

**IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY IN
PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF NHIF MANDERA
COUNTY**

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DECLARATION AND APPROVAL

Declaration by the student

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



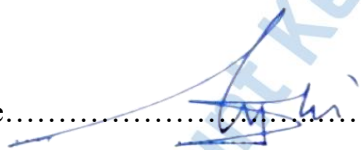
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Approval by the Supervisors

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



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DEDICATION

This project is dedicated to my family for their encouragement and patience during my study period.



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I thank God Almighty for the opportunity to be alive and in a position to work on this research. I wish to express my sincere gratitude to my supervisor and advisor Dr. Kennedy Nyariki for his guidance, suggestions and invaluable time he has spent with me since the inception of this research. I express my profound thanks to all those who have directly or indirectly guided me and helped me throughout my research work.



ABSTRACT

The aim of this research was to assess the influence of different leadership styles on employee productivity within NHIF Mandera County, focusing on autocratic, democratic, laissez-faire, and charismatic leadership styles. The study was guided by the following specific research objectives; to assess the impact of autocratic leadership style, to examine the effects of democratic leadership style, to explore the influence of laissez-faire leadership style, to evaluate the impact of charismatic leadership style on employee productivity in NHIF Mandera County. The study was guided by two theories which are; utilizing Transformational Leadership Theory and Herzberg's Two-Factor Theory. A descriptive survey design was employed in conducting this study. The target population was 165 respondents. Census sampling was used for the study. Data from primary sources were used. Data from the primary was gathered using a semi-structured questionnaire. The data that has been gathered was examined to see whether or not there are any gaps, inaccuracies, omissions, or other types of irregularities. SPSS Version 23.0 was used alongside MS Excel software to obtain both descriptive and inferential statistics. In the study, descriptive statistics was provided in the form of tables, bar charts, and graphs. These statistics entailed the usage of the mean as well as the standard deviation. The Pearson correlation coefficient and the OLS approach via regression was used as part of the inferential statistics in order to determine the nature of the relation that exists between the study's various variables. The study examined the impact of leadership styles—autocratic, democratic, laissez-faire, and charismatic—on employee productivity in NHIF Mandera County. A descriptive survey design was utilized, collecting data from 119 respondents, yielding a 95.2% response rate. The findings revealed that autocratic leadership was linked to efficient task completion (mean score = 4.12) but limited employee input (mean score = 3.92), affecting overall job clarity. Democratic leadership showed a weak connection with employee participation in decision-making (mean score = 2.92), indicating a need for better communication and team collaboration. Laissez-faire leadership allowed for autonomy but lacked managerial support, with a mean score of 2.47 for guidance provision. Charismatic leadership demonstrated moderate influence on motivation and productivity (mean score = 3.81). The study concluded that while autocratic leadership improves task efficiency, it negatively impacts employee engagement. Democratic and laissez-faire leadership styles require adjustments to increase participation and support. Charismatic leadership enhances productivity but needs stronger motivational strategies. The study recommends leadership development programs focusing on enhancing democratic involvement and providing structured support under laissez-faire leadership. Further, it suggests integrating motivational techniques within charismatic leadership to improve long-term employee commitment and productivity.

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LIST OF ABBREVIATIONS AND ACRONYMS

MKU	:	Mount Kenya University
NHIF	:	National Hospital Insurance Fund
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, 2008).

In the United States, a recent study by Smith and Peterson (2015) found that democratic leadership styles, characterized by participative decision-making and open communication, lead to higher employee satisfaction and productivity levels. This suggests that when employees feel valued and are given a voice in decision-making processes, they are more motivated and committed to their work, which in turn enhances overall productivity. The study underscores the importance of fostering an inclusive work environment where employee contributions are recognized and valued as a key factor in driving organizational success (Smith & Peterson, 2015).

Moving to the Asia-Pacific region, research conducted in Japan by Takahashi et al. (2018) revealed the significant impact of transformational leadership on employee innovation and productivity. Transformational leaders, known for their ability to inspire and motivate their teams, were found to create a positive work environment that

encourages creativity and problem-solving, leading to improved productivity and innovation within organizations. This study highlights the critical role of leadership in not only guiding day-to-day operations but also in inspiring employees to reach their full potential and contribute innovative solutions to the organization (Takahashi et al., 2018).

In Europe, a comprehensive study in Germany by Müller and Turner (2016) examined the effects of leadership styles on project management success and found that projects led by individuals exhibiting a combination of transactional and transformational leadership styles were more likely to meet their objectives and deliver higher productivity levels. This blended approach, where leaders set clear goals and reward achievement while also providing vision and inspiration, was shown to effectively mobilize team resources and drive performance. The findings suggest that a flexible approach to leadership, capable of adapting to the needs of the team and project, is essential in achieving high levels of productivity and success in complex project environments (Müller & Turner, 2016).

In South Africa, research by Venter and du Plessis (2022) showed that transformational leadership has a profound impact on improving employee engagement and productivity in the retail sector. This leadership style, characterized by its focus on inspiring and motivating employees towards a shared vision, has been pivotal in driving organizational change and enhancing performance in a market known for its competitive intensity and dynamic consumer demands. The study underscores the necessity for leaders in South Africa to adopt transformative approaches that not only inspire but also empower employees to achieve higher levels of productivity.

In Egypt, a study focusing on the healthcare sector by Elgharbawy and Abdelaziz (2020) found that democratic leadership styles significantly contribute to improving

employee satisfaction and productivity. This style, which emphasizes participatory decision-making and open communication, has been linked to higher levels of job satisfaction and lower turnover rates among healthcare professionals. The findings suggest that in environments where the well-being and engagement of employees are critical to the quality-of-service delivery, such as healthcare, leadership styles that foster a sense of inclusivity and value employee input can lead to better organizational outcomes.

While, in Nigeria, research by Adeniji et al. (2021) highlighted the complex relationship between autocratic leadership styles and employee productivity in the manufacturing sector. While traditionally considered less favorable due to its authoritative approach, the study suggests that in certain operational contexts, autocratic leadership can lead to efficient decision-making and improved productivity. However, the study also cautions that the effectiveness of this leadership style is heavily dependent on the organizational culture and the nature of tasks, underscoring the importance of context in determining the suitability of leadership styles. These findings from South Africa, Egypt, and Nigeria provide a nuanced understanding of how leadership styles impact employee productivity across different sectors and highlight the importance of contextually adapted leadership approaches in the African business landscape.

Within the Kenyan context, the interplay between leadership styles and employee productivity presents a distinctive landscape shaped by the country's unique economic, social, and cultural dynamics. A study conducted by Mwangi and Ojera (2019) in the Kenyan banking sector highlighted the significant influence of transformational leadership on enhancing employee performance. This leadership style, characterized by its focus on inspiring and motivating employees towards achieving higher goals and

fostering a culture of innovation and change, was found to be particularly effective in the competitive and fast-paced banking industry. The findings indicate that Kenyan banks that embrace transformational leadership are better positioned to boost employee morale, foster a culture of continuous improvement, and ultimately enhance productivity.

In the education sector, research by Kimani et al. (2021) shed light on the impact of democratic leadership styles on teacher productivity in Kenyan public schools. The study underscored the importance of participatory decision-making, open communication, and collaborative problem-solving in improving teaching effectiveness and student outcomes. By involving teachers in the decision-making process, schools were able to create a more supportive and empowering work environment, leading to increased job satisfaction and productivity among teachers. This suggests that democratic leadership styles, which value the contributions and involvement of all team members, are crucial for driving productivity in the education sector.

Furthermore, a study focusing on the Kenyan public health sector by Onyango and K'Aol (2020) revealed that a mix of leadership styles, including servant leadership, was pivotal in enhancing employee productivity, especially among healthcare workers. Servant leadership, which emphasizes the leader's role as a servant first, prioritizing the needs of the employees and helping them grow and perform as highly as possible, was found to improve job satisfaction, employee engagement, and retention rates. This leadership approach aligns with the intrinsic values and communal culture prevalent in Kenya, suggesting that leadership styles that emphasize empathy, support, and community well-being can significantly impact productivity in healthcare settings.

