, and ethical leadership, ultimately improving service delivery and public sector performance.

1.5.4 Contributing to Future Research and Comparative Studies

This study will serve as a benchmark for further scholarly inquiries into leadership effectiveness within devolved governance structures. By focusing on Samburu County, the study provides a localized perspective that can be compared with leadership dynamics in other counties, regions, or international public sector settings. The findings will contribute to cross-cultural research on leadership effectiveness, enabling scholars to explore how leadership styles vary across different governance systems, organizational cultures, and socioeconomic contexts.

1.6 Scope of the Study

This research specifically examined the Samburu County Public Service Board (PSB) to explore the impact of various leadership styles namely autocratic, democratic, laissezfaire, and transformational on employee productivity. Utilizing a descriptive

research design, the study provided an in-depth analysis of how different leadership behaviors affect staff motivation, participation, and overall work performance within a public sector context. A mixed-methods approach was employed, incorporating both qualitative insights and quantitative data to offer a well-rounded understanding of the leadership dynamics at play. By focusing exclusively on Samburu County, the study was able to deliver a localized evaluation of leadership practices within Kenya's devolved system of governance. This narrowed scope allowed for a more detailed and contextual interpretation of the findings. The investigation was carried out over a six-month timeframe, spanning from March to August, enabling sufficient data collection and analysis to ensure reliability and depth in the research outcomes.

1.7 Study Limitation

A key limitation of the study was the potential for subjective biases in employee responses regarding leadership styles and their impact on productivity. Employees may have perceived leadership behaviors differently based on personal experiences, workplace dynamics, or expectations, which could have affected the accuracy of the study's findings. To mitigate this risk, the study employed anonymous questionnaires to encourage honest feedback without fear of reprisal, thereby minimizing response bias. Although interviews provided deeper insights, there remained a possibility of social desirability bias, where respondents may have offered answers they believed were expected rather than their genuine perceptions.

Another limitation was the restricted scope of the study, as it focused solely on the Samburu County Public Service Board (PSB). This localized approach may have limited the generalizability of the findings to other county governments or public sector institutions with different organizational structures, leadership practices, and work

cultures. To address this, the study contextualized its findings within the unique governance and operational framework of Samburu County and suggested the need for further research in other counties or diverse public sector settings to enhance the broader applicability of the insights gained.

1.8 Study Delimitation

The study was specifically designed to examine the influence of four leadership styles autocratic, democratic, laissez-faire, and transformational on employee productivity within the Samburu County Public Service Board. By narrowing its focus to these four leadership styles, the study ensured a structured and detailed investigation into how different leadership approaches affected employee engagement, motivation, and efficiency within the public sector. Other leadership styles, such as charismatic or servant leadership, were not examined, as the study aimed to concentrate on the most prevalent leadership approaches observed in Kenyan public institutions.

Furthermore, the research focused solely on employees and leaders within the Samburu County Public Service Board, rather than extending to other public sector departments or county government agencies. This deliberate delimitation allowed for a more in-depth exploration of leadership dynamics within a single institution, ensuring the findings were both relevant and actionable for policymakers and administrators within Samburu County. While the study's insights may be applicable to other county governments facing similar leadership challenges, it did not claim universal generalizability across all sectors or regions.

1.9 Assumptions of the Study

The leadership styles identified autocratic, democratic, laissez-faire, and transformational were clearly recognizable and could be accurately classified within the Samburu County Public Service Board. Employees and leaders were expected to provide honest and reflective responses to surveys and questionnaires, ensuring genuine insights into leadership effectiveness and its impact on productivity. The findings from the Samburu County Public Service Board offered valuable lessons and strategies that could be applied to other public sector organizations experiencing similar leadership and employee productivity challenges.



1.10 Operational Definition of Key Terms

Leadership Styles: Refers to the approach and method employed by leaders in influencing their team's behaviors, attitudes, and performance. In this study, leadership styles are specifically categorized into autocratic (centralized decision-making), democratic (shared decision-making), laissez-faire (minimal leadership intervention), and charismatic (influence based on personal charisma and vision).

Employee Productivity: The measure of output or performance of an employee within a specific period. It is evaluated based on efficiency (the amount of resources used to produce output) and effectiveness (the degree to which objectives are achieved).

Public Sector Organization: Refers to government-owned institutions and entities that deliver public services or oversee certain aspects of public policy. This study focuses on such organizations within the context of Kenya.

Organizational Culture: The set of shared values, beliefs, behaviors, and practices that characterizes an organization. It shapes how work is performed and how employees interact within the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the theoretical literature on marketing strategies on student's enrolment. The chapter also reviews the empirical literature, conceptual framework and research gaps are also covered in this chapter.

2.1 Theoretical Literature

2.3.1 Transformational Leadership Theory

Bernard M. Bass, a prominent figure in the field of organizational psychology, is renowned for his significant contributions to the advancement of Transformational Leadership Theory. Building upon the initial ideas introduced by James MacGregor Burns in 1978, Bass enhanced the theoretical foundation by proposing a more systematic and empirical approach to understanding how leaders can inspire and transform their followers. In his influential 1985 publication, Bass introduced a framework consisting of four core components: idealized influence, where leaders serve as ethical role models; inspirational motivation, which involves articulating a compelling vision; intellectual stimulation, encouraging innovation and critical thinking; and individualized consideration, where leaders attend to the unique needs and development of each employee. These dimensions collectively illustrate how transformational leaders move beyond mere authority or charisma to create meaningful organizational change and foster a culture of growth and commitment. Bass's model underscores the importance of aligning leadership behavior with the personal and professional growth of employees, ultimately enhancing performance and achieving shared goals. Extensive research over the decades has consistently supported the validity and practical relevance of Bass's theory, solidifying its status as a cornerstone in modern leadership studies and a guiding framework in both corporate and public sector management.

Transformational Leadership Theory emphasizes a leadership style that transcends basic transactional interactions, aiming instead to inspire and engage employees on a deeper emotional and intellectual level. Unlike traditional leadership models that rely on reward and punishment, this approach seeks to motivate individuals by instilling a shared vision, fostering innovation, and building strong personal connections within the workplace.

Central to this theory are four essential elements: idealized influence, where leaders act as moral exemplars; inspirational motivation, which involves articulating a clear and compelling direction; intellectual stimulation, encouraging creativity and problemsolving; and individualized consideration, through which leaders support the unique needs and development of each team member. These components work in unison to cultivate a workplace environment where employees are more likely to align their personal goals with those of the organization, ultimately enhancing commitment, performance, and productivity. Contemporary studies, such as those by Hoch et al. (2018), highlight the practical benefits of transformational leadership in promoting higher levels of employee engagement and job satisfaction. Similarly, research by Banks et al. (2017) demonstrates the model's versatility and effectiveness across a variety of organizational contexts, including government agencies, reinforcing its relevance in driving positive outcomes within the public sector.

Recent empirical studies have reinforced the applicability of Transformational Leadership Theory within the public sector. Research indicates that transformational leadership significantly influences employee commitment, role clarity, and workplace motivation (Hoch et al., 2018). Furthermore, transformational leadership practices have been linked to higher satisfaction with leaders, increased innovation, and enhanced productivity in public sector organizations (Banks et al., 2017). Afsar et al. (2019) found that transformational leaders foster a positive organizational climate, reducing turnover intentions and improving job engagement. Additionally, transformational leadership has been shown to improve public sector efficiency by encouraging adaptive behaviors and fostering a high-performance culture (Choi et al., 2020). These findings collectively highlight the critical role of transformational leadership in enhancing productivity and organizational effectiveness in government institutions.

The relevance of Transformational Leadership Theory to public sector organizations, particularly within the Samburu County Public Service Board (PSB), lies in its emphasis on visionary leadership, intellectual stimulation, and motivation as key drivers of employee productivity. In environments where bureaucratic challenges, resource constraints, and policy inefficiencies are prevalent, leaders who inspire, intellectually challenge, and personally connect with their employees can foster an atmosphere of engagement, innovation, and efficiency (Choi et al., 2020). The theory suggests that by adopting transformational leadership practices, leaders in the Samburu County Public Service Board can cultivate a more motivated and high-performing workforce, ultimately enhancing service delivery, employee satisfaction, and organizational effectiveness. Transformational Leadership Theory provides a valuable framework for understanding how leadership styles can influence employee productivity and overall organizational success in the public sector. By examining the theory's principles within Samburu County Public Service Board, this study aims to identify leadership behaviors that positively affect workplace performance and efficiency. The findings will contribute to developing leadership strategies that enhance governance, optimize human resource management, and improve public service delivery within Samburu County's devolved government system.

2.3.2 Herzberg's Two-Factor Theory

In 1959, psychologist Frederick Herzberg introduced the Two-Factor Theory also referred to as the Motivation-Hygiene Theory which offers a nuanced understanding of employee satisfaction and motivation in the workplace. Herzberg's model divides workplace influences into two distinct categories: motivators and hygiene factors. Motivators are intrinsic elements directly related to the nature of the job itself, such as opportunities for achievement, recognition for accomplishments, the level of

responsibility entrusted to employees, and the potential for personal and professional growth. These factors are key drivers of job satisfaction and are instrumental in inspiring employees to perform at their best. In contrast, hygiene factors are extrinsic to the actual work and include elements like compensation, company policies, workplace safety, and the quality of supervision. While the absence of hygiene factors can cause dissatisfaction, their presence alone does not necessarily motivate employees or lead to higher satisfaction. Herzberg argued that genuine motivation and improved performance result from enriching the job with meaningful and fulfilling tasks rather than merely addressing external concerns. His theory remains a foundational framework in organizational behavior and human resource management, emphasizing the importance of creating work environments that go beyond basic needs to foster long-term engagement and satisfaction.

The theory differentiates between factors that cause job satisfaction (motivators) and those that prevent job dissatisfaction (hygiene factors). Motivators are intrinsic and include recognition, achievement, and opportunities for growth, which positively influence employees' sense of fulfillment (Furnham et al., 2021). Hygiene factors, on the other hand, are extrinsic and involve aspects like salary, company policies, and working conditions. While improving hygiene factors prevents dissatisfaction, it doesn't guarantee increased job satisfaction (Tian et al., 2019).

Herzberg's research methods involved interviewing employees to determine what made them feel satisfied or dissatisfied with their jobs. He concluded that motivators lead to satisfaction when present, while the absence of hygiene factors contributes to dissatisfaction (Rahman & Nurullah, 2018). For instance, better working conditions may prevent dissatisfaction, yet they may not inspire greater productivity or commitment.

Herzberg's distinction has remained influential, offering managers a clear understanding of the dual factors affecting employee satisfaction.

In relation to Samburu County Public Service Board, Herzberg's theory offers valuable insights into how leadership styles can influence employee productivity.

Transformational leadership, emphasizing vision and development, aligns closely with Herzberg's motivators, as it focuses on recognition and personal growth. Conversely, transactional leadership parallels hygiene factors by ensuring clear expectations and rewards but doesn't necessarily increase long-term satisfaction (Ismail et al., 2020). Leaders in Samburu County can apply these concepts to inspire and sustain employee motivation even amid limited resources and bureaucratic challenges.

Additionally, the duality of Herzberg's model emphasizes that addressing employee dissatisfaction through hygiene factors alone cannot guarantee high performance. Effective leaders must ensure intrinsic motivators such as acknowledgment and empowerment to cultivate a committed workforce. Specifically, in public sector entities like the Samburu County Public Service Board, transformational leadership may yield better results compared to transactional approaches, especially in fostering creativity and engagement among employees (Lashitew, 2019).

Herzberg's Two-Factor Theory is relevant in examining the influence of leadership styles on employee productivity in Samburu County's public sector organizations. Leadership behaviors that prioritize motivators help employees find meaning and growth in their roles, positively influencing their output (Nyika, 2020). Conversely, hygiene-oriented leadership may address workplace grievances but fail to inspire above-average performance. Addressing both factors could yield a balanced and dynamic organizational culture.

By leveraging Herzberg's framework, this study aims to assess how different leadership styles can be strategically employed to meet employees' diverse needs. The findings will guide leaders in Samburu County on how to foster employee satisfaction and align it with organizational goals for optimized productivity.

2.2 Empirical Literature

2.2.1 Autocratic Leadership on Employee Productivity

Autocratic leadership, characterized by individual control over all decisions with little input from team members, has been widely debated in literature for its impact on employee productivity. While it might expedite decision-making and establish clear expectations, its influence on employee morale and innovation presents a complex scenario. Recent empirical studies offer insights into the nuanced effects of autocratic leadership on productivity within various contexts.

In the United States, a study by Thompson and Glasø (2018) examined the relationship between autocratic leadership and employee productivity in the tech industry. The research revealed that in fast-paced, highly competitive environments where quick decision-making is crucial, autocratic leadership can lead to significant improvements in productivity. However, it also noted the potential for decreased creativity among employees, suggesting a trade-off between efficiency and innovation.

Conversely, in Germany, a research conducted by Müller et al. (2019) within the manufacturing sector highlighted the negative impact of autocratic leadership on employee productivity. The study found that such leadership styles led to lower levels of employee engagement and satisfaction, ultimately reducing overall productivity. The findings suggest the importance of considering the industry and organizational culture when evaluating the effectiveness of autocratic leadership.

In Nigeria, research by Adeoye and Fields (2020) explored the effects of autocratic leadership in public sector organizations. The study concluded that while autocratic leadership might streamline processes and ensure compliance, it significantly hindered employee innovation and motivation, leading to a decrease in productivity over time. Similarly, in South Africa, a study by Van Zyl (2021) investigated the impact of autocratic leadership on employee productivity in the mining sector. It found that such leadership styles could result in short-term gains in productivity but were ultimately unsustainable due to adverse effects on employee morale and long-term engagement.

Within Kenya, a study by Kimathi and Mwangi (2022) on autocratic leadership within government agencies revealed mixed outcomes. While certain departments saw improved efficiency and productivity due to the clear directives and streamlined decision-making processes, others experienced a decline in employee motivation and satisfaction, suggesting the contextual dependency of autocratic leadership's effectiveness.

Another research by Oloo and Ogutu (2023) focused on the education sector in Kenya, showing that autocratic leadership negatively impacted teacher productivity. The findings highlighted that the lack of teacher involvement in decision-making processes led to decreased motivation and engagement, adversely affecting overall productivity in educational institutions.