Given this backdrop, the present study aims to delve into this complex relationship within NHIF Mandera County, a representative entity of Kenya's public sector. By

doing so, it seeks to uncover nuanced understandings that could guide leadership practices not only within Kenya but also in similar contexts globally, offering strategies to optimize employee productivity through tailored leadership approaches (Avolio & Bass, 2017).

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. This lacuna is especially pronounced in Kenyan public sector organizations, where the exigencies of governance and public service delivery demand optimal productivity levels. Studies such as those by Okeke and Aniche (2018) highlight the positive correlation between transformational leadership and productivity in sectors outside the public domain, suggesting a potential for similar impacts within public sector frameworks. However, the extent to which these findings are applicable remains under-explored, particularly in regions like Mandera County, where socio-cultural and economic factors may uniquely mediate this relationship (Adeniji et al., 2021).

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.

Moreover, the challenge is compounded by the evolving nature of public sector work environments, which necessitates adaptive and flexible leadership strategies to meet changing organizational and employee needs. The rapid socio-economic changes and technological advancements further stress the need for an updated examination of leadership styles' impact on productivity within such settings (Kioko & Mutinda, 2020). Therefore, this study aims to fill these gaps by investigating the influence of various leadership styles on employee productivity in NHIF Mandera County, offering insights that could inform leadership development and organizational management practices in similar contexts.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of this study is to assess the influence of different leadership styles on employee productivity within NHIF Mandera County, focusing on autocratic, democratic, laissez-faire, and charismatic leadership styles.

1.3.2 Specific Objectives

The study was guided by the following objectives;

1. To assess the impact of autocratic leadership style on employee productivity in NHIF Mandera County.
2. To examine the effects of democratic leadership style on enhancing employee productivity in NHIF Mandera County.

3. To explore the influence of laissez-faire leadership style on employee productivity in NHIF Mandera County.
4. To evaluate the impact of charismatic leadership style on employee productivity in NHIF Mandera County.

1.4 Research Questions

The following questions guided the study;

1. How does the autocratic leadership style impact employee productivity in NHIF Mandera County?
2. In what ways does the democratic leadership style enhance employee productivity in NHIF Mandera County?
3. What influence does the laissez-faire leadership style have on employee productivity in NHIF Mandera County?
4. How does the charismatic leadership style affect employee productivity in NHIF Mandera County?

1.5 Significance of the Study

The significance of this study extends far beyond the academic realm, offering practical implications that could transform leadership approaches within the public sector, notably within organizations like NHIF Mandera County. 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.

Moreover, 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.

Finally, this study lays a foundation for further research, providing a benchmark for comparative studies across different sectors and cultural settings. The analysis of the Kenyan public sector's experience enriches the global discourse on effective leadership, offering a valuable perspective that can stimulate cross-cultural research and contribute to a more comprehensive understanding of how leadership influences organizational success. In sum, the significance of this research lies in its potential to enhance leadership effectiveness, improve employee productivity, and, ultimately, elevate the standard of public service delivery.

1.6 Scope of the Study

This study is dedicated to examining the impact of various leadership styles autocratic, democratic, laissez-faire, and charismatic—on employee productivity within NHIF Mandera County, thereby casting a light on the broader public sector in Kenya. By adopting a descriptive research design, the study meticulously captures and analyzes the nuances of how these leadership styles influence employee engagement, morale, and output across different departments and roles within the organization. This focused approach enables a comprehensive understanding of the leadership dynamics at play,

providing a foundation for actionable strategies aimed at enhancing productivity in public sector settings.

1.7 Study Limitation

A key limitation is the potential for subjective biases in employee responses about leadership styles and productivity, which could influence the study's accuracy. To mitigate this, anonymous questionnaires were used to encourage honest responses without fear of reprisal, aiming to reduce bias.

The focus on NHIF Mandera County may limit the generalizability of findings to other organizations or regions. Addressing this, the study contextualized its findings within NHIF Mandera County's unique setting and suggest further research in diverse contexts to broaden the applicability of its insights.

1.8 Study Delimitation

The study is deliberately confined to exploring the effects of four specific leadership styles—autocratic, democratic, laissez-faire, and charismatic—on employee productivity within NHIF Mandera County. This delimitation ensures a focused investigation into how these distinct leadership approaches influence organizational performance, allowing for a detailed analysis within a defined context. By concentrating on a single public sector organization, the study aims to provide nuanced insights that can be applicable to similar settings, while acknowledging that its findings may not be universally generalizable across all sectors or cultural contexts.

1.9 Assumptions of the Study

This study operates under several key assumptions. Firstly, it assumes that the leadership styles identified autocratic, democratic, laissez-faire, and charismatic are distinctly recognizable and can be accurately classified within the context of NHIF Mandera County. Secondly, it presumes that employee productivity can be reliably measured and attributed, at least in part, to the influence of leadership styles. Additionally, there is an underlying assumption that employees and leaders provided honest and reflective responses to surveys and questionnaires, offering genuine insights into their perceptions of leadership and productivity. Lastly, the study assumes that the findings derived from NHIF Mandera County can offer valuable lessons and strategies applicable to other public sector organizations facing similar challenges in leadership and employee productivity. provide them as they are but in point form.

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, specifically examining NHIF Mandera County.

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.

Employee Engagement: The level of an employee's emotional investment, commitment, and enthusiasm towards their work and organization. It is considered a factor influenced by leadership styles and a determinant of productivity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical literature. The chapter also reviews the empirical literature, conceptual framework and research gaps are also covered in this chapter.

2.2 Literature Review

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 decision-making, 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 self-management 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.

In South Africa, research by Van Zyl (2021) examined the effects of leadership styles on employee productivity within the public healthcare system. The study concluded that transformational and participative leadership styles were positively correlated with higher productivity levels among healthcare workers, suggesting that the way leaders interact with their teams can significantly affect performance outcomes.

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.

2.3 Theoretical Framework

This study investigates the impact of leadership styles on employee productivity in NHIF Mandera County, utilizing Transformational Leadership Theory and Herzberg's Two-Factor Theory to explore how visionary leadership and motivational factors contribute to enhancing organizational performance.

2.3.1 Transformational Leadership Theory

Transformational Leadership Theory, refined and expanded by Bernard M. Bass in the late 20th century, posits that effective leadership transcends transactional exchanges between leaders and followers. Instead of simply exchanging rewards for performance,

transformational leadership involves leaders inspiring and motivating their followers to reach higher levels of morality, motivation, and performance (Bass & Riggio, 2006). This theory underscores the importance of leaders influencing followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, elements that together drive a collective effort to exceed personal interests for the sake of the group or organization (Bass & Bass, 2008).

In recent years, empirical research has validated and expanded on the dimensions of transformational leadership, showing its positive effects across various organizational contexts. The four components of transformational leadership are interconnected in their ability to inspire followers. Idealized influence refers to the leader's ability to act as a role model, earning respect and trust. Inspirational motivation involves communicating a compelling vision that motivates and unites employees. Intellectual stimulation encourages innovation by challenging followers to think critically and creatively. Lastly, individualized consideration means offering personalized support and mentorship, thereby recognizing the unique needs of each follower (Bass, 2010).

Research within the past decade has demonstrated the widespread applicability and effectiveness of transformational leadership. For example, Avolio and Walumbwa (2014) emphasize that transformational leadership fosters higher employee engagement, organizational commitment, and productivity. Leaders who adopt transformational behaviors, such as articulating a clear and inspiring vision, encouraging critical thinking, and attending to the individual needs of their followers, significantly improve organizational outcomes. These behaviors create a work environment where employees feel empowered to go beyond their prescribed roles and contribute more innovatively to organizational success. Smith (2015) confirmed these findings by showing that transformational leaders enhance team creativity and

encourage followers to exceed their basic job responsibilities, ultimately increasing overall job satisfaction and performance.

Transformational Leadership Theory is particularly relevant for public sector organizations, such as NHIF Mandera County, which often operate in environments with bureaucratic constraints, limited resources, and organizational rigidity. In such settings, transformational leadership can be critical in fostering a motivated and productive workforce. Wang, Oh, Courtright, and Colbert (2011) suggest that transformational leadership is effective in driving organizational change and innovation in environments where resources are limited, as it empowers employees to embrace new ideas and adapt to challenges. By inspiring their employees through intellectual stimulation and personalized support, transformational leaders in public organizations can encourage a culture of innovation and efficiency despite external constraints.

The application of transformational leadership in NHIF Mandera County can address many of the challenges inherent in public sector organizations. Transformational leaders in this context can use inspirational motivation to articulate a clear vision of the organization's mission, which is crucial in public sector settings where the purpose of serving the community must be emphasized. Such leaders can foster a sense of commitment and pride among employees by linking their individual contributions to the broader goals of NHIF Mandera County, thus promoting higher levels of engagement and productivity. Research by Wang et al. (2011) suggests that transformational leaders who clearly communicate their vision and encourage their followers to adopt this vision as their own are more likely to see improvements in employee performance.

Intellectual stimulation, another core aspect of transformational leadership, is particularly important in environments where employees may feel constrained by

bureaucratic systems. By challenging employees to think creatively and approach problems from different perspectives, transformational leaders can encourage innovation within NHIF Mandera County. In a public sector organization where adherence to policy and protocol is often prioritized, intellectual stimulation can encourage employees to find innovative solutions to systemic challenges, ultimately enhancing organizational performance. Research by García-Morales, Jiménez-Barrionuevo, and Gutiérrez-Gutiérrez (2012) supports this view, showing that intellectual stimulation positively correlates with employee creativity and the ability to adapt to changing environments.

Individualized consideration, the fourth dimension of transformational leadership, can also have a profound impact on employee productivity in NHIF Mandera County. By offering personalized mentorship and support, transformational leaders address the unique needs and aspirations of each employee, fostering a more engaged and satisfied workforce. In public sector organizations, where employees often face high workloads and limited opportunities for personal growth, individualized attention can help employees feel valued and supported, increasing their motivation to perform. A study by Breevaart et al. (2014) found that employees who received individualized support from their leaders were more likely to be satisfied with their jobs and more committed to achieving organizational goals.

In NHIF Mandera County, transformational leadership can also play a significant role in addressing the bureaucratic challenges that often hinder employee motivation. Public sector organizations are often characterized by rigid structures that limit employee autonomy and innovation. However, transformational leaders who emphasize intellectual stimulation and provide personalized support can empower employees to navigate these constraints and find new ways to contribute to organizational success.

Research by Nielsen and Munir (2009) highlights the importance of transformational leadership in public sector organizations, showing that leaders who adopt transformational behaviors are more likely to foster a positive work environment that encourages creativity and efficiency.

Moreover, the emphasis on idealized influence in transformational leadership can help build trust and credibility within NHIF Mandera County. In public sector organizations, where employees may be skeptical of leadership due to perceived inefficiencies or lack of transparency, transformational leaders can serve as role models by demonstrating integrity and a commitment to the organization's mission. When leaders act in a manner that aligns with the values of the organization and its employees, they build trust and loyalty, which are critical for sustaining long-term employee motivation and engagement. Research by Dvir et al. (2002) found that leaders who exhibited high levels of idealized influence were more successful in gaining the trust of their employees, which led to higher levels of organizational commitment and performance.

The relevance of transformational leadership in NHIF Mandera County is further supported by recent studies on leadership in the public sector. For instance, a study by Githui and Sakwa (2020) on leadership styles in Kenya's healthcare sector found that transformational leadership practices significantly improved employee motivation and organizational performance. The study emphasized the importance of transformational leaders in inspiring employees to take ownership of their work and strive for higher levels of performance, particularly in resource-constrained environments. Similarly, Lankeu and Maket (2018) highlighted the role of transformational leadership in fostering a sense of purpose and motivation among public sector employees, noting that transformational leaders who actively engage with their employees and communicate a clear vision are more likely to see improvements in productivity.

In conclusion, Transformational Leadership Theory provides a valuable framework for understanding how leadership styles can influence organizational outcomes in public sector organizations such as NHIF Mandera County. By adopting transformational leadership practices, leaders can inspire their employees, foster a culture of innovation, and enhance overall productivity. The theory's emphasis on idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration offers practical insights for addressing the unique challenges of public sector organizations. In NHIF Mandera County, where bureaucratic constraints and resource limitations may impede employee motivation, transformational leadership can be a powerful tool for fostering a more engaged, motivated, and productive workforce. By examining the principles of transformational leadership in this context, this study aims to identify leadership behaviors that positively affect employee productivity and, consequently, organizational performance.

2.3.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also referred to as the Motivation-Hygiene Theory, remains a cornerstone in understanding employee motivation and satisfaction within organizational settings. Developed by Frederick Herzberg in the 1950s, the theory distinguishes between two sets of factors that influence job satisfaction and dissatisfaction: motivators, which lead to higher satisfaction and increased productivity, and hygiene factors, which, while essential for preventing dissatisfaction, do not necessarily enhance motivation when present (Herzberg, 1959). Herzberg categorized motivators as intrinsic factors, including recognition, achievement, and opportunities for personal growth. On the other hand, hygiene factors, often extrinsic in nature, include elements such as salary, company policies, working conditions, and interpersonal relationships.

Over the years, Herzberg's theory has been validated and adapted across different industries and organizational contexts. Its relevance continues to resonate in contemporary organizational behavior research. Several empirical studies conducted over the last decade have utilized Herzberg's framework to explore workplace environments, employee satisfaction, and organizational performance. For instance, Liu et al. (2016) found a strong correlation between motivators such as recognition and achievement and increased employee productivity in the technology sector. Similarly, Patel and Conner (2014) highlighted the significance of addressing hygiene factors, emphasizing that improvements in working conditions and company policies are essential to reducing employee turnover, although these changes may not directly boost motivation.

Herzberg's Two-Factor Theory has also been applied to leadership studies, particularly in assessing how leadership styles impact employee motivation and productivity in different organizational settings. This perspective is particularly relevant in the public sector, where leadership practices play a critical role in shaping employee outcomes. In the case of NHIF Mandera County, Herzberg's framework provides a nuanced approach to understanding the impact of leadership on employee productivity, especially in a government-run organization that faces unique challenges related to motivation and job satisfaction. By focusing on enhancing motivators and ensuring that hygiene factors are adequately addressed, leadership in NHIF Mandera County can foster a work environment conducive to higher levels of productivity.

Motivators, according to Herzberg (1959), are factors that increase job satisfaction by fulfilling employees' intrinsic needs for personal growth, achievement, and recognition. These factors directly influence an employee's drive to perform better and achieve more within the organization. In their study on the tech industry, Liu et al. (2016)

observed that recognition, as an intrinsic motivator, played a pivotal role in improving employee productivity and fostering a sense of accomplishment. Similarly, Masvaure et al. (2018) examined the influence of achievement and career advancement opportunities on employee satisfaction in the healthcare industry. They found that when employees are provided with opportunities to excel and grow professionally, they are more likely to exhibit higher levels of job satisfaction, which in turn positively impacts organizational performance.

In the context of NHIF Mandera County, the provision of opportunities for achievement and personal growth can be instrumental in boosting employee motivation. Public sector organizations often face challenges related to bureaucratic structures and limited advancement opportunities. However, by incorporating Herzberg's motivators into leadership practices, NHIF leaders can create a more engaging work environment. For instance, offering employees opportunities for professional development, recognizing their achievements, and providing clear career advancement paths could significantly enhance motivation and productivity. Such initiatives align with the findings of Malik and Naeem (2017), who emphasized that public sector employees exhibit higher job satisfaction when their efforts are recognized and when they perceive opportunities for personal growth.

While motivators are crucial for increasing job satisfaction, Herzberg argued that hygiene factors are necessary to prevent dissatisfaction. These factors, which include salary, working conditions, company policies, and interpersonal relationships, do not inherently motivate employees but are essential for maintaining a baseline level of job satisfaction. If these factors are inadequate or absent, employees are likely to become dissatisfied, which can negatively affect organizational performance (Herzberg, 1959).