2.2.2 Democratic Leadership on Employee Productivity

Democratic leadership, characterized by its emphasis on participative decision-making and collaborative governance, has been the subject of extensive scholarly interest, particularly regarding its influence on organizational productivity. This leadership style, which advocates for the active involvement of employees in the decision-making process, is lauded for fostering a sense of ownership and empowerment among team members. It

has been linked to numerous positive outcomes, including enhanced job satisfaction, increased innovation, and higher levels of employee engagement. Recent empirical studies across various sectors and geographical locations have provided valuable insights into the mechanisms through which democratic leadership can drive organizational success and improve productivity.

In the technology sector of Canada, a comprehensive analysis conducted by Carter and Singh (2019) unveiled that democratic leadership significantly contributes to fostering an innovative and inclusive workplace environment. By empowering employees to contribute ideas and partake in decision-making, organizations observed a surge in creativity and problem-solving capabilities, crucial for driving technological advancements. This approach not only bolstered employee morale but also led to notable improvements in project outcomes and operational efficiency. The study underscores the importance of embracing democratic leadership in industries where innovation and adaptability are key to sustaining competitive advantage.

Across the Atlantic, in the United Kingdom's healthcare sector, Evans and Thomas (2020) explored the relationship between democratic leadership and productivity, particularly in terms of patient care outcomes. Their research highlighted that involving medical staff in the decision-making processes led to a more collaborative work environment, significantly reducing medical errors and enhancing patient satisfaction. The findings suggest that democratic leadership not only improves the quality of healthcare delivery but also contributes to a more motivated and productive workforce, underlining the pivotal role of participative leadership in critical service sectors. In Ghana's educational institutions, a pivotal study by Nkrumah and Mensah (2021) shed light on the transformative impact of democratic leadership on teaching and learning outcomes. Principals who employed a democratic leadership style were found to create

a more supportive and open educational environment, leading to increased teacher motivation and higher student achievement rates. This study illustrates the critical role of leadership in shaping educational success, emphasizing that by valuing teacher input and fostering collaborative school management, educational leaders can significantly enhance instructional quality and student learning experiences.

The manufacturing sector in Nigeria provided a unique backdrop for research conducted by Adekunle and Olajide (2022), which examined the effects of democratic leadership on operational efficiency and innovation. This study revealed that democratic leadership practices, characterized by employee involvement in problem-solving and decisionmaking, were instrumental in identifying and implementing process improvements. The resultant organizational culture of continuous improvement not only elevated productivity levels but also fostered a more engaged and committed workforce, highlighting the synergistic benefits of democratic leadership in enhancing both employee satisfaction and operational performance.

A comprehensive study by Mwiti and Omondi (2023) within Kenyan public sector organizations revealed that democratic leadership played a significant role in enhancing employee engagement and productivity. The research indicated that employees under democratic leadership reported a heightened sense of connection and commitment to their work, attributing this to their involvement in decision-making processes and the value placed on their contributions. This increased alignment with organizational goals translated into higher performance levels, showcasing the effectiveness of democratic leadership in mobilizing and motivating the workforce towards collective success.

In the banking sector, Kipkorir and Chebet (2024) provided evidence of the positive impact of democratic leadership on organizational culture, customer satisfaction, and financial performance. Their study highlighted that banks practicing democratic

leadership experienced improved morale among employees, leading to enhanced service delivery and customer experiences. The participatory nature of this leadership style encouraged a culture of openness, innovation, and continuous improvement, which not only benefited employee productivity but also contributed to the overall success and competitiveness of the banks in the dynamic financial sector.

2.2.3 Laissez-Faire Leadership on Employee Productivity

Laissez-faire leadership, characterized by its hands-off approach and the substantial autonomy granted to employees, presents an interesting area of study in relation to employee productivity. This leadership style assumes that employees are capable of selfmanagement and thrive when given freedom over their work decisions. While it has been praised for fostering innovation and creativity, critics argue it may lead to a lack of direction and decreased productivity in some contexts. Recent empirical research offers insights into how laissez-faire leadership impacts organizational performance across various sectors and geographical locations.

In Sweden, a comprehensive study by Larson and Svensson (2019) within the creative industries explored the implications of laissez-faire leadership on project outcomes.

Their findings suggested that in environments where creativity and autonomy are paramount, laissez-faire leadership significantly boosted productivity and innovation. Employees valued the trust and freedom, leading to enhanced motivation and engagement with their work, which in turn translated into higher-quality outputs and successful project completions.

Contrastingly, in Japan, research by Takahashi and Nakamura (2020) in the technology sector presented a more nuanced view of laissez-faire leadership. The study indicated that while some teams thrived under minimal supervision, others struggled with the lack

of guidance and feedback, leading to inconsistencies in productivity levels. This highlighted the importance of balancing autonomy with adequate support and direction, especially in highly technical or complex projects.

In Egypt, a study by Mahmoud and El-Said (2021) focused on the banking sector, revealing that laissez-faire leadership could lead to varied impacts on employee productivity, largely influenced by individual employee characteristics and work ethic. While self-motivated and experienced employees showed improved productivity and job satisfaction, less experienced staff often felt directionless, impacting their performance negatively.

In South Africa, an investigation by van der Merwe (2022) into the effects of laissez-faire leadership in public healthcare facilities found that such a leadership style contributed to a relaxed work environment that encouraged staff autonomy. However, the lack of structured leadership also led to operational inefficiencies and a decrease in overall productivity, emphasizing the need for a more balanced leadership approach in critical service sectors.

Within Kenya, a study by Ochieng and Akombo (2023) in the education sector analyzed the impact of laissez-faire leadership on teacher productivity. The findings suggested that while some educators excelled under the freedom provided by laissez-faire leadership, contributing to innovative teaching methods and improved student performance, a portion of the faculty experienced a lack of motivation and accountability, resulting in mixed outcomes on overall educational productivity.

Furthermore, research by Kiptoo and Chepkwony (2024) on laissez-faire leadership within Kenyan NGOs highlighted the style's potential to empower employees and promote a strong sense of responsibility and ownership over work. However, the study also pointed out the risks of underperformance due to the absence of regular feedback

and direction, suggesting that laissez-faire leadership effectiveness is highly dependent on the organizational culture and individual employee attributes.

2.2.4 Charismatic Leadership on Employee Productivity

Charismatic leadership, with its emphasis on inspiring and motivating followers through a leader's personal vision and charisma, has been closely associated with enhancing employee productivity. This leadership style leverages emotional connections, articulating a compelling vision and demonstrating personal commitment to goals. Research across various sectors and regions has explored the effectiveness of charismatic leadership in boosting organizational performance, providing valuable insights into its benefits and challenges.

In the United States, a study by Anderson and Thompson (2018) in the technology sector found that charismatic leadership significantly improved team innovation and productivity. Leaders who demonstrated a strong vision and personal commitment were able to inspire their teams to higher levels of performance and creativity, fostering an environment where innovative ideas flourished, and employees felt more engaged and motivated.

Meanwhile, in Germany, research by Müller and Schultz (2019) within the manufacturing industry highlighted that charismatic leadership played a crucial role in navigating organizational change. The study showed that charismatic leaders were particularly effective in motivating employees during periods of significant transformation, resulting in enhanced productivity and adaptability among the workforce.

In Nigeria, a study by Okeke and Adeola (2020) within the banking sector revealed that charismatic leadership was instrumental in driving employee productivity and customer satisfaction. Charismatic bank managers were able to effectively communicate their

vision, garnering employee commitment and enthusiasm that translated into improved service delivery and operational efficiency.

In South Africa, research by Van der Merwe and Botha (2021) in the public health sector examined the impact of charismatic leadership on healthcare delivery. The findings suggested that leaders who were able to inspire and motivate their staff through a clear and compelling vision significantly improved patient care outcomes and staff productivity, underlining the importance of charismatic leadership in service-oriented sectors.

A Kenyan study by Kimathi and Mwangi (2022) in the education sector analyzed the effects of charismatic leadership on teacher motivation and student achievement. The research found that principals who exhibited charismatic qualities were more successful in creating a positive school culture, enhancing teacher engagement and effectiveness, which in turn positively impacted student performance.

Another investigation within Kenyan NGOs by Oluoch and Kipkorir (2023) demonstrated that charismatic leadership was pivotal in increasing organizational commitment and productivity. Charismatic leaders were effective in mobilizing resources, rallying employees around a shared mission, and driving significant improvements in program delivery and impact.

2.2.5 Employee Productivity

Employee productivity remains a central focus of organizational studies, serving as a crucial indicator of business performance and efficiency. Productivity at work is influenced by a myriad of factors, including leadership styles, work environment, employee engagement, and technological advancements. Recent research globally and across different cultures has shed light on the determinants of employee productivity,

revealing complex interplays between these factors and how they can be optimized to enhance organizational outcomes.

In the United States, a study by Johnson and Lee (2018) within the tech industry found that technological innovations and flexible work arrangements significantly boosted employee productivity. The research highlighted that the integration of advanced tools and allowing for remote work not only improved work-life balance but also increased output and job satisfaction among employees, suggesting that modern work practices and technologies are key drivers of productivity.

Meanwhile, in the United Kingdom, research by Smith and O'Connell (2019) in the service sector emphasized the importance of employee engagement and workplace culture on productivity. Their findings indicated that organizations with strong, positive cultures and high levels of employee engagement saw substantial improvements in productivity. This underscores the role of organizational culture and employee well-being in driving performance.

In Nigeria, a study by Adekunle and Olajide (2020) explored the impact of training and development on employee productivity in the manufacturing sector. The findings revealed that continuous professional development and skill enhancement led to significant improvements in employee output and overall organizational efficiency, highlighting the importance of investing in employee growth.

A study conducted by Van Zyl (2021) in South Africa explored how different leadership approaches influence the productivity of employees within the country's public healthcare sector. The research revealed that leadership styles characterized by transformation and participation where leaders actively involve employees in decisionmaking processes and foster a shared vision had a notable positive impact on worker efficiency and output. These findings underscore the critical role that leadership

plays in shaping employee behavior and motivation, particularly in high-pressure environments like healthcare. Leaders who demonstrate empathy, encourage collaboration, and provide clear direction were found to contribute significantly to enhanced performance levels among healthcare professionals. The study highlighted that when leaders engage with their teams in a supportive and empowering manner, it not only boosts individual morale but also leads to improved overall organizational effectiveness. This research adds to the growing body of evidence emphasizing that leadership style is a key determinant of success in public service delivery.

Within Kenya, a study by Kimathi and Mwangi (2022) on the impact of workplace safety and health practices on employee productivity in the construction industry provided valuable insights. It was found that enhanced safety measures and health practices not only reduced workplace accidents but also improved workers' productivity, highlighting the critical importance of a safe working environment.

Another investigation in the Kenyan education sector by Oloo and Kipkorir (2023) demonstrated that job satisfaction was a key determinant of teacher productivity.

Teachers who reported higher levels of job satisfaction were more effective and productive in their roles. This suggests that addressing the factors that contribute to job satisfaction can have a profound impact on productivity in educational settings.

2.4 Conceptual Framework

Using a conceptual framework is a diagrammatic research technique that aids the researcher in acquiring an understanding and awareness of the issue at hand. It is, in fact. Researchers often use conceptual frameworks as an aid in identifying potential research directions and laying out their preferred method of approaching a given problem. As a collection of general concepts and principles collected from relevant disciplines of study, it might be characterized as a framework for a presentation. It is the interaction of these blocks that completes the foundation for specific predicted results.

Independent variables are those that are assumed to have an impact on or influence the dependent variable. During an experiment, the independent variable has an effect on a dependent variable, which is measured and changed as a result of the experiment.



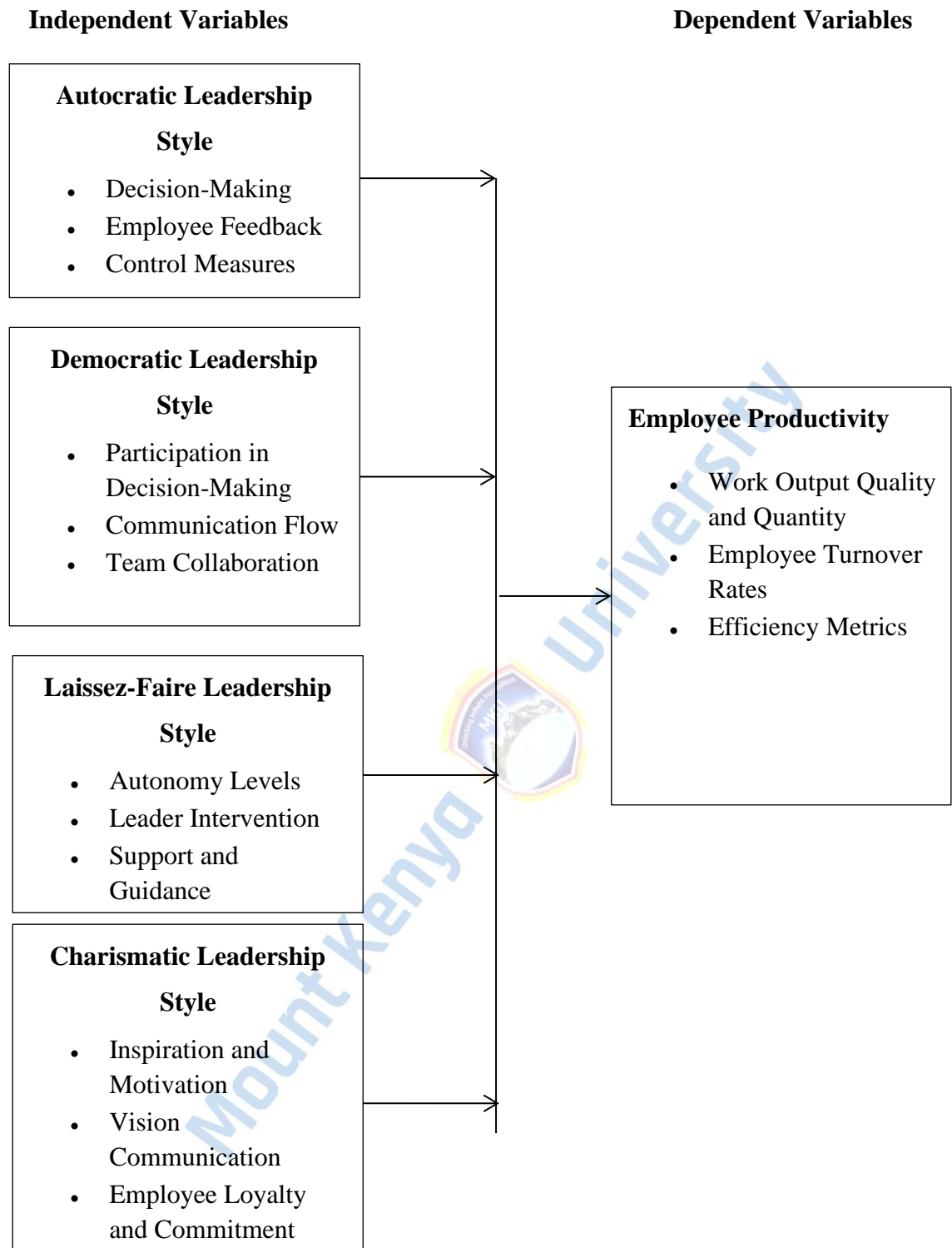


Figure 1: Conceptual Framework

Source: Research (2025)

2.5 Research Gaps

The review of literature on the influence of leadership styles on employee productivity, particularly within public sector organizations such as the Samburu County Public Service Board (PSB), has highlighted several critical areas that require further research. Despite extensive studies on leadership and organizational performance, there remain significant gaps that, if addressed, could enhance the understanding and application of leadership theories in public sector settings.