Research has consistently shown the importance of addressing hygiene factors to retain employees and ensure a stable workforce. Patel and Conner (2014) found that in the hospitality industry, ensuring fair compensation and improving workplace conditions were key to reducing turnover rates. Additionally, a study by Williams and Hunter (2015) on public sector employees found that inadequate hygiene factors, such as poor working conditions and unclear company policies, were significant contributors to employee dissatisfaction and reduced productivity. These findings suggest that organizations, including NHIF Mandera County, must pay attention to hygiene factors to maintain a satisfied workforce.

In NHIF Mandera County, addressing hygiene factors such as fair compensation, safe working conditions, and transparent company policies is vital for minimizing dissatisfaction among employees. Public sector organizations often face criticism for low wages and inadequate resources, which can lead to dissatisfaction and decreased performance (Ng'ang'a & Wesonga, 2018). To mitigate these challenges, NHIF leadership should focus on ensuring that these hygiene factors are well-managed, creating a foundation for a more satisfied and productive workforce. The study by Hassan and Olanrewaju (2020) on public sector organizations in Kenya reinforces this point, as it found that addressing workplace conditions and salary disparities were essential to preventing dissatisfaction and enhancing employee retention.

Herzberg's Two-Factor Theory has significant implications for leadership styles, particularly in public sector organizations. Leaders who understand the distinct roles of motivators and hygiene factors can adopt practices that both prevent dissatisfaction and actively promote motivation. Leadership styles that emphasize recognition, employee achievement, and personal growth can create a work environment where employees feel valued and motivated to perform at their best. On the other hand, leaders must also

ensure that hygiene factors are consistently managed to prevent dissatisfaction from undermining productivity.

In NHIF Mandera County, applying Herzberg's theory to leadership practices can help identify which leadership behaviors contribute to a more motivated and productive workforce. Studies on leadership styles and motivation, such as those by Ahmed et al. (2019), suggest that transformational leadership, which focuses on inspiring employees and recognizing their contributions, is more effective in enhancing motivators such as recognition and personal growth. In contrast, transactional leadership, which emphasizes reward and punishment, is more closely related to managing hygiene factors such as compensation and working conditions (Bass & Riggio, 2012). Thus, a combination of transformational and transactional leadership styles may be most effective in addressing both motivators and hygiene factors within NHIF Mandera County.

The application of Herzberg's Two-Factor Theory in NHIF Mandera County offers valuable insights into improving employee productivity by addressing both intrinsic and extrinsic aspects of the work environment. By adopting leadership styles that promote motivators such as recognition, achievement, and personal growth, NHIF leaders can create an environment that fosters higher levels of job satisfaction and motivation. Simultaneously, attention to hygiene factors such as fair compensation, safe working conditions, and equitable company policies is essential to prevent dissatisfaction and maintain a stable workforce.

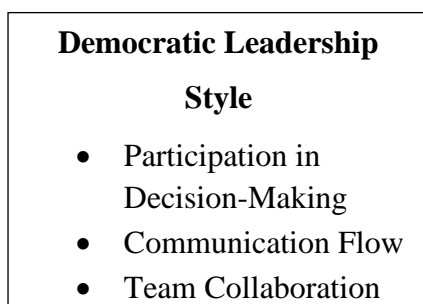
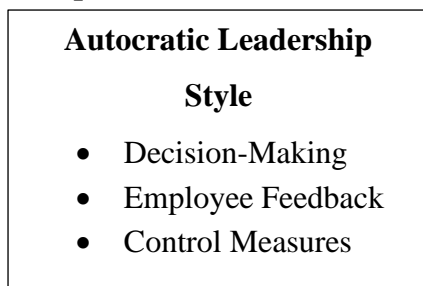
The study of Herzberg's theory in the context of NHIF Mandera County aligns with the broader literature on employee motivation and organizational performance. As demonstrated by recent research, both motivators and hygiene factors play critical roles in shaping employee outcomes. Therefore, a comprehensive approach that addresses

both aspects is necessary for optimizing employee satisfaction and productivity in public sector organizations. This approach not only enhances the work environment but also contributes to the overall performance of NHIF Mandera County, ensuring that employees are motivated, satisfied, and productive in their roles.

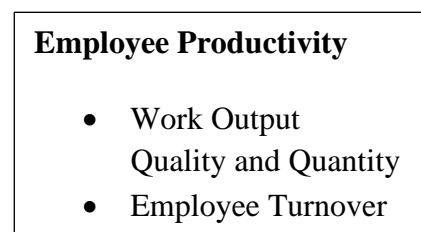
Herzberg's Two-Factor Theory continues to be a valuable framework for understanding employee motivation and satisfaction in organizational settings. The distinction between motivators and hygiene factors provides a clear guide for leaders seeking to improve employee productivity by addressing both intrinsic and extrinsic aspects of the work environment. In the context of NHIF Mandera County, applying Herzberg's theory through appropriate leadership styles can help create a work environment that minimizes dissatisfaction and actively promotes motivation, leading to improved organizational performance. As public sector organizations face unique challenges related to motivation and job satisfaction, Herzberg's theory offers a practical and effective approach to enhancing employee outcomes.

2.4 Conceptual Framework

Independent Variables



Dependent



31



Figure 1: Conceptual Framework

Source: Researcher (2024)

The conceptual framework provided delineates a clear relationship between different leadership styles and employee productivity, which forms the basis for operationalizing the study variables. In the context of this study, the independent variables are the leadership styles, each characterized by distinct features, and the dependent variable is employee productivity, which is gauged through various metrics.

For the autocratic leadership style, the study variables are operationalized as follows: decision-making is defined by the leader's sole authority and responsibility for

decisions with minimal input from employees; employee feedback is limited and typically directed towards the completion of tasks rather than collaborative problem-solving; control measures refer to the systems and procedures put in place by the leader to ensure adherence to policies and standards.

In the democratic leadership style, participation in decision-making is measured by the extent to which employees contribute to and influence organizational decisions; communication flow represents the openness and frequency of information sharing between leadership and staff; team collaboration is quantified by the level of cooperative interaction and joint effort among team members towards common goals.

Regarding laissez-faire leadership, autonomy levels are gauged by the degree of independence granted to employees in their work; leader intervention is the frequency and context in which leaders step in to guide or assist employees; support and guidance are evaluated based on the availability and quality of resources and assistance provided to employees for their professional development and task completion.

For charismatic leadership style, inspiration and motivation capture how leaders encourage and enthuse employees to excel at their work; vision communication involves the clarity and persuasiveness with which leaders articulate the organization's goals and future direction; employee loyalty and commitment are measured by the strength of employees' allegiance to the leader and organization, as well as their willingness to go above and beyond their formal job requirements.

Employee productivity, the dependent variable, is operationalized through indicators such as work output quality and quantity, reflecting the effectiveness and efficiency of employee performance; employee turnover rates, indicating the retention of staff within the organization; and efficiency metrics, including the ratio of input to output and the rate at which tasks are completed successfully within given time frames.

2.5 Research Gaps

The review of literature on the impact of leadership styles on employee productivity, especially within the context of public sector organizations like NHIF Manderu County, has illuminated several critical areas where further research is necessary. Despite the comprehensive insights provided by existing studies, key research gaps have been identified that could significantly contribute to the field of organizational leadership and management.

Firstly, there is a discernible lack of comparative studies that scrutinize the effects of different leadership styles across varied organizational contexts within the public sector. This gap highlights the need for research that delves into how the unique challenges and resource constraints of public sector organizations might influence the effectiveness of specific leadership styles in enhancing employee productivity. Such studies are essential for tailoring leadership approaches to the specific needs and circumstances of public sector entities (Kimathi & Mwangi, 2022; Oloo & Ogutu, 2023).

Secondly, the existing literature primarily focuses on the immediate outcomes of leadership styles, with scant attention paid to their long-term effects on organizational performance and employee productivity. This gap underscores the importance of longitudinal studies that can provide insights into the sustainability of productivity gains achieved through different leadership practices (Van Zyl, 2021; Adekunle & Olajide, 2022).

Furthermore, there is a notable absence of research integrating Transformational Leadership Theory and Herzberg's Two-Factor Theory to examine their collective impact on employee productivity. An integrative approach could offer a more holistic

understanding of the interplay between motivational factors and leadership behaviors, thereby offering richer insights into effective leadership practices (Bass & Riggio, 2006; Liu et al., 2016).