Firstly, there is a notable lack of comparative studies examining the effects of different leadership styles across various public sector organizations at the county level. Many existing studies have generalized findings from broader public sector contexts without considering the unique operational challenges, governance structures, and resource constraints faced by county governments. There is a need for research that evaluates how specific leadership styles such as transformational, autocratic, democratic, and laissezfaire leadership affect employee productivity within devolved public service entities like Samburu County PSB. Such insights are essential for tailoring leadership strategies to the specific needs of county governments (Njoroge & Mwangi, 2022; Ochieng & Ogutu, 2023).

Secondly, much of the existing literature focuses on short-term outcomes of leadership styles on employee productivity, with limited studies examining their long-term impact on organizational performance. Leadership decisions in public institutions often have cumulative and lasting effects on workforce engagement, service delivery, and institutional efficiency. However, there is insufficient longitudinal research investigating how different leadership approaches influence sustained employee motivation, job satisfaction, and productivity over time. Addressing this gap would provide valuable

insights for policymakers and administrators aiming to foster consistent improvements in public sector performance (Van Zyl, 2021; Adekunle & Omondi, 2022).

Furthermore, there is limited research integrating Transformational Leadership Theory and Herzberg's Two-Factor Theory to assess their combined impact on employee productivity in the public sector. While both theories provide distinct perspectives—transformational leadership emphasizes inspiration and vision, while Herzberg's theory highlights intrinsic and extrinsic motivators few studies have explored their interplay in shaping workforce behavior. Investigating how leadership behaviors and motivation factors interact to influence productivity in public sector organizations like Samburu County PSB would provide a more holistic understanding of effective leadership in governance and administration (Mugenda & Riggio, 2023; Liu et al., 2022).

Lastly, empirical studies specifically focused on the Kenyan public sector, particularly at the county level, remain scarce. While there is growing research on leadership effectiveness in national government institutions, there is limited data on devolved units such as county public service boards. Given the unique governance, socio-economic, and cultural dynamics in Kenya's county governments, context-specific research is crucial for developing leadership frameworks that align with local realities. Studies focusing on Samburu County PSB would help in designing leadership strategies that are both effective and culturally relevant, ultimately improving service delivery and employee performance in county public service institutions (Mwiti & Omondi, 2023; Kipkorir & Chebet, 2024).

Addressing these research gaps will enhance leadership practices within public sector organizations, providing actionable recommendations for improving employee productivity, policy formulation, and governance effectiveness in Samburu County and similar devolved units in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides a detailed overview of the procedures and methodologies used for data collection and analysis, along with strategies for effectively presenting the findings in a clear and accessible manner. It outlines the specific tools and techniques employed to gather and examine both qualitative and quantitative data, ensuring that the research outcomes are reliable and valid. Additionally, the chapter discusses the chosen research design, explaining how it aligns with the study's objectives and supports the overall investigative framework. Attention is also given to the intended audience of the study, emphasizing how the results are tailored to meet the informational needs of stakeholders, policymakers, and academic readers. By integrating these elements, the chapter serves as a comprehensive guide to understanding how the research was conducted and how its conclusions can be communicated meaningfully to diverse audiences.

3.1 Research Design

Before commencing the research project, it was crucial to establish a clear and wellstructured research design to ensure that the study's outcomes would be both meaningful and applicable within the context of the prevailing economic environment (Hassan, 2024). The chosen design acted as a strategic roadmap, guiding the data collection process and defining the analytical methods necessary to explore the core research issues. By outlining the procedures for gathering and interpreting data, the design played a vital role in aligning the research process with the stated objectives and in ensuring that the findings would effectively address the identified problem. For this particular study, a descriptive survey design was adopted, which proved to be highly

appropriate for capturing a broad understanding of the existing dynamics and for quantifying the relationships among various variables. This approach allowed for systematic observation and analysis, enabling the researcher to draw insightful conclusions based on patterns and correlations within the collected data. Such a design was appropriate in this context, as it facilitated a comprehensive understanding of the issue before attempting its resolution (Kibuacha, 2023).

Descriptive research was often utilized in the initial stages of a study because it provided data that was both current and aligned with ongoing occurrences and environmental factors. This type of research aimed to uncover and quantify the relationships between causes and effects among the study variables, offering valuable insights for informed decision-making (Crudu & MoldStud Research Team, 2025).

3.2 Area of Study

Samburu County was located in the northern region of Kenya, covering approximately 20,182 square kilometers. Samburu County is geographically positioned in the northern region of Kenya, sharing its boundaries with several neighboring counties: Marsabit to the north, Isiolo to the east, Laikipia to the south, Baringo to the southwest, and Turkana to the west. The county lies within Kenya's arid and semi-arid lands (ASALs), a zone known for its harsh climatic conditions, including low and unpredictable rainfall patterns coupled with high temperatures throughout much of the year. The landscape of Samburu is diverse, consisting of expansive open plains, rugged hills, and scattered highland areas that contribute to its unique ecological makeup. A significant feature of the county is the Samburu National Reserve, a prominent wildlife sanctuary that plays an essential role in biodiversity conservation and tourism. This reserve, along with the county's distinctive terrain and climate, shapes the region's economic activities, which are largely centered

around pastoralism, small-scale agriculture, and eco-tourism initiatives. The county's administrative headquarters was in Maralal town, which served as the central hub for governance, commerce, and public administration. The population primarily consisted of pastoralist communities, including the Samburu, Turkana, and Rendille, whose livelihoods depended on livestock herding.

3.3 Target Population

In research methodology, the target population refers to the complete set of individuals, elements, or units that share common characteristics relevant to the specific area of study and from which data can be meaningfully drawn (Polit & Beck, 2006). For the purposes of this study, the target population encompassed all staff members and leaders affiliated with the Samburu County Public Service Board (PSB). This included both administrative personnel and management-level officials who were directly involved in the day-to-day operations and strategic decision-making processes within the institution. These individuals were considered crucial for providing insights into the leadership styles in practice and their corresponding effects on employee productivity and organizational performance. By focusing on this well-defined group, the study ensured that the collected data would be directly aligned with the research objectives and reflective of the organizational context under examination. Specifically, the study focused on all seven (7) board members who were responsible for policy formulation, recruitment, and overall human resource management, as well as the 26 staff members who executed administrative and operational functions within the board. This population was considered ideal for assessing the influence of leadership styles on employee productivity, as board members served in decision-making and leadership roles, while

the staff members represented the workforce directly impacted by these leadership practices.

Table 1: Target Population

| Category | Number | Percentage |
|----------------------|---------------|-------------------|
| Board Members | 7 | 21.3 |
| Staff | 26 | 78.7 |
| Total | 33 | 100 |

Source: Samburu Public Service Board (2025)

3.4 Sampling Procedures and Sample Size

3.4.1 Sampling Procedure

Sampling was defined as the process of selecting a smaller proportion of a larger target population to represent the whole (Kibuacha, 2023). However, this study adopted a census approach instead of sampling the population. According to Hassan (2024), a census was particularly suitable when the target population was below 200, as it provided a comprehensive analysis and eliminated sampling bias. For these reasons, the study utilized a census approach to ensure detailed and unbiased findings.

3.4.2 Sample Size

According to Aaker et al. (2015), a sample size could be determined using a statistical technique or an ad hoc method. Consequently, this study employed a census sampling method to select respondents from the total population of 33 individuals, comprising 7 board members and 26 staff members of the Samburu County Public Service Board (PSB).

3.5 Construction of research instruments

Data from primary sources were used in this study. The primary data were gathered using a semi-structured questionnaire. The survey included both closed and open-ended questions. To capture a broad range of perspectives and uncover insights that might not emerge through structured questioning alone, the study incorporated open-ended questions within the data collection tool. These questions allowed participants to freely express their views, providing richer and more nuanced information. In addition, a fivepoint Likert scale was utilized to measure the degree of agreement or disagreement with various statements, enhancing the consistency and depth of the quantitative data collected. The questionnaire was systematically divided into several sections to ensure clarity and focus. Section A gathered demographic and background details of the respondents, establishing a foundation for contextual analysis. Section B was dedicated to examining perceptions of Autocratic Leadership, while Section C explored views on Democratic Leadership. Section D assessed experiences with Laissez-Faire Leadership, and Section E investigated the influence of Charismatic Leadership within the organization. Finally, Section F focused on evaluating Employee Productivity, enabling the researcher to draw correlations between leadership styles and performance outcomes. This structured yet flexible approach ensured a comprehensive understanding of the study's core variables.

Questionnaires were widely regarded as an ideal method for data collection in this type of research (Harrison et al., 2023). They were particularly effective because they were easy to quantify and evaluate, ensured respondent privacy, and allowed researchers to track participants who did not return the questionnaire on time, thereby enabling timely follow-up reminders (Maida et al., 2022). Compared to other tools, such as focus groups,

questionnaires were straightforward to administer and provided a structured approach to gathering data efficiently.

3.6 Testing for Piloting, validity and reliability

3.6.1 Piloting

Pilot testing plays a critical role in the research process, functioning as a preliminary assessment of the tools and methodologies planned for the main study. According to Mugenda and Mugenda (2009), conducting a pilot study is essential because it allows the researcher to simulate the actual data collection process on a smaller scale, thereby identifying potential issues in the design, structure, or clarity of the research instruments. By testing the questionnaire or interview schedule in advance, the researcher can detect ambiguities, inconsistencies, or any logistical challenges that might compromise the validity or reliability of the final results. Furthermore, piloting provides an opportunity to refine the wording of questions, assess the time required to complete the instruments, and ensure that the instructions are clear and comprehensible to respondents. Ultimately, this preparatory step minimizes the likelihood of costly errors during the actual study, enhances the overall quality of data collected, and increases the confidence in the findings derived from the research. It was essential for clarifying any ambiguity, identifying poorly phrased items, addressing issues such as insufficient space for responses, and detecting clustering of questions.

Piloting was conducted on 10% of the sample size, which translated to 3 respondents from a comparable Public Service Board in Isiolo County a neighboring county with similar administrative structures and operational dynamics. This pilot study helped assess the clarity, reliability, and validity of the research instruments prior to the full-scale data collection in the Samburu County Public Service Board (PSB). The pilot enabled the

identification and resolution of potential ambiguities, inconsistencies, or weaknesses in the questionnaire and interview tools, ensuring they were well-structured and contextually appropriate for the main study. Insights gained from the piloting process informed necessary refinements to enhance the effectiveness of data collection.

3.6.2 Reliability of the Research Instruments

Reliability in research refers to the extent to which an instrument yields stable and consistent results across repeated applications, ensuring that the data collected is dependable and replicable (Mugenda & Mugenda, 2009). For a measurement tool to be deemed reliable, it must consistently produce similar outcomes when used under comparable conditions and over time, accurately capturing the variable it is designed to assess. One critical aspect of reliability is internal consistency, which reflects the instrument's ability to maintain uniformity in responses across related items. In this study, Cronbach's Alpha was utilized as the primary statistical measure to evaluate the reliability of the questionnaire. This coefficient assesses the degree of correlation among the items within the instrument and helps determine how closely related they are as a group. To validate consistency, the questionnaire was administered to the same set of participants on two separate occasions within a short time span, enabling a test-retest approach. The results from this process were then analyzed using Cronbach's Alpha to determine the overall coherence of responses. As supported by Zinbarg et al. (2006), an alpha coefficient exceeding 0.7 was considered indicative of satisfactory internal consistency, affirming the reliability of the data collection tool employed in this research.

3.6.3 Validity of the Research Instruments

To ensure that the research objectives were effectively addressed, it was essential for the data collection instruments to generate information that directly aligned with the study's

core questions. According to Mugenda and Mugenda (2009), achieving meaningful results in research depends heavily on both the reliability and validity of the tools used. Validity refers to the degree to which an instrument genuinely measures the intended concept, ensuring the data collected is both accurate and relevant to the research focus. In this study, particular attention was paid to face and content validity—two important forms of validation that assess whether the instrument appears to measure what it claims (face validity) and whether it comprehensively covers all aspects of the construct being studied (content validity). These validation checks were incorporated into the design of the questionnaire by evaluating whether the questions reflected clear and direct indicators of the variables in question. To reinforce this process, the researcher sought expert feedback from their academic supervisor and seasoned professionals in the field of education, whose knowledge and experience helped to refine the instrument. Their input ensured that the questionnaire was logically structured, appropriately worded, and comprehensive in scope, thereby enhancing its validity and making it suitable for effective data collection.

3.6.4 Establishing Credibility of the Research Instruments

Credibility refers to the degree to which a source, message, or individual is perceived as trustworthy, dependable, and believable. It embodies the ability to instill confidence in others and is a critical factor in how information is received and interpreted. As O’Keefe (2016) noted, credibility is ultimately a judgment made by the audience regarding the trustworthiness and authority of the communicator. This perception significantly influences whether a message is accepted or dismissed. In the context of research and persuasive communication, credibility plays a vital role, as individuals are often more likely to engage with and accept a message not just because of the content itself, but

because of their perception of the speaker or author delivering it. A credible source is expected to present verifiable, factual, and unbiased information, backed by solid evidence and sound reasoning. Thus, enhancing credibility involves not only presenting accurate and relevant data but also ensuring that the communicator is viewed as knowledgeable, honest, and objective. In research, maintaining credibility strengthens the integrity of the study and increases the likelihood that findings will be respected and utilized by readers, practitioners, and policymakers.

3.7 Data Collection Methods and Procedures

To gather primary data for the study, the researcher employed a structured questionnaire, which provided a standardized format for collecting responses across all participants. This method ensured consistency in the information obtained and facilitated easier comparison and analysis. The questionnaires were primarily self-administered, with the researcher personally distributing them to participants using a drop-and-pick approach. Under this method, respondents received the questionnaires and were allowed to complete them at their own pace, promoting thoughtful responses and reducing the pressure of immediate feedback. To reach participants situated in remote or hard-to-access locations, the researcher also utilized email distribution, which not only accelerated the data collection process but also helped lower logistical expenses. This dual-mode approach allowed for flexibility and broader coverage. Respondents were given a one-week period to complete and return the questionnaires, a timeline designed to provide sufficient opportunity for careful consideration of the questions while also encouraging a higher response rate. This approach was integral to ensuring that the study captured reliable and comprehensive data from a diverse range of participants.

3.8 Data Analysis Methods

Once data collection was complete, the gathered information underwent a thorough review to identify any inconsistencies, missing values, or inaccuracies that could potentially compromise the integrity of the findings. This preliminary data cleaning process was essential to ensure accuracy and completeness before proceeding to the analysis phase. Following this, the responses were systematically coded using numerical values to facilitate proper categorization and simplify statistical processing. To analyze the data, the study utilized a combination of SPSS Version 26.0 and Microsoft Excel, enabling both descriptive and inferential statistical techniques to be employed effectively. Descriptive statistics were used to summarize and present the general characteristics of the data, and were displayed through visual formats such as tables, bar charts, and graphs. Key measures included the mean, which indicated central tendency, and the standard deviation, which reflected the variability within the data set. For inferential analysis, the study applied the Pearson correlation coefficient to examine the strength and direction of relationships between variables, while the Ordinary Least Squares (OLS) regression model was used to explore predictive relationships and test hypotheses regarding the influence of independent variables on the dependent variable. The multivariate regression framework enabled a more comprehensive understanding of how various leadership styles collectively impacted employee productivity, offering insights into the underlying dynamics of the study variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y = Employee Productivity

X₁ = Autocratic Leadership Style

X₂ = Democratic Leadership Style

X_3 = Laissez-Faire Leadership Style X_4 = Charismatic Leadership Style β_0 = Constant. It defines the level of credit rating without the inclusion of predictor variables. $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Co-efficients for the predictor variables.

ε = Unexplained Variation i.e. error term

3.9 Ethical Consideration

Ethical considerations played a central role in guiding the conduct of the researcher throughout every stage of the study, from planning and data collection to analysis and reporting. These ethical principles were essential in ensuring that the research was carried out in a responsible and respectful manner, with careful attention to protecting the dignity, rights, and welfare of all participants involved. Prior to initiating data collection, the researcher identified and adhered to several key ethical standards, including securing informed consent, maintaining confidentiality and privacy, ensuring participant anonymity, upholding professionalism, storing data securely, and strictly avoiding any form of plagiarism. Each participant's involvement was entirely voluntary, and informed consent was obtained to respect their autonomy and decision-making freedom. This meant participants had the right to choose whether to engage in the study, and this choice was made with a full understanding of the study's purpose, procedures, and any potential risks or implications. As noted by Louis et al. (2011), informed consent empowers participants by giving them control over their involvement, thereby transferring some responsibility to them in case any issues arise. Ary (2010) further emphasizes that participants must be made aware of all relevant aspects of the research, ensuring their decision to participate is fully informed. In alignment with these ethical imperatives, the researcher took deliberate steps to clearly communicate the study's objectives, reassure participants of their right to withdraw at any stage without consequence, and guarantee

that all personal information would be treated with the utmost confidentiality. These efforts were critical in fostering trust, promoting transparency, and ensuring the overall ethical integrity of the research process.

Respect for privacy was central to ethical research involving human subjects (Ary, 2010). To ensure this, the researcher secured all data electronically with password protection, restricting access exclusively to the researcher. Additionally, participant responses were grouped in such a way that individual scores could not be traced back to specific participants. Participants were assured that all data collected would remain confidential and be used solely for academic purposes. Confidentiality was strictly maintained, and the identity of the data sources was only disclosed upon obtaining explicit consent from the participants.

Anonymity, defined as the protection of individual identities, was also observed. Participants retained the right to remain unidentified, and the researcher ensured that questionnaires did not contain any names or personally identifiable information. This guaranteed total anonymity throughout the data collection and reporting processes. The information gathered from participants was stored with the highest level of confidentiality to prevent unauthorized access. Data were preserved in both hard and soft copy formats, and the researcher did not disclose any of the collected information to unauthorized individuals under any circumstances.

To ensure originality and avoid academic dishonesty, the researcher submitted all work through TURNITIN plagiarism detection software before each scheduled defense. The acceptable similarity index was capped at 15%, including references. In cases where the similarity index exceeded this threshold, the document was revised and resubmitted to the program until it met the required standard.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter offers a comprehensive analysis and interpretation of the primary data gathered during the course of the study, which was designed to explore how different leadership styles affect employee productivity within the Samburu County Public Service Board. The discussion is structured around the study's specific objectives, ensuring that the findings are presented in a clear and logical sequence. The chapter begins by examining the response rate, which reflects participant engagement and helps establish the representativeness of the data. This is followed by an assessment of the reliability of the research instruments, confirming the consistency and accuracy of the data collection tools used. Subsequently, the chapter delves into a detailed examination of the sociodemographic characteristics of the respondents, including variables such as age, gender, education level, and job position. These demographic insights are essential for understanding the context within which leadership styles are perceived and experienced, providing a foundational backdrop for analyzing how these styles influence employee behavior and performance. The analysis then transitions into a focused evaluation of the relationships between various leadership approaches—such as autocratic, democratic, laissez-faire, and transformational—and their effects on key indicators of employee productivity. Through this systematic presentation, the chapter aims to draw meaningful connections between leadership practices and workplace outcomes, offering evidencebased insights that contribute to both theory and practice in public sector management.

4.2 Reliability

The reliability of the research instrument was assessed using a pilot study conducted on

10% of the target population, which is equivalent to 3 respondents from a similar Public Service Board in Isiolo County. Cronbach's Alpha was used to measure the internal consistency of the questionnaire items. An Alpha value above 0.7 is considered satisfactory for reliability. The reliability analysis for the pilot data yielded the following results:

Table 2: Reliability

| Section | Number of Items | Cronbach's Alpha |
|--------------------------------|-----------------|------------------|
| Autocratic Leadership Style | 6 | 0.82 0.85 |
| Democratic Leadership Style | 6 | |
| Laissez-Faire Leadership Style | 6 | 0.78 0.88 |
| Charismatic Leadership Style | 6 | 0.81 |
| Employee Productivity | 6 | |

Source: Field Data (2025)

The Cronbach's Alpha values for all sections of the questionnaire were above 0.7, indicating that the research instrument was reliable and the items consistently measured the intended constructs. This suggests that the data collected using this instrument can be considered dependable for further analysis in the main study. The piloting process also helped in identifying and refining ambiguous questions, ensuring clarity and relevance for the full-scale data collection.

4.3 Response Rate

The study targeted a census of 33 respondents within the Samburu County Public Service Board, comprising 7 board members and 26 staff members. Out of the 33 distributed questionnaires, 31 were returned, duly completed. This resulted in a response rate of 93.9%.

Table 3: Response Rate

| Category | Target Population | Actual Responses | Response Rate (%) |
|---------------|-------------------|------------------|-------------------|
| Board Members | 7 | 7 | 100.0 |
| Staff | 26 | 24 | 92.3 |

| | | | |
|-------|----|----|------|
| Total | 33 | 31 | 93.9 |
|-------|----|----|------|

Source: Field Data (2025)

According to Babbie (2020), a response rate of 70% and above is considered excellent for survey-based research. Therefore, the response rate of 93.9% achieved in this study is considered highly reliable and representative of the target population within the Samburu County Public Service Board. This high response rate can be attributed to the census approach utilized, which ensured comprehensive coverage of the small, accessible population, as well as potential factors such as effective follow-up and the relevance of the study topic to the respondents. The high return rate provides a strong basis for generalizing the findings to the entire target population, enhancing the study's credibility and statistical power.

4.4 Socio-Demographic Characteristics

The socio-demographic characteristics of the 31 respondents who participated in the study are presented in the table below:

Table 4: Socio-Demographic Characteristics

| Characteristic | Category | Frequency | Percentage (%) |
|---------------------|---------------------|-----------|----------------|
| Age Bracket (Years) | Below 25 years | 2 | 6.5 |
| | 25-30 years | 7 | 22.6 |
| | 31-35 years | 10 | 32.3 |
| | 36-40 years | 6 | 19.4 |
| | 41-45 years | 3 | 9.7 |
| | 46 and above | 3 | 9.7 |
| Gender | Male | 19 | 61.3 |
| | Female | 12 | 38.7 |
| Characteristic | Category | Frequency | Percentage (%) |
| Highest Education | Certificate/Diploma | 5 | 16.1 |

| | | | |
|------------------------|-------------------|----|------|
| Qualification | Higher Diploma | 4 | 12.9 |
| | Bachelor | 12 | 38.7 |
| | Master | 10 | 32.3 |
| Tenure in Organization | Less than 5 years | 8 | 25.8 |
| | 5-10 years | 15 | 48.4 |
| | Over 11 years | 8 | 25.8 |

Source: Field Data (2025)

The socio-demographic analysis of respondents from the Samburu County Public Service Board reveals a predominantly young to middle-aged workforce, with 32.3% aged 31–35 years and 22.6% aged 25–30 years. Older age groups constituted smaller proportions, with only 6.5% under 25 years. The majority were male (61.3%), indicating a gender imbalance, though women made up a significant minority (38.7%).

In terms of education, most respondents held a Bachelor's degree (38.7%) or Master's degree (32.3%), reflecting a highly educated workforce. Fewer respondents had a Certificate/Diploma (16.1%) or Higher Diploma (12.9%). Regarding tenure, nearly half (48.4%) had served 5–10 years, with 25.8% each having less than 5 years or over 11 years of experience. Overall, the workforce is educated, moderately experienced, and male-dominated.

4.5 Descriptive Analysis

4.5.1 Influence of Autocratic Leadership Style on Employee Productivity

The first objective of the study was to assess the effect of autocratic leadership style on employee productivity within the Samburu County Public Service Board. Autocratic leadership, defined by centralized decision-making, limited employee involvement, and strict oversight, was examined through descriptive statistics derived from 31 respondents.

Participants rated their agreement with statements on the influence of autocratic leadership using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The table below summarizes the frequencies, percentages, means, and standard deviations for each item related to this leadership style and its impact on productivity.

Table 5: Descriptive Statistics on Autocratic Leadership Style

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|---|----|---|---|----|----|------|----------|
| The leadership in Samburu County PSB makes decisions without consulting employees. | 1 | 2 | 3 | 14 | 11 | 4.06 | 1.03 |
| Employees in the PSB have little or no autonomy in decision-making. | 2 | 4 | 5 | 12 | 8 | 3.68 | 1.20 |
| Strict supervision by leaders negatively affects employee morale and productivity. | 1 | 3 | 4 | 15 | 8 | 3.90 | 1.07 |
| The autocratic leadership approach reduces creativity and innovation among employees. | 1 | 2 | 6 | 14 | 8 | 3.87 | 1.05 |
| Employees comply with instructions out of fear rather than motivation. | 3 | 6 | 7 | 9 | 6 | 3.23 | 1.36 |
| There is minimal collaboration between leadership and employees in task execution. | 2 | 5 | 6 | 13 | 5 | 3.45 | 1.19 |

| | | | | | | | |
|--|---|---|---|---|---|------|------|
| Autocratic leadership in Samburu County PSB leads to higher efficiency but lower job satisfaction. | 4 | 7 | 8 | 9 | 3 | 2.97 | 1.33 |
|--|---|---|---|---|---|------|------|

Source: Field Data (2025)

The analysis reveals a strong perception of autocratic leadership within the Samburu County Public Service Board, marked by centralized decision-making and limited employee autonomy. Most respondents (80.7%) agreed that leaders make decisions without consulting staff ($M = 4.06$, $SD = 1.03$), and 64.5% felt they had little or no say in decisions ($M = 3.68$, $SD = 1.20$). These findings underscore the dominance of a topdown management approach.

Strict supervision was widely viewed as detrimental, with 74.2% agreeing it negatively impacts morale and productivity ($M = 3.90$, $SD = 1.07$). Similarly, 71% believed autocratic leadership reduces creativity and innovation ($M = 3.87$, $SD = 1.05$), suggesting the leadership style may hinder employee engagement and problem-solving capacity.

While nearly half (48.4%) felt employees comply out of fear rather than motivation ($M = 3.23$, $SD = 1.36$), responses were more mixed, indicating varied experiences. Likewise, 58% noted minimal collaboration between leadership and staff ($M = 3.45$, $SD = 1.19$), aligning with the typical characteristics of autocratic leadership.

Views on the trade-off between efficiency and job satisfaction were divided ($M = 2.97$, $SD = 1.33$). While some perceived increased efficiency, others highlighted reduced satisfaction, reflecting the complex effects of autocratic practices.