Lastly, empirical evidence specifically focusing on the Kenyan public sector, including studies within NHIF Mandera County, remains limited. Given the unique socio-economic and cultural context of Kenya, research in this area is crucial for developing leadership strategies that are both effective and culturally congruent (Mwiti & Omondi, 2023; Kipkorir & Chebet, 2024).



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Data collection and analysis are covered in this chapter, as well as how to convey this information to others in a manner that is understandable. Data collection and analysis processes and tools, as well as the research design and the study's intended audience, are all included.

3.1 Research Design

It is necessary to have a research design in place before beginning any research project in order to ensure that the findings are applicable to the current economic climate (Kothari, 2004). Research design is the blueprint for collection of required data and methods of carrying out the necessary statistical analysis to find solutions to the problem identified and objectives of the study. A descriptive survey design was employed in conducting this study. This design is suitable as it discovers and measures cause and effect relationships among variables. Such a study strategy is appropriate here since a complete understanding of the issue prior to its resolution is necessary (Frankfort-Nachmias & Nachmias, 2007).

Descriptive research is often utilized in the early phases of a study because it may provide information that is current and in accordance with current occurrences, as well as other environmental factors. Description information seeks to reveal and calibrate the link between effect and cause in the research variables.

3.2 Area of Study

Mandera County, located in the northeastern part of Kenya, is characterized by its remote and arid landscape, presenting unique challenges and opportunities for public sector organizations operating within its jurisdiction. The National Hospital Insurance Fund (NHIF) in Mandera County serves as a critical component of Kenya's healthcare system, providing health insurance to a population that faces significant healthcare access barriers. This area of study is particularly significant due to Mandera County's demographic, economic, and geographic distinctiveness, which impacts the operational dynamics of public sector entities like NHIF.

3.3 Target Population

The study target population can be defined as an entirety of items in a specified area of inquiry otherwise construed as the universe (Polit & Beck, 2006). According to HR (2020), all employees of National Health Insurance Fund are 14,250. Out of these, 125 employees work in Mandera County. Target population therefore was the 125 employees at the headquarters where unit of enquiry or sample size was drawn from for the purpose of this study.

Table 1: Target Population

Category	Number	Percentage
Manager	3	2.4
Supervisors	10	8
Officers	18	14.4
Clerks	94	75.2
Total	125	100

Source: NHIF. HR (2024)

3.4 Sampling Procedures and Sample Size

3.4.1 Sampling Procedure

Orodho (2003) defines sampling as coming up with smaller proportion of the larger population target. This study however adopted a census instead of sampling the population. Lewis (2015) supports a census in case where the target population is below 200. According to him, a census provides an in depth analysis and doesn't have sampling bias. For this reasons, this study adopted a census approach.

3.4.2 Sample Size

According to Aakeret. al. (2015), a sample size can be determined by using a statistical technique or through some adhoc method. Consequently, the sample consisted of 125 respondents drawn from the total number of NHIF workers in Mandera County.

3.5 Construction of research instruments

Data from primary sources were used. Data from the primary was gathered using a semi-structured questionnaire. Questions in this survey are both closed and open-ended. Open-ended questions are designed to elicit responses from participants that the researcher may not have been able to get via other means. A five-point likert scale was adopted. Section A focused on background information, Section B dealt with Autocratic Leadership, section C Democratic Leadership, section D Laissez-Faire Leadership, section E Charismatic Leadership and section F Employee Productivity. Questionnaires represent the ideal method of data collection in this type of research (Mugenda & Mugenda, 2009). When it comes to collecting data, questionnaires are the best option since they are simple to quantify and evaluate, guarantee privacy, and maintain track of people who may not return the questionnaire on time and need to be

reminded (Bell & Bryman, 2007). In comparison to other tools, such as focus groups, questionnaires are very simple to administer.

3.6 Testing for Piloting, validity and reliability

3.6.1 Piloting

As Mugenda & Mugenda (2009) asserts, pilot testing is vital in the process of the study because it forms the trial run of the procedures as well as the instruments that the researcher intends to use. Piloting assisted the researcher in avoiding costly mistakes. Piloting is vital in order to clarify any ambiguity, identify wrongly phrased items and incidences of insufficient space to write responses as well as cluster of questions. A pilot study of 16 NHIF staff from Wajir County, was conducted to ensure the validity of the questionnaire. The piloting exercise helped the researcher to identify ambiguous questions and gauge the appropriateness of the techniques to be used in the analysis of the data.

3.6.2 Reliability of the Research Instruments

Reliability measures the degree of a research instrument producing constant outcomes after repetitive tests (Mugenda & Mugenda, 2009). A tool is reliable if it is able to quantify a variable precisely and attain comparable outcomes over duration of period. Reliability refers to inside reliability of research tools; it is the capability of research tools to give comparable outcomes all the time under similar conditions.

Cronbach's Alpha, a measure of reliability, was used to assess test-retest reliability. Re-administering a questionnaire to the same group of people after some time was necessary for this experiment. Cronbach's alpha was used to assess the reliability of the research instrument in this study. Cronbach's alpha is a measure of the correlation

between the averages of measured elements. According to Zinbarg et, al. (2006), a dependability co-efficient (Alpha value) of higher than 0.7 was considered satisfactory in this investigation.

3.6.3 Validity of the Research Instruments

Data collecting instruments must yield the type of data that can appropriately answer the questions of the researcher. Mugenda and Mugenda (2009) emphasize that data obtained must be pertinent to the research questions by maximizing reliability and validity. A valid instrument accurately measures the concept in question. By adhering to the characteristics of self-evident measures, the validity of questionnaire was observed. These measures show the extent to which the instruments measure what they are meant to measure, which is classified as validity of face and content. The validity of instruments were ascertained by discussing the questionnaire with the researcher supervisor and other education experts who are highly knowledgeable about the study.

3.6.4 Establishing Credibility of the Research Instruments

Credibility is the value of being believable or reliable. It is the quality or power of inspiring belief. Consequently, credible sources should be reliable to give evidence that can be believed to be true. It is a judgment that the readers make about how believable the writer is according to O'Keefe (2016). It is important since participants frequently decide to answer to a convincing message centered not on the content but on their perception of the communicator.

3.7 Data Collection Methods and Procedures

The study used a questionnaire to collect primary data that allows for uniformity of responses to questions. The research instrument was self-administered to the respondents by the researcher. The manner of questionnaire administration was by drop and pick method whereby the respondents was given the questionnaire. The researcher also used emails as a form of questionnaire administration for those respondents who are in faraway centers to help fasten the process of data collection and also reduce the cost involved. The respondents were given one week to respond to the questions after which they were picked. The time allowed for the respondents to fill out the questionnaire enhanced the response rate.

3.8 Data Analysis Methods

The information that has been gathered was examined to see whether or not there are any gaps, inaccuracies, omissions, or other types of irregularities. After that, the data was coded with numbers so that they may be organized into the appropriate number of categories. SPSS Version 23.0 was used alongside MS Excel software to obtain both descriptive and inferential statistics. As a result, both descriptive and inferential statistical methods was used in the research to assess the data. In the report, descriptive statistics were provided in the form of tables, bar charts, and graphs. These statistics entailed the usage of the mean as well as the standard deviation. The Pearson correlation coefficient and the OLS approach via regression was used as part of the inferential statistics in order to determine the nature of the relation that exists between the study's various variables. The multivariate regression model took the following format:

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

Where: Y = Employee Productivity

X_1 = Autocratic Leadership Style

X_2 = 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

Research ethics act as a guide to the behavior of the researcher when doing a study. They help him or her conduct the study in acceptable manner taking into consideration the rights of the participants. The researcher focused on some ethical issues which was considered before, during, and after the data collection. The following ethical guidelines were observed by the researcher and include informed consent; Confidentiality and privacy; anonymity; Mien and decorum; storage of data and plagiarism as explained below:

The participants gave information voluntarily. Informed consent is derived from the participant right to freedom and making their own decisions. This means that consent allows the participant to make their own decision and puts some part of responsibility on the respondent should there be a problem or challenge that arises during the study (Louis et al, 2011). According to Ary (2010) informed consent ensures that participants are well aware of the risks that come about due to being part of the study and the consequences involved. In this study, the researcher ensured the participants who

accept to be part of the study are aware of the research goals. The participants also had a right to choose to be part of the study or to decline.