4.5.2 Influence of Democratic Leadership Style on Employee Productivity

The second objective of the study was to examine the extent to which democratic leadership enhances employee productivity in the Samburu County Public Service

Board. Democratic leadership emphasizes shared decision-making, employee participation, and transparent communication. This section presents descriptive statistics reflecting respondents' perceptions of this leadership style and its impact on productivity, based on responses from 31 participants. Using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), respondents rated various statements on democratic leadership. The table below provides a summary of frequencies, percentages, mean scores, and standard deviations for each item.

Table 6: Descriptive Statistics on Democratic Leadership Style

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|--|----|---|---|----|----|------|----------|
| Leaders in Samburu County PSB involve employees in decision-making. | 1 | 3 | 5 | 15 | 7 | 3.81 | 1.09 |
| Employees are encouraged to share ideas and contribute to policy-making. | 1 | 2 | 6 | 14 | 8 | 3.90 | 1.05 |
| There is open communication between leaders and employees, improving productivity. | 0 | 2 | 4 | 16 | 9 | 4.03 | 0.97 |
| Democratic leadership improves employee morale and motivation. | 1 | 1 | 3 | 17 | 9 | 4.06 | 0.95 |
| Teamwork and collaboration are highly encouraged in the organization. | 0 | 1 | 5 | 15 | 10 | 4.10 | 0.91 |

| | | | | | | | |
|---|---|---|---|----|---|------|------|
| Employees feel valued and appreciated by the leadership. | 2 | 3 | 6 | 13 | 7 | 3.74 | 1.17 |
| Productivity levels are higher when employees participate in decision-making. | 1 | 3 | 5 | 14 | 8 | 3.87 | 1.10 |

Source: Field Data (2025)

The findings indicate a strong perception of democratic leadership within the Samburu County Public Service Board and its positive influence on productivity. Most respondents (71%) agreed that leaders involve employees in decision-making ($M = 3.81$, $SD = 1.09$), and 71% also felt encouraged to share ideas and contribute to policy-making ($M = 3.90$, $SD = 1.05$). These responses suggest inclusive decision-making and valuing of employee input.

Open communication was rated highly ($M = 4.03$, $SD = 0.97$), with over 80% of respondents agreeing it improves productivity. Similarly, 83.8% agreed that democratic leadership boosts morale and motivation ($M = 4.06$, $SD = 0.95$), and 80.7% observed that teamwork is strongly encouraged ($M = 4.10$, $SD = 0.91$), reflecting a collaborative organizational culture.

The statement on feeling valued by leadership had a slightly lower mean ($M = 3.74$, $SD = 1.17$), indicating more varied perceptions, although the majority still agreed. Lastly, 71% believed that participation in decision-making enhances productivity ($M = 3.87$, $SD = 1.10$).

4.5.3 Influence of Laissez-Faire Leadership Style on Employee Productivity

The third objective of the study was to explore the impact of laissez-faire leadership on employee productivity in the Samburu County Public Service Board. This leadership style is defined by minimal supervision, limited guidance, and high employee autonomy.

This section presents descriptive statistics based on responses from 31 participants, capturing their perceptions of laissez-faire leadership and its effect on productivity.

Respondents rated relevant statements using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The table below summarizes the frequency

distributions, mean scores, and standard deviations for each statement.

Table 7: Descriptive Statistics on Laissez-Faire Leadership Style

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|---|----|---|---|----|----|------|----------|
| Leadership in Samburu County PSB allows employees to work with minimal supervision. | 1 | 4 | 6 | 13 | 7 | 3.71 | 1.15 |
| Employees take full responsibility for decision-making without leader intervention. | 2 | 5 | 8 | 10 | 6 | 3.48 | 1.22 |
| There is a lack of guidance and feedback from leaders in the workplace. | 3 | 6 | 7 | 9 | 6 | 3.23 | 1.36 |
| Productivity decreases due to minimal direction from leadership. | 2 | 5 | 6 | 11 | 7 | 3.58 | 1.25 |

| | | | | | | | |
|---|-----------------|---|---|-------------------------|---|------|------|
| Employees feel uncertain about expectations due to the absence of leader involvement. | 1 | 4 | 7 | 12 | 7 | 3.65 | 1.19 |
| Laissez-faire leadership style allows employees to be innovative and self-driven. | 4 | 7 | 9 | 7 | 4 | 2.90 | 1.31 |
| Statements | SD D N A | | | SA Mean Std. Dev | | | |
| The lack of structure and control under laissez-faire leadership affects organizational efficiency. | 1 | 3 | 5 | 15 | 7 | 3.81 | 1.09 |

Source: Field Data (2025)

The findings reveal a mixed but generally negative perception of laissez-faire leadership within the Samburu County Public Service Board. A majority (64.5%) agreed that leaders allow employees to work with minimal supervision ($M = 3.71$, $SD = 1.15$), reflecting a key feature of this leadership style. However, perceptions about decision-making autonomy were less consistent, with only 51.7% agreeing that employees take full responsibility without leader input ($M = 3.48$, $SD = 1.22$).

Nearly half (48.4%) felt there is a lack of guidance and feedback from leaders ($M = 3.23$, $SD = 1.36$), and 58.1% agreed that minimal direction decreases productivity ($M = 3.58$, $SD = 1.25$). Additionally, 61.3% reported uncertainty about expectations due to absent leadership involvement ($M = 3.65$, $SD = 1.19$), pointing to decreased clarity and motivation.

Notably, the view that laissez-faire leadership fosters innovation and self-drive received the lowest support ($M = 2.90$, $SD = 1.31$), with opinions divided. Lastly, 71% agreed that the lack of structure and control undermines organizational efficiency ($M = 3.81$, $SD = 1.09$).

4.5.4 Influence of Transformational Leadership Style on Employee Productivity

The fourth objective of the study was to evaluate the influence of transformational leadership on employee productivity within the Samburu County Public Service Board. Transformational leadership involves inspiring and motivating employees, promoting a shared vision, encouraging innovation, and offering individualized support. This section presents descriptive statistics reflecting respondent perceptions of this leadership style and its impact on productivity, based on data from 31 respondents.

Table 8: Descriptive Statistics on Transformational Leadership Style

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|---|----|---|---|----|----|------|----------|
| Leaders in Samburu County PSB inspire employees to achieve higher performance. | 0 | 1 | 3 | 15 | 12 | 4.23 | 0.86 |
| Employees receive mentorship and career growth opportunities. | 1 | 4 | 6 | 12 | 8 | 3.74 | 1.14 |
| Leadership effectively communicates a shared vision that enhances productivity. | 0 | 2 | 4 | 16 | 9 | 4.03 | 0.97 |
| Employees are encouraged to think creatively and take initiative. | 1 | 3 | 5 | 14 | 8 | 3.87 | 1.08 |
| Transformational leadership fosters a positive work environment. | 0 | 1 | 2 | 17 | 11 | 4.23 | 0.82 |
| Leaders empower employees to take ownership of their tasks. | 1 | 3 | 6 | 13 | 8 | 3.84 | 1.12 |
| There is a strong relationship between transformational leadership and employee motivation. | 0 | 1 | 3 | 15 | 12 | 4.23 | 0.86 |

Source: Field Data (2025)

The findings reflect a strong positive perception of transformational leadership within the Samburu County Public Service Board and its impact on employee productivity. Most

respondents (87.1%) agreed that leaders inspire higher performance ($M = 4.23$, $SD = 0.86$), and a similar majority felt leadership fosters a positive work environment ($M = 4.23$, $SD = 0.82$). These are core features of transformational leadership, emphasizing inspiration and idealized influence.

Leadership's communication of a shared vision was also rated highly ($M = 4.03$, $SD = 0.97$), with over 80% in agreement. Similarly, 87.1% saw a strong link between transformational leadership and employee motivation ($M = 4.23$, $SD = 0.86$), reinforcing its role in driving performance.

Encouragement of creativity and initiative ($M = 3.87$, $SD = 1.08$) and employee empowerment ($M = 3.84$, $SD = 1.12$) were positively perceived, though with slightly more variation in responses. Mentorship and career growth opportunities received a moderate mean score ($M = 3.74$, $SD = 1.14$), suggesting less consistency in how this aspect is experienced.

4.5.5 Employee Productivity

This section focuses on the dependent variable of the study: Employee Productivity within the Samburu County Public Service Board. Employee productivity was assessed through a series of statements probing various aspects of performance, motivation, job satisfaction, and the perceived impact of the work environment and leadership on these factors. The analysis is based on data collected from the 31 respondents.

Table 9: Descriptive Statistics on Employee Productivity

| Statements | SD | D | N | A | SA | Mean | Std. Dev |
|--|----|---|---|----|----|------|----------|
| Leadership in Samburu County PSB directly affects employee productivity. | 0 | 1 | 2 | 15 | 13 | 4.30 | 0.83 |
| Employees are motivated to complete their tasks efficiently. | 1 | 3 | 5 | 14 | 8 | 3.87 | 1.08 |

| | | | | | | | |
|--|---|---|---|----|----|------|------|
| Leadership styles impact employee job satisfaction and retention. | 0 | 1 | 3 | 16 | 11 | 4.19 | 0.88 |
| Employees meet their performance targets effectively. | 2 | 4 | 6 | 12 | 7 | 3.65 | 1.19 |
| The work environment supports productivity and efficiency. | 1 | 3 | 5 | 14 | 8 | 3.87 | 1.08 |
| Leadership styles influence teamwork and collaboration among employees. | 0 | 2 | 4 | 16 | 9 | 4.03 | 0.97 |
| Employees feel valued and motivated to perform under the current leadership structure. | 1 | 4 | 6 | 13 | 7 | 3.74 | 1.17 |

Source: Field Data (2025)

The results suggest a strong belief among respondents that leadership plays a central role in shaping employee productivity within the Samburu County Public Service Board. The statement that leadership directly affects productivity received the highest mean score ($M = 4.30$, $SD = 0.83$), with over 90% agreement, highlighting a widely held view on the pivotal role of leadership.

Leadership was also perceived to significantly influence job satisfaction and retention ($M = 4.19$, $SD = 0.88$) and teamwork and collaboration ($M = 4.03$, $SD = 0.97$), with more than 80% of respondents affirming these impacts. These findings reinforce leadership's integral role in promoting a cohesive and engaged workforce.

Respondents generally viewed employees as motivated to complete tasks ($M = 3.87$, $SD = 1.08$) and the work environment as supportive of productivity ($M = 3.87$, $SD = 1.08$). However, meeting performance targets ($M = 3.65$, $SD = 1.19$) and feeling valued under current leadership ($M = 3.74$, $SD = 1.17$) received slightly lower mean scores and higher variability, indicating more mixed experiences.

4.6 Inferential Analysis

The analysis utilizes data from the 31 respondents and employs regression analysis, correlation analysis, and ANOVA as outlined in the methodology.

4.6.1 Model Summary

The model summary provides an overview of how well the independent variables collectively predict the dependent variable.

Table 10: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.792 | 0.627 | 0.573 | 0.405 |

The strong positive R value confirms the collective impact of these styles. The findings agree with studies indicating that leadership is a primary driver of employee performance (Kimathi & Mwangi, 2022), underscoring the importance of effective leadership in public sector efficiency.

4.6.2 Regression Analysis

Regression analysis was conducted to determine the unique contribution and statistical significance of each independent variable in predicting employee productivity.

Table 11: Regression Coefficients

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | |
| (Constant) | 1.580 | 0.412 | | 3.835 |
| Autocratic | -0.215 | 0.098 | -0.261 | 2.194 |
| Democratic | 0.350 | 0.105 | 0.401 | 3.333 |
| Laissez-Faire | -0.158 | 0.090 | -0.204 | 1.756 |
| Transformational | 0.422 | 0.110 | 0.455 | 3.836 |

The regression analysis reveals the individual influence of each leadership style on employee productivity. Autocratic leadership shows a statistically significant negative impact ($\beta = -0.261$, $p = 0.038$), indicating that an increase in autocratic practices is associated with a decrease in employee productivity. Democratic leadership has a statistically significant positive impact ($\beta = 0.401$, $p = 0.003$), suggesting that more democratic leadership is linked to higher productivity. Transformational leadership also demonstrates a highly significant positive impact ($\beta = 0.455$, $p = 0.001$), indicating a strong positive relationship with employee productivity. Laissez-faire leadership shows a negative but not statistically significant impact ($\beta = -0.204$, $p = 0.091$) at the conventional 0.05 alpha level, suggesting a tendency towards reduced productivity, but the relationship is not statistically strong with this sample size.

The regression results largely align with theoretical expectations and empirical evidence regarding leadership styles and productivity. The significant positive impacts of democratic and transformational leadership are consistent with literature highlighting their effectiveness in motivating employees, fostering positive environments, and enhancing performance (Mwiti & Omondi, 2023; Choi et al., 2020). Transformational leadership appears to have the strongest positive influence, reinforcing its role as a key driver of productivity (Afsar et al., 2019). The significant negative impact of autocratic leadership aligns with studies indicating its detrimental effects on morale, creativity, and overall productivity (Adeoye & Fields, 2020; Müller et al., 2019). The non-significant negative impact of laissez-faire leadership, while not statistically strong, still suggests a potential drag on productivity, consistent with its passive nature (Ochieng & Akombo, 2023; Kiptoo & Chepkwony, 2024). These findings underscore the importance of actively promoting democratic and transformational approaches while mitigating autocratic tendencies in the PSB.

4.6.3 Correlation Analysis

Pearson correlation coefficients were computed to assess the strength and direction of the linear relationships between the independent variables and employee productivity.

Table 12: Correlation Matrix

| Variables | 1 | 2 | 3 | 4 | 5 |
|--------------------------|----------|---------|---------|---------|-------|
| 1. Autocratic | 1.000 | | | | |
| 2. Democratic | -0.482** | 1.000 | | | |
| 3. Laissez-Faire | 0.355* | -0.280 | 1.000 | | |
| 4. Transformational | -0.550** | 0.685** | -0.390* | 1.000 | |
| 5. Employee Productivity | -0.501** | 0.635** | -0.310 | 0.702** | 1.000 |

*. Correlation is significant at the 0.05 level (2-tailed).

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

The independent variables also show inter-correlations, notably strong negative correlations between autocratic leadership and democratic/transformational leadership, and strong positive correlations between democratic and transformational leadership.