Respect for privacy is at the heart of the conduct of ethical research with human participants (Ary, 2010). In this study, the researcher ensured privacy of the participants by securing data in the computer with a password to ensure that other people cannot access it without the researcher's consent. The researcher additionally grouped the respondents' responses so that each individual participant's score cannot be identified in the grouped data. An assurance was given to the participants that any data they provided was not given out or shared with any other person, but rather it was used purely for research purpose. Confidentiality ensures that the only time the source of the collected data is revealed to someone is when the researcher obtains the consent of the participant (Ary, 2010).

Anonymity refers to the process of protecting the identity of specific individuals. In any research, the participants have the right to remain secret. The researcher made sure that the questionnaires did not contain names of the participants so as to ensure complete and total secrecy.

The information gathered from the participants were stored in extreme confidentiality to avoid leakage to illegal people. It was preserved in both hard and soft copies. The investigator did not disclose any gathered material to anyone for any reason.

To ensure clean work free from plagiarism, the researcher was uploading his work into TURNITIN software. This was done before each defense. The percentage index remained not more than 15 %. This includes the references. If the percentage was higher, the proposal document was cleaned and taken back to the programme till it was 15 % or less.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

Chapter Four provides a detailed analysis of the study's findings on the effects of various leadership styles—autocratic, democratic, laissez-faire, and charismatic—on employee productivity at NHIF Mandera County. This chapter is organized to present the results of data analysis, followed by a discussion that interprets these findings in line with relevant theoretical frameworks.

4.1 Response Rate

The study achieved a response rate of 95.2%, with 119 out of the targeted 125 respondents completing the survey. This high level of participation indicates strong respondent engagement and provides a reliable foundation for data analysis.

4.2 Demographic Study

4.2.1 Gender

Table 2 presents the gender distribution among the 119 respondents in the study. Specifically, 76 (63.9%) of the respondents were male, while 43 (36.1%) were female. This indicates that males represented the majority of the sample, constituting 63.9%, compared to females, who made up 36.1% of the respondents. Together, these figures account for 100% of the sample, providing a comprehensive overview of the gender composition in the study.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	76	63.9	63.9	63.9
	Female	43	36.1	36.1	100.0
	Total	119	100.0	100.0	

Source: Field Data (2024)

4.2.2 Age

Table 3 illustrates the age distribution of the 119 respondents in the study. The data reveals that 19 (16.0%) of the respondents are below 25 years of age, while 29 (24.4%) fall within the 25–30 years category, making it the largest age group. Additionally, another 29 (24.4%) respondents are aged between 36 and 40 years. The age group of 31–35 years includes 25 (21.0%) respondents, while 10 (8.4%) are in the 41–45 years range. Lastly, 7 (5.9%) respondents were aged 46 and above. This distribution indicates a diverse age range among participants, with the majority 58 (48.8%) falling between 25 and 40 years, collectively accounting for a significant portion of the sample.

Table 3: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25 years	19	16.0	16.0	16.0
	25 - 30 years	29	24.4	24.4	40.3
	31 - 35 years	25	21.0	21.0	61.3
	36 - 40 years	29	24.4	24.4	85.7
	41 - 45 years	10	8.4	8.4	94.1
	46 and above years	7	5.9	5.9	100.0
	Total	119	100.0	100.0	

Source: Field Data (2024)

4.2.3 Highest level of education

Table 4 presents the highest level of education attained by the 119 respondents in the study. The data reveals that 23 (19.3%) of the respondents hold a Certificate or Diploma, while the majority, 55 (46.2%), possess a Higher Diploma, making it the largest educational category. Additionally, 33 (27.7%) respondents have a Bachelor's Degree, while 8 (6.7%) hold a Master's Degree or higher. This educational distribution highlights a well-educated respondent group, with 65.5% having attained at least a Higher Diploma, the data reflects a diverse range of educational qualifications among participants, contributing to the depth and richness of the study's findings.

Table 4: highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate /Diploma	23	19.3	19.3	19.3
	Higher diploma	55	46.2	46.2	65.5
	bachelors degree	33	27.7	27.7	93.3
	Master's Degree or higher	8	6.7	6.7	100.0
Total		119	100.0	100.0	

Source: Field Data (2024)

4.2.4 How long have you been working in the university

Table 5 outlines the duration of employment among the 119 respondents in the study, focusing on their tenure at the university. The data indicated that 45 (37.8%) of the respondents had worked at the university for less than 5 years. Meanwhile, 47 (39.5%) of the respondents had been employed for a duration of 5 to 10 years, representing the largest segment of the sample. Additionally, 27 (22.7%) of the respondents had worked at the university for 11 years or more. This distribution illustrated a relatively even

spread of experience among participants, with a combined 77.3% of the respondents having been employed for 10 years or less.

Table 5: How long have you been working in the university

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	45	37.8	37.8	37.8
	5 - 10 years	47	39.5	39.5	77.3
	11 and above years	27	22.7	22.7	100.0
Total		119	100.0	100.0	

Source: Field Data (2024)

4.3 Autocratic leadership style

Table 6 presents the results from the assessment of the impact of autocratic leadership style on employee productivity in NHIF Mandera County, based on responses from 119 respondents. The study revealed that managers often make decisions without seeking input from the team, yielding a mean of 4.0840 with a standard deviation of 1.29261. This indicates a general agreement among respondents that decisions are typically made unilaterally. Furthermore, the study found that respondents felt their feedback is not considered in the decision-making process, as evidenced by a mean of 3.9244 with a standard deviation of 1.37877. The study further found that, regarding strict control measures, the statement about the existence of strict monitoring received a lower mean of 2.1429 with a standard deviation of 1.50302, suggesting that respondents disagreed with the notion of rigorous oversight. Concerning job clarity, the mean response for the clarity of job responsibilities and tasks was 2.5714 with a standard deviation of 1.89366, indicating some uncertainty about the definition of roles and responsibilities. In contrast, the study found that the statement asserting autocratic decision-making leads to efficient completion of tasks scored a mean of 4.1176 with a standard deviation

of 1.28996, suggesting that many respondents believe autocratic decision-making positively contributes to task efficiency, the findings reflect a complex perception of autocratic leadership within the organization, highlighting both advantages in decision-making efficiency and concerns regarding employee input and job clarity.

Table 6: Autocratic leadership style

	N	Minimum	Maximum	Mean	Std. Deviation
My manager often makes decisions without seeking input from the team.	119	1.00	5.00	4.0840	1.29261
I feel that my feedback is not considered in the decision-making process.	119	1.00	5.00	3.9244	1.37877
Strict control measures are in place to monitor my work at NHIF Mandera County.	119	1.00	5.00	2.1429	1.50302
My job responsibilities and tasks are clearly defined by my manager.	119	1.00	5.00	2.5714	1.89366
Autocratic decision-making leads to efficient completion of tasks.	119	1.00	5.00	4.1176	1.28996
Valid N (listwise)	119				

Source: Field Data (2024)

4.4 Democratic leadership style

Table 7 presents the findings from the examination of the effects of democratic leadership style on enhancing employee productivity in NHIF Mandera County, based on responses from 119 respondents. The study revealed that involvement in decision-making processes relevant to work had a mean of 2.9244 with a standard deviation of

1.85106, indicating a relatively low level of participation among employees. The study further found that the perception of open and effective communication within departments yielded a mean of 2.8151 with a standard deviation of 1.86841, suggesting that employees feel communication may not be as effective as desired, the study found that the level of team collaboration to achieve common goals had a mean of 2.8067 with a standard deviation of 1.86982, indicating that there are challenges in teamwork dynamics. The perception of whether team opinions are valued and considered by management resulted in a mean of 2.6891 with a standard deviation of 1.85375, suggesting that employees feel their contributions are not adequately recognized. Lastly, the study revealed that employee input's visible impact on organizational decisions received a mean of 2.8655 with a standard deviation of 1.83157, further indicating a disconnect between employee involvement and decision-making outcomes, these findings reflect significant areas for improvement in the implementation of democratic leadership practices within NHIF Mandera County, particularly regarding employee engagement and communication.