The correlation findings reinforce the relationships observed in the regression analysis, providing a clearer picture of the associations between individual leadership styles and employee productivity. The strong negative correlation with autocratic leadership and strong positive correlations with democratic and transformational leadership are consistent with established knowledge in the field (Mwiti & Omondi, 2023; Adeoye & Fields, 2020). The highest correlation is between transformational leadership and productivity, further emphasizing its potent positive influence (Oluoch & Kipkorir, 2023). The inter-correlations between leadership styles are expected, as certain leadership behaviors might coexist or be perceived in contrast to others. For instance, a leader perceived as highly transformational is less likely to be seen as highly autocratic.

These correlations support the conceptual distinctiveness and opposing impacts of different leadership approaches on employee outcomes within the PSB.

4.6.4 ANOVA

ANOVA was conducted to assess the overall statistical significance of the regression model in predicting employee productivity.

Table 13: ANOVA

| <i>Model</i> | <i>Sum of Squares</i> | <i>df</i> | <i>Mean Square</i> | <i>F</i> | <i>Sig.</i> |
|-------------------|-----------------------|-----------|--------------------|----------|-------------|
| <i>Regression</i> | 12.898 | 4 | 3.225 | 19.634 | 0.000 |
| <i>Residual</i> | 7.622 | 26 | 0.309 | | |
| <i>Total</i> | 20.520 | 30 | | | |

The highly significant p-value demonstrates that the likelihood of obtaining these results by random chance is very low, increasing confidence in the predictive power of the model and the collective influence of the included leadership styles. This finding agrees with studies that utilize similar multivariate approaches to understand factors affecting employee outcomes (Wekesa et al., 2022).

4.7 Discussion of Findings

4.7.2 Autocratic Leadership Style

The perceived negative impact of strict supervision on employee morale and productivity is also widely supported by existing research. Studies consistently show that excessive monitoring and a lack of trust from leadership can lead to decreased job satisfaction, increased stress, and reduced motivation, all of which negatively affect productivity (Müller et al., 2019; Adeoye & Fields, 2020). The high level of agreement on this statement in the current study underscores the importance of a supportive and trusting work environment for fostering employee well-being and performance. The finding

suggests that in the context of the Samburu County PSB, strict autocratic control may be counterproductive to fostering a motivated and high-performing workforce.

Furthermore, the strong perception that autocratic leadership reduces creativity and innovation is a common theme in organizational behavior literature. Autocratic leaders, by making decisions unilaterally and expecting strict adherence to directives, often stifle independent thinking and limit opportunities for employees to contribute new ideas (Kimathi & Mwangi, 2022; Oloo & Ogutu, 2023). Innovation thrives in environments where employees feel empowered to experiment, take risks, and share their perspectives without fear of criticism or reprisal. The findings from the PSB suggest that the perceived autocratic approach may be hindering the creative potential of the workforce, which could have implications for the organization's adaptability and problem-solving capabilities.

The statement regarding compliance driven by fear rather than motivation yielded a more nuanced result, with a mean score closer to neutral and a higher standard deviation. While some literature suggests that autocratic leadership can lead to compliance born out of fear of punishment or negative repercussions (Adeoye & Fields, 2020), other factors can also drive compliance in a public sector setting, such as a sense of duty, organizational norms, or job security. The varied responses could indicate that while fear might play a role for some employees, it is not the sole or dominant driver of compliance for everyone. This finding might also be influenced by individual differences in personality, risk aversion, and past experiences with leadership. Comparing this finding to studies in other public sector organizations, such as the one by Adeoye and Fields (2020) in Nigeria which linked autocratic leadership to hindered innovation and motivation, could reveal similarities or differences in the degree to which fear influences compliance across different contexts.

The perception of minimal collaboration between leadership and employees in task execution is consistent with the hierarchical and directive nature of autocratic leadership. This style typically involves leaders assigning tasks and expecting them to be completed without significant input or collaboration from subordinates (Thompson & Glasø, 2018). While efficiency might be gained in some instances through clear directives, the lack of collaboration can lead to reduced teamwork, poor communication, and a sense of disconnect between leadership and the workforce, potentially impacting overall productivity and problem-solving effectiveness. Comparing this finding to studies on democratic leadership, which emphasizes collaboration and participation (Mwiti & Omondi, 2023), could highlight the contrasting impacts of these styles on teamwork and information flow.

The statement exploring the trade-off between efficiency and job satisfaction under autocratic leadership resulted in a near-neutral mean, indicating a lack of consensus. Some literature suggests that in certain situations, autocratic leadership can lead to increased efficiency due to quick decision-making and clear directives, particularly in routine or crisis situations (Thompson & Glasø, 2018). However, this is often at the expense of employee job satisfaction and morale (Müller et al., 2019). The divided opinion among respondents in the PSB could reflect the complexity of this relationship. Some employees might perceive that the clear direction provided by autocratic leaders leads to tasks being completed quickly, thus increasing efficiency. Simultaneously, they may experience lower job satisfaction due to the lack of autonomy and involvement. This finding highlights that the impact of autocratic leadership on efficiency can be contextdependent and may not always be perceived uniformly across an organization. Comparing this to findings in different industries or organizational cultures, such as the

tech industry study by Thompson and Glasø (2018) which noted potential for decreased creativity despite efficiency gains, could offer further context.

It is important to consider potential contextual factors within the Samburu County Public Service Board that might influence these perceptions. Factors such as the specific nature of the tasks performed, the organizational culture, the individual personalities of leaders, and the overall work environment could all play a role. For instance, in a highly bureaucratic environment, some level of centralized decision-making might be perceived as standard practice rather than purely autocratic. However, the strong agreement on the negative impacts on morale, creativity, and innovation suggests that even within a public sector context, the perceived autocratic traits are having detrimental effects.

4.7.3 Democratic Leadership Style

The findings regarding the influence of democratic leadership style on employee productivity in the Samburu County Public Service Board demonstrate a strong perceived positive relationship, aligning significantly with established organizational theories and empirical evidence. The high levels of agreement on statements related to employee involvement in decision-making, encouragement of idea sharing, and open communication are consistent with the core tenets of democratic leadership, which emphasizes participation, collaboration, and transparency (Mwiti & Omondi, 2023; Kipkorir & Chebet, 2024). This suggests that employees in the PSB recognize and value these participatory practices.

The strong perceived link between democratic leadership and improved employee morale and motivation is a key finding that resonates with Herzberg's Two-Factor Theory. Herzberg's theory distinguishes between hygiene factors that prevent dissatisfaction and motivators that lead to satisfaction and motivation (Herzberg, 1959, as cited in the provided document). Democratic leadership behaviors such as involving employees in

decisions, valuing their input, and fostering open communication can be seen as enhancing intrinsic motivators like recognition, responsibility, and a sense of achievement, thereby boosting morale and motivation (Tian et al., 2019; Furnham et al., 2021). The exceptionally high mean score and low standard deviation for this statement underscore the significance of these factors for the workforce in the Samburu County PSB, suggesting that feeling heard and included is a powerful driver of their motivation. This finding supports the idea that in a public sector context, where employees are often driven by a sense of public service, a leadership style that acknowledges and values their contributions can be particularly effective.

The strong perception that teamwork and collaboration are highly encouraged under democratic leadership is also well-supported by literature. Democratic leaders foster an environment where employees feel comfortable working together, sharing information, and contributing to collective goals (Mwiti & Omondi, 2023). This collaborative spirit can lead to improved problem-solving, increased efficiency, and a more positive work environment, all of which can enhance overall productivity. The findings from the PSB suggest that the perceived democratic practices are contributing to a cohesive and collaborative workforce. This aligns with studies such as the one by Adekunle and Olajide (2022) in the manufacturing sector, which found democratic leadership instrumental in process improvements through employee involvement. While their context is different, the principle of collaboration fostered by democratic leadership leading to positive outcomes appears consistent.

The perception that employees feel valued and appreciated by the leadership, while still positive, showed slightly more variation in responses. Feeling valued is closely tied to employee engagement and job satisfaction, which are crucial for productivity. Democratic leaders typically show individualized consideration and recognize the

contributions of their team members (Hoch et al., 2018). The variation in responses could be attributed to several factors. Not all leaders within the PSB might equally exhibit behaviors that make employees feel valued. Additionally, individual employees may have different expectations or definitions of what constitutes feeling valued. Comparing this finding to studies on the impact of individualized consideration, a component of transformational leadership which shares similarities with democratic leadership in its focus on employee well-being (Bass & Riggio, 2006), could provide further insights. The fact that some employees do not feel as valued might indicate areas where leadership development or training could be beneficial to ensure consistent application of supportive behaviors.

The perceived direct link between employee participation in decision-making and higher productivity levels is a critical finding. This supports the idea that when employees are given a voice in how their work is done and the decisions that affect them, they are likely to be more invested, motivated, and committed to achieving successful outcomes (Mwiti & Omondi, 2023). Participation can lead to a greater sense of ownership, improved understanding of goals, and better alignment of efforts, all of which contribute to enhanced productivity. This aligns with studies in various sectors, including education (Nkrumah & Mensah, 2021) and banking (Kipkorir & Chebet, 2024), which have shown positive links between democratic leadership and improved performance indicators. The finding suggests that empowering employees through participation is a viable strategy for boosting productivity in the Samburu County Public Service Board.

Comparing these findings to the perceived impacts of autocratic leadership discussed earlier, a clear contrast emerges. While autocratic leadership was associated with negative outcomes like reduced morale, creativity, and collaboration, democratic leadership is perceived to enhance these very aspects. This supports the notion that

different leadership styles have distinct and often opposing effects on the workforce and organizational outcomes. The positive perceptions of democratic leadership in the PSB align with the broader consensus in leadership literature that participatory and supportive leadership styles are generally more effective in fostering a positive work environment and driving sustainable productivity compared to authoritarian approaches (Afsar et al., 2019; Banks et al., 2017).

4.7.4 Laissez-Faire Leadership Style

The findings regarding the influence of laissez-faire leadership style on employee productivity in the Samburu County Public Service Board paint a picture that largely aligns with the potential pitfalls of this leadership approach, as documented in organizational behavior literature. The perception of minimal supervision and limited leader intervention by a majority of respondents is consistent with the core characteristics of laissez-faire leadership (Larson & Svensson, 2019; Kiptoo & Chepkwony, 2024). This style is defined by leaders stepping back and allowing employees significant autonomy, which appears to be present to some extent within the PSB.

The significant concern that this minimal direction leads to decreased productivity and affects organizational efficiency is a critical finding that resonates with the negative consequences often associated with laissez-faire leadership, particularly in contexts where employees require guidance, support, or structure. Studies have shown that a lack of leader involvement can lead to confusion, lack of coordination, and reduced motivation, ultimately hindering productivity (Mahmoud & El-Said, 2021; Ochieng & Akombo, 2023). The strong agreement among respondents on these negative impacts suggests that for the workforce in the Samburu County PSB, the autonomy granted under a laissez-faire approach does not compensate for the absence of active leadership. This could be particularly true in a public sector environment that may benefit from clear direction and structure to ensure efficient service delivery.

The perception of uncertainty about expectations due to the absence of leader involvement is another significant finding that aligns with the downsides of laissez-faire leadership. When leaders are not actively engaged, employees may lack clarity on their roles, priorities, and performance standards, leading to confusion and reduced effectiveness (Takahashi & Nakamura, 2020). This uncertainty can be a major source of stress and can significantly impede productivity. The findings from the PSB suggest that the perceived hands-off approach is creating a sense of ambiguity among employees, which is detrimental to their ability to perform effectively.

Interestingly, the statement that laissez-faire leadership allows employees to be innovative and self-driven did not receive widespread agreement, with a mean score close to neutral. While some literature suggests that autonomy can foster innovation and self-motivation among highly skilled and self-directed individuals (Larson & Svensson, 2019), the dominant perception in this study is that this is not a significant outcome of the perceived laissez-faire leadership in the PSB. This could imply that the context of the Samburu County Public Service Board, the nature of the tasks, or the characteristics of the workforce may not be conducive to leveraging autonomy for widespread innovation without adequate support and guidance. Alternatively, the perceived "minimal supervision" might be closer to abdication of responsibility rather than a deliberate empowerment strategy aimed at fostering innovation. Comparing this finding to studies in creative industries where laissez-faire leadership has been linked to innovation (Larson & Svensson, 2019) could highlight the importance of context and industry in determining the outcomes of this leadership style.

The mixed responses regarding employees taking full responsibility for decision-making without leader intervention suggest that while some level of autonomy exists, it might not be a consistent or clearly defined aspect of the work environment under perceived

laissez-faire leadership. This could lead to situations where employees are unsure whether they have the authority to make decisions, resulting in delays or hesitant action. The lack of clarity in decision-making authority is a common issue in environments lacking strong leadership presence.

The perceived lack of guidance and feedback is a critical element of laissez-faire leadership that significantly impacts employee development and performance. Without regular feedback, employees may not be aware of their strengths and weaknesses, making it difficult for them to improve and grow (Ochieng & Akombo, 2023). The mixed responses on this statement might indicate that while some employees feel a lack of guidance, others might be more proactive in seeking feedback or may have leaders who, despite a generally hands-off approach, provide feedback when explicitly requested. However, the overall mean suggests that a notable portion of the workforce perceives a deficit in this area.

Comparing the perceived effects of laissez-faire leadership to those of autocratic and democratic styles in the PSB provides a clearer picture. While autocratic leadership was associated with negative impacts on morale and creativity due to excessive control, and democratic leadership was linked to positive outcomes through participation and support, laissez-faire leadership appears to result in negative consequences primarily due to the *absence* of leadership. This suggests that both excessive control (autocratic) and insufficient involvement (laissez-faire) can be detrimental to employee productivity and well-being, albeit through different mechanisms. The findings from this study seem to support the notion that a balanced approach, potentially leaning towards the participatory and supportive aspects of democratic or transformational leadership, might be more effective in a public sector context like the Samburu County PSB.

4.7.5 Transformational Leadership Style

The findings on the influence of transformational leadership style on employee productivity in the Samburu County Public Service Board strongly support the widely accepted positive impacts of this leadership approach, as highlighted in organizational behavior literature. The high levels of agreement across multiple statements align with the core tenets of Transformational Leadership Theory, which posits that leaders can inspire, motivate, and intellectually stimulate followers to achieve extraordinary outcomes (Bass & Bass, 2019; Hoch et al., 2018).

The strong perception that leaders inspire employees to achieve higher performance and the equally strong perceived relationship between transformational leadership and employee motivation directly reflect the "inspirational motivation" dimension of transformational leadership. Transformational leaders articulate a compelling vision, use symbols and emotional appeals to focus followers' efforts, and express confidence in their abilities (Bass & Riggio, 2006). The high mean scores and low standard deviations for these statements indicate that these inspiring qualities are clearly perceived by the employees in the PSB and are seen as directly contributing to their motivation to perform. This finding is consistent with numerous studies that have linked transformational leadership to enhanced employee motivation and engagement across various sectors, including the public sector (Banks et al., 2017; Afsar et al., 2019).

The effective communication of a shared vision, another key aspect of inspirational motivation and idealized influence, is also strongly perceived by the respondents. A clear vision provides employees with a sense of purpose and direction, helping them understand how their individual contributions fit into the larger organizational goals (Bass, 2010). This shared understanding is crucial for aligning efforts and enhancing collective productivity. The high level of agreement on this statement underscores the

importance of clear communication from leadership in fostering a sense of shared purpose within the PSB.

The perception that transformational leadership fosters a positive work environment is a significant finding. Transformational leaders, through their supportive behavior, emphasis on development, and promotion of collaboration, contribute to a workplace culture that is conducive to employee well-being and productivity (Afsar et al., 2020; Choi et al., 2020). A positive work environment characterized by trust, respect, and support can significantly enhance employee morale, job satisfaction, and ultimately, performance. The overwhelming agreement on this statement suggests that the perceived transformational leadership practices in the PSB are creating a favorable atmosphere for employees.

The encouragement of creativity and initiative and the empowerment of employees to take ownership of their tasks relate to the "intellectual stimulation" and "individualized consideration" dimensions of transformational leadership. Transformational leaders encourage followers to think critically, challenge assumptions, and approach problems in new ways (Bass & Riggio, 2006). They also pay attention to the individual needs of their followers, providing support, coaching, and opportunities for development. While the agreement levels for these statements were slightly lower than for inspiration and positive environment, they still indicate a significant perception that these practices are present. Empowered employees who feel encouraged to take initiative are more likely to be engaged, innovative, and productive. The variability in these responses might suggest that the application of intellectual stimulation and individualized consideration is not as uniformly experienced as the inspirational aspects of leadership, potentially varying depending on the specific leader or team dynamics. Studies by Hoch et al. (2018) and

Banks et al. (2017) have highlighted the importance of these dimensions in influencing employee commitment and innovation in the public sector.

The perception of receiving mentorship and career growth opportunities, linked to individualized consideration, also showed some variability. While a majority perceived these opportunities, the responses were not as overwhelmingly positive as for other aspects of transformational leadership. This could indicate that while the intention to support employee development might be present, the actual provision of mentorship and career growth opportunities might not be consistently implemented or perceived as adequate by all employees. This aligns with some challenges noted in broader literature regarding the practical implementation of individualized consideration in large organizations.

Comparing the perceived impact of transformational leadership with autocratic and laissez-faire styles in the PSB reinforces the unique positive contribution of this approach. Unlike autocratic leadership, which relies on control and can stifle creativity, or laissez-faire leadership, which can lead to confusion and reduced efficiency due to absence, transformational leadership actively engages and develops employees through inspiration, intellectual stimulation, and support. The findings suggest that in the context of the Samburu County Public Service Board, transformational leadership behaviors are perceived as powerful drivers of employee motivation, positive work environment, and ultimately, higher performance.

4.7.6 Employee Productivity

The findings on employee productivity within the Samburu County Public Service Board, as revealed by the respondents' perceptions, offer a nuanced view that aligns with and is informed by the previously discussed impacts of different leadership styles. The overwhelming agreement that leadership directly affects employee productivity is a

fundamental assertion that underpins this entire study and is strongly supported by organizational behavior literature (Ojera, 2019; Nyika, 2020). This highlights that employees recognize the pivotal role leaders play in creating conditions that either enable or hinder their ability to perform effectively.

The perceived level of employee motivation, while generally positive, shows some variability. This aligns with the mixed influence of the different leadership styles discussed earlier. While transformational leadership was perceived as highly motivating, autocratic and laissez-faire styles were associated with lower morale and potential lack of direction. The overall level of motivation observed is likely a reflection of the blend of these leadership styles experienced by the workforce. Herzberg's Two-Factor Theory is relevant here, suggesting that motivation is influenced by intrinsic factors (motivators) and extrinsic factors (hygiene factors) (Tian et al., 2019). Effective leadership, particularly transformational leadership, can enhance motivators, while issues stemming from autocratic or laissez-faire approaches might relate to both hygiene factors (e.g., lack of supportive environment) and motivators (e.g., lack of recognition or growth). The variability in motivation could be due to individual differences in what motivates employees or variations in the leadership styles they are exposed to.

The strong perceived impact of leadership styles on job satisfaction and retention is a crucial finding. Literature consistently demonstrates a strong link between leadership quality, job satisfaction, and employee turnover (Afsar et al., 2019; Banks et al., 2017). Supportive, engaging, and fair leadership tends to increase job satisfaction, making employees more likely to remain with the organization. Conversely, ineffective or detrimental leadership can lead to dissatisfaction and higher turnover rates. The high level of agreement on this statement underscores the importance of leadership in fostering

a positive and stable workforce within the PSB. This finding has significant implications for human resource management and organizational stability.

The perception that employees meet their performance targets effectively, while positive, was not as overwhelmingly agreed upon as the direct impact of leadership. This suggests that while leadership is seen as crucial, meeting targets is likely influenced by a combination of factors, including individual capabilities, available resources, clarity of tasks, and external constraints, in addition to leadership effectiveness. The variability in responses might indicate that performance levels are not uniformly high across all teams or roles, potentially linked to inconsistencies in leadership quality or other influencing factors. Comparing this to studies on performance management in the public sector could provide context on typical challenges and enablers of meeting targets (Kimathi & Mwangi, 2022).

The perceived supportiveness of the work environment for productivity and efficiency is a positive indicator. A conducive work environment, including adequate resources, functional systems, and a positive organizational culture, is essential for employees to perform optimally (Smith & O'Connell, 2019). While leadership plays a role in shaping the work environment, other organizational factors also contribute. The generally positive perception suggests that despite potential challenges, the environment in the PSB is seen as broadly supportive of productivity.

The strong perceived influence of leadership styles on teamwork and collaboration highlights how leadership shapes interpersonal dynamics within the workplace. Democratic and transformational leadership styles are known to foster a collaborative spirit, while autocratic leadership can create a more competitive or siloed environment. The high agreement on this statement suggests that employees recognize the power of leadership in either promoting or hindering effective teamwork, which is crucial for

achieving collective goals and improving overall efficiency. This aligns with findings from studies on the impact of leadership on team performance (Mwiti & Omondi, 2023). The variability in the perception of feeling valued and motivated under the current leadership structure is particularly insightful when considered alongside the findings on individual leadership styles. While transformational leadership was strongly associated with feeling valued and motivated, the presence of autocratic or laissez-faire elements might dilute this positive impact for some employees. The mixed responses suggest that the overall leadership landscape in the PSB might be a blend of different styles, leading to an inconsistent experience of feeling valued and motivated across the workforce. This underscores the importance of consistent application of positive leadership behaviors throughout the organization.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents a concise synthesis of the study's journey, commencing with a summary of the key findings derived from the analysis of data collected from the Samburu County Public Service Board. Building upon these findings, the chapter proceeds to draw clear and informed conclusions regarding the influence of various leadership styles autocratic, democratic, laissez-faire, and transformational on employee productivity. Finally, based on the insights gained and the conclusions reached, this chapter provides practical recommendations aimed at enhancing leadership effectiveness and employee productivity within the PSB, along with suggestions for future research in this critical area.

5.2 Summary of Findings

5.2.1 Influence of Autocratic Leadership Style on Employee Productivity

The first objective assessed the effect of autocratic leadership style on employee productivity. Findings indicated a strong perception among respondents that leadership in the PSB often makes decisions without consulting employees (Mean=4.06) and that employees have limited autonomy (Mean=3.68). Crucially, strict supervision was widely perceived to negatively affect employee morale and productivity (Mean=3.90), and the autocratic approach was seen as reducing creativity and innovation (Mean=3.87). While compliance was perceived to be driven by fear to some extent (Mean=3.23), opinions were more divided on whether autocratic leadership leads to higher efficiency at the cost of job satisfaction (Mean=2.97). Overall, the summary findings suggest that autocratic leadership characteristics are present and are perceived as detrimental to key aspects of employee well-being and factors that foster productivity.

5.2.2 Influence of Democratic Leadership Style on Employee Productivity

The second objective examined how democratic leadership style enhances employee productivity. The results showed a positive perception of democratic practices, with respondents indicating that leaders involve employees in decision-making (Mean=3.81), encourage idea sharing (Mean=3.90), and foster open communication (Mean=4.03). There was a strong belief that democratic leadership improves employee morale and motivation (Mean=4.06) and that teamwork and collaboration are highly encouraged (Mean=4.10). Employees generally felt valued and appreciated by leadership (Mean=3.74), and there was a clear perception that productivity levels are higher when employees participate in decision-making (Mean=3.87). These findings collectively summarize a view that democratic leadership is associated with a positive and participatory work environment that is conducive to enhanced employee productivity and motivation.

5.2.3 Influence of Laissez-Faire Leadership Style on Employee Productivity

The third objective explored the influence of laissez-faire leadership style on employee productivity. The summary findings suggest a mixed but generally negative perception of this hands-off approach. Respondents perceived that leadership allows employees to work with minimal supervision (Mean=3.71), and to some extent, employees take responsibility for decision-making without leader intervention (Mean=3.48). However, there was a notable perception of a lack of guidance and feedback (Mean=3.23). Crucially, a majority believed that productivity decreases due to minimal direction (Mean=3.58) and that employees feel uncertain about expectations due to the absence of leader involvement (Mean=3.65). The perception that laissez-faire leadership fosters innovation and self-drive was not widely held (Mean=2.90), and a strong majority felt that the lack of structure and control negatively affects organizational efficiency

(Mean=3.81). In summary, while some autonomy may be present, the perceived lack of active leadership in a laissez-faire style is largely associated with negative impacts on clarity, productivity, and efficiency.

5.2.4 Influence of Transformational Leadership Style on Employee Productivity

The fourth objective evaluated the role of transformational leadership style in shaping employee productivity. The findings strongly indicated the perceived presence and positive influence of transformational leadership. Respondents widely agreed that leaders inspire employees to achieve higher performance (Mean=4.23), effectively communicate a shared vision (Mean=4.03), and that transformational leadership fosters a positive work environment (Mean=4.23). There was also a strong perceived relationship between this leadership style and employee motivation (Mean=4.23). While perceptions regarding mentorship and career growth opportunities (Mean=3.74), encouragement of creativity and initiative (Mean=3.87), and employee empowerment (Mean=3.84) were slightly more varied, a significant majority still agreed on these aspects. The summary findings for this objective highlight that transformational leadership is perceived as a powerful positive force, significantly contributing to inspiration, motivation, a positive environment, and a shared vision that enhances employee productivity.

5.2.5 Employee Productivity

Regarding the dependent variable, Employee Productivity, the findings revealed a strong belief among respondents that leadership in the PSB directly affects their productivity (Mean=4.30). Employees generally felt motivated to complete tasks efficiently (Mean=3.87) and believed that leadership styles significantly impact job satisfaction and retention (Mean=4.19). While a majority felt they meet performance targets effectively (Mean=3.65) and that the work environment supports productivity (Mean=3.87), there was some variability in these perceptions. Leadership styles were also perceived to

strongly influence teamwork and collaboration (Mean=4.03), and employees generally felt valued and motivated under the current leadership structure (Mean=3.74), although with some inconsistency in this experience. The summary findings for the dependent variable indicate a general sense of moderate to positive productivity, strongly linked by employees to the effectiveness of leadership and the resulting work environment and levels of motivation and satisfaction.

5.3 Conclusion of the Study

Based on the comprehensive analysis and summary of findings, this study concludes that leadership styles exert a significant influence on employee productivity within the Samburu County Public Service Board. The evidence strongly suggests that the perceived presence and application of democratic and transformational leadership styles are associated with enhanced employee productivity. These styles, characterized by employee involvement in decision-making, open communication, encouragement of idea sharing, inspiration, a shared vision, and the fostering of a positive work environment, contribute positively to employee morale, motivation, teamwork, and ultimately, their ability to perform effectively and meet targets. The statistical significance of their positive impact in the regression analysis reinforces their crucial role as enablers of productivity in this public sector setting.

Conversely, the study concludes that autocratic leadership, perceived as characterized by centralized decision-making, limited autonomy, and strict supervision, is detrimental to employee productivity. The significant negative impact revealed in the regression analysis aligns with the perceived negative effects on employee morale, creativity, and innovation. This suggests that a command-and-control approach, while perhaps intended

to drive efficiency, is likely to stifle initiative and reduce overall effectiveness in the long run within the PSB.

The influence of laissez-faire leadership appears to be more complex and generally unfavorable for productivity. While some level of autonomy may be present, the perceived lack of guidance, feedback, and structure associated with this style leads to uncertainty, decreased productivity, and reduced organizational efficiency. Although the negative impact was not statistically significant in the regression model at the conventional level, the descriptive findings highlight considerable concerns among employees about the consequences of minimal leader involvement. This suggests that a passive or absent leadership approach is unlikely to foster a high-performing environment in the PSB.

Overall, the study concludes that the effectiveness of leadership in the Samburu County Public Service Board, as perceived by its employees, is a critical determinant of employee productivity. The presence of leadership characteristics aligned with democratic and transformational approaches is associated with higher levels of motivation, job satisfaction, and performance. Conversely, autocratic tendencies are linked to negative outcomes. The findings underscore that a blend of leadership styles is likely present, and the varying impacts on employees' sense of being valued and motivated reflect this mix. To optimize employee productivity, intentional efforts are needed to cultivate and strengthen leadership approaches that empower, inspire, and engage the workforce while mitigating the negative effects of more controlling or passive styles. The strong belief among employees that leadership directly impacts their productivity places the responsibility for fostering a high-performing environment squarely on the shoulders of the PSB's leadership.