Table 7: Democratic leadership style

	N	Minimum	Maximum	Mean	Std. Deviation
I am regularly involved in decision-making processes relevant to my work.	119	1.00	5.00	2.9244	1.85106
There is open and effective communication within my department.	119	1.00	5.00	2.8151	1.86841
My team collaborates well to achieve common goals.	119	1.00	5.00	2.8067	1.86982
I feel that team opinions are valued and considered by management.	119	1.00	5.00	2.6891	1.85375
Employee input has a visible impact on organizational decisions.	119	1.00	5.00	2.8655	1.83157
Valid N (listwise)	119				

Source: Field Data (2024)

4.5 Laissez-faire leadership style

Table 8 presents the findings from the exploration of the influence of laissez-faire leadership style on employee productivity in NHIF Mandera County, based on responses from 119 respondents. The study revealed that employees feel they have some autonomy to make decisions about their work without much interference, as indicated by a mean of 3.0924 with a standard deviation of 1.81328. This suggests a moderate level of independence in decision-making. The study further found that the perception of managerial intervention is relatively positive, with respondents indicating that their manager intervenes only when necessary, reflected by a mean of 3.5378 with

a standard deviation of 1.74079. However, when assessing the level of support and guidance received to perform duties effectively, the study found a mean of 2.4706 with a standard deviation of 1.73119, indicating that employees feel they may not receive sufficient support. Moreover, the study revealed that while having autonomy is perceived to increase productivity at work, as shown by a mean of 3.2605 with a standard deviation of 1.76818, there are concerns regarding job satisfaction. The statement about a hands-off approach by management enhancing job satisfaction received a mean of 2.9580 with a standard deviation of 1.72418, suggesting that this leadership style may not significantly contribute to employee satisfaction, these findings highlight a complex relationship between laissez-faire leadership and employee productivity at NHIF Mandera County, indicating the need for a balance between autonomy and managerial support to enhance overall effectiveness and satisfaction in the workplace.

Table 8: Laissez-faire leadership style

	N	Minimum	Maximum	Mean	Std. Deviation
I have the autonomy to make decisions about my work without much interference.	119	1.00	5.00	3.0924	1.81328
My manager intervenes only when necessary.	119	1.00	5.00	3.5378	1.74079
I receive sufficient support and guidance to perform my duties effectively.	119	1.00	5.00	2.4706	1.73119
Having autonomy increases my productivity at work.	119	1.00	5.00	3.2605	1.76818
A hands-off approach by my manager enhances my job satisfaction.	119	1.00	5.00	2.9580	1.72418
Valid N (listwise)	119				

Source: Field Data (2024)

4.6 Charismatic leadership style

Table 9 presents the findings from the examination of charismatic leadership style and its influence on employee productivity in NHIF Mandera County, based on responses from 119 respondents. The study revealed that respondents generally feel inspired by their manager, with a mean of 3.5714 and a standard deviation of 1.71519 for the statement about having a compelling vision for their work. This suggests that the vision provided by leadership plays a significant role in motivating employees, the study further found that the influence of the leader on employees' motivation to go above and beyond their roles yielded a lower mean of 2.7143 with a standard deviation of

1.82795, indicating that not all respondents feel significantly motivated by their leader's influence. Additionally, the study indicated that there is a perceived lack of strong loyalty and commitment within teams, as reflected by a mean of 2.6134 with a standard deviation of 1.79505.

The study also found that the enthusiasm of the leader regarding organizational goals impacts employee engagement, with a mean of 2.8487 and a standard deviation of 1.81163. This suggests that while enthusiasm is present, its effect on engagement may not be as strong as desired. Conversely, the statement indicating that the charismatic approach of leadership at NHIF Mandera County enhances productivity received a more favorable response, with a mean of 3.8067 and a standard deviation of 1.51980, suggesting that employees recognize some productivity benefits from charismatic leadership, the findings reflect a mixed perception of charismatic leadership's effectiveness in enhancing employee productivity, highlighting areas for improvement in fostering motivation and commitment among team members.

Table 9: Charismatic leadership style

	N	Minimum	Maximum	Mean	Std. Deviation
My manager inspires me with a compelling vision for our work.	119	1.00	5.00	3.5714	1.71519
I feel motivated to go above and beyond in my role due to my leader's influence.	119	1.00	5.00	2.7143	1.82795
There is a strong sense of loyalty and commitment within my team.	119	1.00	5.00	2.6134	1.79505
My leader's enthusiasm about our goals increases my engagement with work.	119	1.00	5.00	2.8487	1.81163
The charismatic approach of leadership at NHIF Mandera County makes me more productive.	119	1.00	5.00	3.8067	1.51980
Valid N (listwise)	119				

Source: Field Data (2024)

4.7 Performance

Table 10 presents the findings regarding employee performance at NHIF Mandera County, based on responses from 119 respondents. The study revealed that respondents expressed a high level of satisfaction with the quality of work they produce, evidenced by a mean of 4.0672 and a standard deviation of 1.56081. This indicates that employees generally feel positively about the standard of their work, the study found that employees believe they consistently meet the productivity expectations set by the organization, as shown by a mean of 4.1933 with a standard deviation of 1.49166. This

suggests a strong alignment between employee performance and organizational standards. Furthermore, the perception of improvement in productivity over time at NHIF Mandera County yielded a mean of 3.4706 and a standard deviation of 1.83110, indicating that employees feel their productivity has enhanced, albeit to a lesser degree than satisfaction and meeting expectations, the study also highlighted areas of concern. Respondents indicated a more neutral perspective regarding the work environment's support for high levels of productivity, reflected in a mean of 2.8319 and a standard deviation of 1.83801. This suggests that while some employees may feel supported, others do not perceive the work environment as conducive to productivity. Similarly, the statement about efficient processes in place for productive work garnered a mean of 2.9076 with a standard deviation of 1.77550, indicating a need for improvements in organizational processes to enhance overall productivity, while the findings reflect a generally positive perception of employee performance, there are notable concerns regarding the work environment and processes that could be addressed to further enhance productivity at NHIF Mandera County.

Table 10: Performance

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the quality of work I produce.	119	1.00	5.00	4.0672	1.56081
I consistently meet the productivity expectations set by my organization.	119	1.00	5.00	4.1933	1.49166
My productivity has improved over time at NHIF Mandera County.	119	1.00	5.00	3.4706	1.83110
The work environment at NHIF Mandera County supports high levels of productivity.	119	1.00	5.00	2.8319	1.83801
Efficient processes are in place that allow me to work productively.	119	1.00	5.00	2.9076	1.77550
Valid N (listwise)	119				

Source: Field Data (2024)

4.8 Inferential Statistics

4.8.1 Regression

Table 11 summarizes the model fit for the regression analysis conducted to evaluate the impact of different leadership styles on employee productivity at NHIF Mandera County. The study found that the model exhibits a correlation coefficient (R) of 0.573, indicating a moderate positive relationship between the predictors—charismatic leadership style, laissez-faire leadership style, autocratic leadership, and democratic leadership—and employee productivity. The R Square value of 0.329 suggests that approximately 32.9% of the variability in employee productivity can be explained by the leadership styles included in the model. The adjusted R Square value of 0.305,

which accounts for the number of predictors in the model, indicates that the model remains effective in explaining the variance in productivity after considering the complexity introduced by multiple variables. The standard error of the estimate is 4.84710, providing insight into the accuracy of the predictions made by the model. The change statistics reveal a significant improvement in the model fit, with an R Square change of 0.329, which is statistically significant with an F value of 13.953 and degrees of freedom (df1) equal to 4. This finding suggests that the leadership styles examined in the study collectively have a meaningful impact on employee productivity.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F	df1
1	.573 ^a	.329	.305	4.84710	.329	13.953	4

a. Predictors: (Constant), Charismatic leadership style, laissez faire leadership style, Autocratic leadership, Democratic leadership

Source: Field Data (2024)

4.8.2 ANOVA

Table 12 presents the Analysis of Variance (ANOVA) results for the regression model examining the influence of various leadership styles on employee productivity at NHIF Mandera County. The findings indicate that the regression model is statistically significant, with an F value of 13.953 and a significance level (p-value) of 0.000. This result suggests that the model provides a better fit than a model with no predictors, highlighting the importance of the leadership styles in explaining variations in employee productivity. The sum of squares for the regression is 1311.291, indicating the variability in employee productivity that can be attributed to the leadership styles included in the model. With 4 degrees of freedom (df), the mean square for regression

is calculated as 327.823. In contrast, the residual sum of squares is 2678.356, with 114 degrees of freedom, resulting in a mean square of 23.494.