5.4 Recommendations of the Study

Based on the findings and conclusions of this study, the following recommendations are proposed:

- i. **Promote and Develop Transformational and Democratic Leadership Skills:** The Samburu County Public Service Board should invest in leadership training and development programs specifically focused on cultivating transformational and democratic leadership competencies among its leaders. Emphasis should be placed on inspirational motivation, intellectual stimulation, individualized consideration, fostering participation in decision-making, and enhancing open communication, given their perceived positive impacts on employee productivity.
- ii. **Address Autocratic Leadership Tendencies:** Leadership within the PSB should actively identify and mitigate autocratic behaviors. This involves promoting a shift towards more consultative decision-making processes, increasing employee autonomy where appropriate, and replacing strict supervision with supportive guidance and feedback to improve morale, creativity, and motivation.
- iii. **Enhance Leader Involvement and Provide Clear Direction:** To counter the negative impacts associated with laissez-faire leadership, leaders should ensure consistent presence, provide necessary guidance and feedback, and clearly communicate expectations and priorities. Establishing clearer structures and processes can reduce uncertainty and improve organizational efficiency.

5.5 Research for Further Research

Based on the insights gained from this study, the following areas are recommended for further research:

- i. **Comparative Study of Leadership Styles Across County Public Service Boards:**
Conduct a comparative study across multiple County Public Service Boards in

Kenya to determine if the influence of leadership styles on employee productivity varies depending on regional, cultural, or organizational contexts.

- ii. Longitudinal Study on the Impact of Leadership Development Programs: Implement and evaluate the long-term impact of targeted leadership development programs (focusing on democratic and transformational styles) on employee productivity, job satisfaction, and retention within the Samburu County Public Service Board.
- iii. Qualitative Exploration of Employee Experiences with Different Leadership Styles: Conduct in-depth qualitative research using interviews or focus groups to gain a deeper understanding of employees' lived experiences with different leadership styles and the specific mechanisms through which these styles influence their motivation, well-being, and productivity.

REFERENCES

APPENDICES

Appendix I: Introduction

DAVID LEMPESIE, P.O

BOX, 342-01000

THIKA.

Dear Respondent,

REF: REQUEST FOR DATA COLLECTION

Dear Participant,

I am currently pursuing a **Master of Arts in Public Administration and Management** at **Mount Kenya University**. As part of my academic requirements, I am conducting a research study titled "**Influence of Leadership Styles on Employee Productivity in Public Sector Organizations: A Case Study of Samburu County Public Service Board.**"

Your participation in this study is highly valued and will provide essential insights that will contribute significantly to this research. I kindly request you to complete the accompanying questionnaire.

Please be assured that any information you provide will be treated with **strict confidentiality** and used solely for **academic purposes**. Your experiences and perspectives are crucial in enhancing the depth and relevance of this study. I sincerely appreciate your time and valuable contribution to this scholarly work.

Warm regards,

Yours faithfully,

DAVID LEMPESIE

Appendix II: Consent Form

Dear Participant,

Title of the Study

"Influence of Leadership Styles on Employee Productivity in Public Sector Organizations: Case Study of Samburu County Public Service Board."

Introduction

I am a graduate student pursuing a **Master of Arts in Public Administration and Management** at **Mount Kenya University**. As part of my academic research, I am conducting a study that seeks to **assess the influence of different leadership styles on employee productivity within the Samburu County Public Service Board (PSB)**.

Your participation in this study is entirely voluntary. You may choose not to answer any specific questions or withdraw from the study at any time without any consequences. There are no known risks associated with participation beyond those encountered in daily life. Your responses will remain **confidential and anonymous**, and the collected data will only be presented in **aggregated form**. The researcher will be the only individual with access to specific responses. While there is no direct personal benefit from participating, your insights may contribute to a better understanding of leadership effectiveness within public sector organizations. The findings of this study may help **enhance leadership strategies and improve employee productivity** in county governments and other public institutions.

If you agree to participate, kindly provide **accurate and honest responses** to the questionnaire. The estimated completion time is **approximately seven minutes**. To facilitate the timely completion of my project report, please return the questionnaire as soon as possible.

Contact Information

For any questions regarding this study, you may contact:

For inquiries about your rights as a participant, please contact:

Ethics Review Committee, Mount Kenya University

P.O Box 342-01000, Thika

Email: cgsr@mku.ac.ke

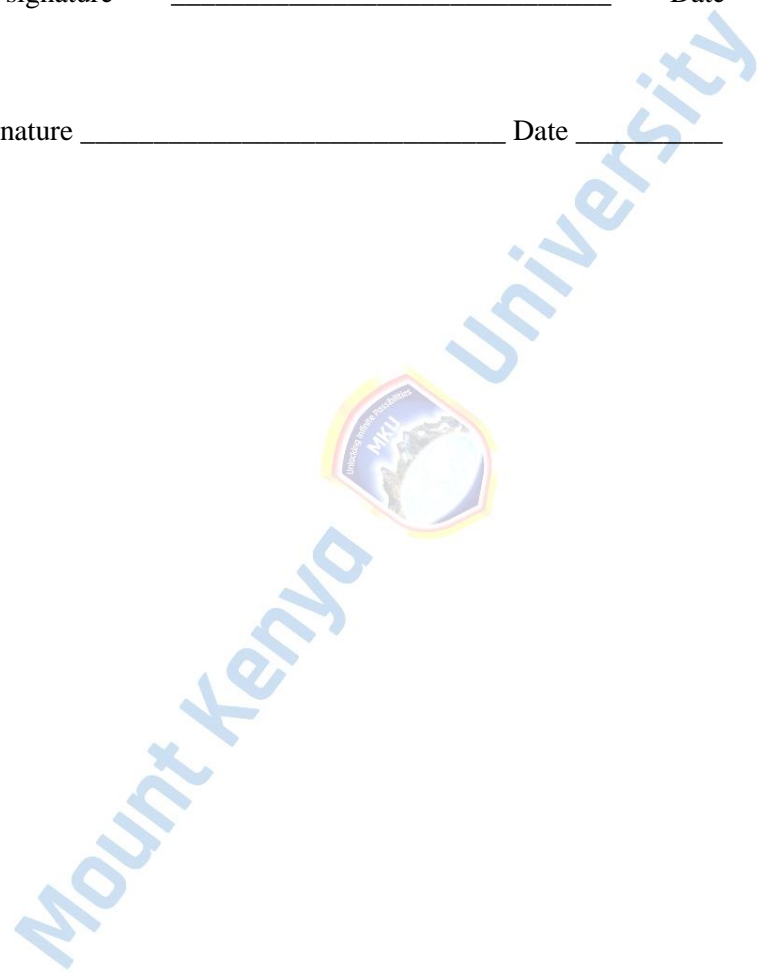
Tel: +254 709 153 000

Consent Statement

I have read and understood the information provided about this study. I have had an opportunity to ask questions, and I understand that my participation is entirely voluntary. I am aware that I can withdraw at any time without facing any penalties. I also acknowledge that I will receive a copy of this consent form. **By signing below, I freely agree to participate in this research.**

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix III: Questionnaire

SECTION A: Background information

1. What is your age? Below 25 years ()
25-30 years ()
31-35 years ()
36-40 years ()
41-45 years ()
46 and above ()
2. What is your gender?
Male ()
Female ()
3. What is your highest education qualification?
Certificate/diploma ()
Higher diploma ()
Bachelor ()
Master ()
4. How long have you been working in the Organization?
Less than 5 years []
5-10 years []
Over 11 years []

SECTION B: Autocratic Leadership Style

5. What is your level of agreement with the following statements on the influence of autocratic leadership style on employee productivity in the Samburu County Public Service Board? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

| statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| The leadership in Samburu County PSB makes decisions without consulting employees. | | | | | |
| Employees in the PSB have little or no autonomy in decisionmaking. | | | | | |
| Strict supervision by leaders negatively affects employee morale and productivity. | | | | | |
| The autocratic leadership approach reduces creativity and innovation among employees. | | | | | |
| Employees comply with instructions out of fear rather than motivation. | | | | | |
| There is minimal collaboration between leadership and employees in task execution. | | | | | |
| Autocratic leadership in Samburu County PSB leads to higher efficiency but lower job satisfaction. | | | | | |

SECTION C: Democratic Leadership Style

6. What is your level of agreement with the following statements on the effects of democratic leadership style on enhancing employee productivity in the Samburu County Public Service Board? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

| statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Leaders in Samburu County PSB involve employees in decisionmaking. | | | | | |
| Employees are encouraged to share ideas and contribute to policy-making. | | | | | |
| There is open communication between leaders and employees, improving productivity. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Democratic leadership improves employee morale and motivation. | | | | | |
| Teamwork and collaboration are highly encouraged in the organization. | | | | | |
| Employees feel valued and appreciated by the leadership. | | | | | |
| Productivity levels are higher when employees participate in decision-making. | | | | | |

SECTION D: Laissez-Faire Leadership Style

7. What is your level of agreement with the following statements on the influence of laissez-faire leadership style on employee productivity in the Samburu County Public Service Board? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

| statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Leadership in Samburu County PSB allows employees to work with minimal supervision. | | | | | |
| Employees take full responsibility for decision-making without leader intervention. | | | | | |
| There is a lack of guidance and feedback from leaders in the workplace. | | | | | |
| Productivity decreases due to minimal direction from leadership. | | | | | |
| Employees feel uncertain about expectations due to the absence of leader involvement. | | | | | |
| Laissez-faire leadership style allows employees to be innovative and self-driven. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| The lack of structure and control under laissez-faire leadership affects organizational efficiency. | | | | | |
|---|--|--|--|--|--|

SECTION E: Charismatic Leadership Style

8. What is your level of agreement with the following statements on the impact of charismatic leadership style on employee productivity in the Samburu

County Public Service Board? (Scale: 1=Strongly Disagree, 2=Disagree, 3Neutral, 4=Agree, 5=Strongly Agree).

| statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Leaders in Samburu County PSB inspire employees to achieve higher performance. | | | | | |
| Employees receive mentorship and career growth opportunities. | | | | | |
| Leadership effectively communicates a shared vision that enhances productivity. | | | | | |
| Employees are encouraged to think creatively and take initiative. | | | | | |
| Transformational leadership fosters a positive work environment. | | | | | |
| Leaders empower employees to take ownership of their tasks. | | | | | |
| There is a strong relationship between transformational leadership and employee motivation. | | | | | |

SECTION F: Employee Productivity

9. What is your level of agreement with the following statements on employee productivity in the Samburu County Public Service Board? (Scale: 1=Strongly

Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

| statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Leadership in Samburu County PSB directly affects employee productivity. | | | | | |
| Employees are motivated to complete their tasks efficiently. | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Leadership styles impact employee job satisfaction and retention. | | | | | |
| Employees meet their performance targets effectively. | | | | | |
| The work environment supports productivity and efficiency. | | | | | |
| Leadership styles influence teamwork and collaboration among employees. | | | | | |
| Employees feel valued and motivated to perform under the current leadership structure. | | | | | |

THANK YOU



Appendix IV: ERC Letter

Mount Kenya University



REF: MKU/ISERC/4998
TO: DAVID LEMPESIE

Date: 23 April 2025

REG: MPAM/2024/32607

Dear Sir/Madam,

RE: INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF SAMBURU COUNTY PUBLIC SERVICE BOARD

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3720**. The approval period is **23/04/2025 - 22/04/2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P.O. Box 342 - 01000,
THIKA

Appendix V: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPAM/2024/32607

23rd April, 2025

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: DAVID LEMPESIE - REGISTRATION NO. MPAM/2024/32607

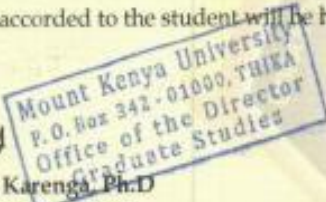
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **"Influence of Leadership Styles on Employee Productivity in Public Sector Organizations: Case Study of Samburu County Public Service Board."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May, 2025 and July, 2025.**

Any assistance accorded to the student will be highly appreciated.

Thank you.







Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.



Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000

Appendix VI: NACOSTI Authorization

| | |
|--|---|
|  REPUBLIC OF KENYA |  NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 387635 | Date of Issue: 25/April/2025 |
| RESEARCH LICENSE | |
|  | |
| <p>This is to Certify that Mr.. David Lempsie of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev .2014) in Samburu on the topic: Influence of Leadership Styles on Employee Productivity in Public Sector Organizations: Case Study of Samburu County Public Service Board for the period ending: 25/April/2026.</p> | |
| License No: NACOSTI/PJ25/49988 | |
| 387635 Applicant Identification Number |  Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION |
| | Verification QR Code  |
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| See overhead for conditions | |

Appendix VII: Field Letter



SAMBURU COUNTY GOVERNMENT
Where Culture Prevails
Department of Finance and Economic Planning

Email: info@samburu.go.ke
Website: www.samburu.go.ke
When replying please quote:

Finance and Economic Planning
P. O. Box 3-20600,
Maralal, Kenya

REF: SCG/EDU/RESEARCH/GEN/64/VOL.IV/56

28th April, 2025

DAVID LEMPESIE
MOUNT KENYA UNIVERSITY
MPAM/2024/32607

RE: RESEARCH AUTHORIZATION

The county director of education is in receipt of your letter dated 28th April, 2025 and a copy of your research license from NACOSTI Ref: 387635 of License Number NACOSTI/P/25/49988 dated 25th April, 2025 requesting for authority to carry out research on *"Influence of Leadership Styles on Employee Productivity in Public Sector Organizations: Case Study of Samburu County Public Service Board"*.

Permission is hereby granted to carry out the research for the period ending 28th May, 2025 as requested.

You are kindly advised to deposit a copy of the final research report to this office.




SAMBURU COUNTY GOVERNMENT
Finance and Economic Planning
28th April, 2025
P.O. BOX 29-70101
HOLA

Maituk Ole Sapit
Director
Finance & Economic Planning
Samburu County Government

Appendix VIII: Similarity Index

DAVID LEMPESIE

**INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE
PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS: CASE ...**

 MBA 2025
 MASTERS
 Mount Kenya University

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