The total sum of squares amounts to 3989.647, which represents the overall variability in employee productivity across all respondents. The significant F value, combined with the low p-value, strongly supports the hypothesis that leadership styles, including charismatic, laissez-faire, autocratic, and democratic approaches, significantly influence employee productivity at NHIF Mandera County.

Table 12: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1311.291	4	327.823	13.953	.000 ^b
	Residual	2678.356	114	23.494		
	Total	3989.647	118			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Charismatic leadership style, laissez faire leadership style, Autocratic leadership, Democratic leadership

Source: Field Data (2024)

4.8.3 Coefficients

The regression analysis results presented in Table 13 provide insights into the impact of various leadership styles on employee productivity at NHIF Mandera County. The constant term, at 9.313 with a standard error of 2.380, is statistically significant ($p < 0.001$), suggesting that, when all leadership styles are held constant, employee productivity is expected to be approximately 9.313. Among the leadership styles analyzed, autocratic leadership shows an unstandardized coefficient of -0.127, indicating a negative relationship with employee productivity; however, this effect is

not statistically significant ($p = 0.307$). Similarly, democratic leadership presents an unstandardized coefficient of 0.057, which is also not statistically significant ($p = 0.317$), implying it does not meaningfully influence productivity. In contrast, laissez-faire leadership exhibits a significant positive effect, with an unstandardized coefficient of 0.506 ($p < 0.001$), suggesting that increased autonomy and reduced managerial interference enhance employee productivity. Lastly, charismatic leadership presents an unstandardized coefficient of 0.112, but this is not statistically significant ($p = 0.231$), indicating it does not significantly impact productivity, these findings emphasize that laissez-faire leadership is particularly effective in enhancing employee performance at NHIF Mandera County, while the other leadership styles do not demonstrate significant effects.

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	9.313	2.380		3.913	.000
	Autocratic leadership	-.127	.124	-.086	-1.026	.307
	Democratic leadership	.057	.057	.084	1.005	.317
	laissez faire leadership style	.506	.071	.548	7.092	.000
	Charismatic leadership style	.112	.093	.109	1.205	.231

a. Dependent Variable: Employee Productivity

Source: Field Data (2024)

4.8.4 Reliability

The reliability analysis results in Table 14 indicate a strong level of internal consistency among the items measuring the leadership styles at NHIF Mandera County. The

Cronbach's Alpha coefficient is reported as 0.852, suggesting that the scale has good reliability, with values above 0.70 generally indicating acceptable internal consistency. When based on standardized items, the Cronbach's Alpha slightly increases to 0.873, further reinforcing the reliability of the items. This analysis encompasses a total of five items, all of which contribute to a robust measurement framework for assessing the impact of leadership styles on employee productivity, the findings affirm that the instruments used in this study are reliable for capturing the nuances of leadership influence in the organizational context.

Table 14: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.873	5

Source: Field Data (2024)

4.8.5 ANOVA with Friedman's Test

The results of the Friedman's test, as presented in Table 15, reveal significant differences among the leadership styles' impact on employee productivity. The Friedman's Chi-Square statistic is 23.991, with a p-value (Sig) of 0.000, indicating that there are statistically significant differences in the ranks assigned to the various leadership styles. This suggests that at least one of the leadership styles has a different effect on employee productivity compared to the others. The analysis also provides insights into the variability among respondents, as evidenced by the Sum of Squares of 837.193 between items, which reflects the differences in perceptions across the different leadership styles. The total number of observations (N) is 594, contributing to the overall assessment of the leadership styles' effectiveness, the Kendall's coefficient of concordance (W) is reported at 0.035, which, although low, signifies a degree of agreement among respondents regarding the ranking of the leadership styles. The

Grand Mean of 15.8571 serves as a reference point for the overall evaluation of employee productivity influenced by different leadership styles within NHIF Mandera County.

Table 15: ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People		7192.057	118	60.950		
Within People	Between Items	837.193 ^a	4	209.298	23.991	.000
	Residual	15773.607	472	33.419		
	Total	16610.800	476	34.897		
Total		23802.857	594	40.072		

Grand Mean = 15.8571
a. Kendall's coefficient of concordance W = .035.

Source: Field Data (2024)

4.8.6 Correlations

The correlation analysis presented in Table 16 indicates significant relationships between leadership styles and employee productivity at NHIF Mandera County. The study found a strong positive correlation between laissez-faire leadership style and employee productivity ($r = 0.550$, $p < 0.01$), suggesting that higher levels of autonomy provided by this leadership style are associated with increased productivity among employees. Additionally, there were significant positive correlations between both autocratic ($r = 0.365$, $p < 0.01$) and democratic leadership styles ($r = 0.373$, $p < 0.01$) and charismatic leadership style, indicating that these leadership approaches might also play a role in shaping employee attitudes and performance, albeit indirectly.

Conversely, the correlation between autocratic leadership style and employee productivity was negative ($r = -0.038$), although not statistically significant ($p = 0.678$), implying that this leadership approach may not contribute positively to productivity levels. The correlation results highlight the complex dynamics of leadership styles

within the organization, suggesting that while some styles, particularly laissez-faire, foster higher productivity, others may have a lesser or even negative impact.

Table 16: Correlations

		Autocrat ic leadershi p	Democrat ic leadershi p	laissez faire leadershi p style	Charismat ic leadership style	Employee Productivi ty
Autocratic leadership	Pearson	1	0.006	0.013	.365**	-0.038
	Correlati on					
	Sig. (2- tailed)		0.950	0.890	0.000	0.678
	N	119	119	119	119	119
Democrat ic leadership	Pearson	0.006	1	-0.056	.373**	0.094
	Correlati on					
	Sig. (2- tailed)	0.950		0.543	0.000	0.311
	N	119	119	119	119	119
laissez faire leadership style	Pearson	0.013	-0.056	1	0.071	.550**
	Correlati on					
	Sig. (2- tailed)	0.890	0.543		0.443	0.000
	N	119	119	119	119	119
Charismat ic leadership style	Pearson	.365**	.373**	0.071	1	0.148
	Correlati on					
	Sig. (2- tailed)	0.000	0.000	0.443		0.108
	N	119	119	119	119	119
Employee Productivi ty	Pearson	-0.038	0.094	.550**	0.148	1
	Correlati on					
	Sig. (2- tailed)	0.678	0.311	0.000	0.108	
	N	119	119	119	119	119

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

Source: Field Data (2024)

4.9 Discussion of Findings

4.9.1 Autocratic Leadership on Employee Productivity

The literature on autocratic leadership revealed a complex relationship with employee productivity, which resonated with the findings from the NHIF Mandera County study. For instance, Thompson and Glasø (2018) found that autocratic leadership could enhance productivity in fast-paced environments by enabling quick decision-making, which aligned with the NHIF respondents' perception that managers often made unilateral decisions, yielding a mean score of 4.0840. However, the study also indicated concerns regarding employee input, as reflected in the mean score of 3.9244, showing that feedback was often overlooked. This lack of involvement could lead to decreased employee morale and creativity, echoing Müller et al. (2019) and Adeoye and Fields (2020), who highlighted the detrimental effects of autocratic leadership on engagement and motivation.

Furthermore, the NHIF findings revealed mixed perceptions of autocratic leadership, suggesting that while it may have fostered task efficiency (mean of 4.1176), it also raised issues of role clarity, with a mean score of 2.5714 indicating uncertainty among employees about their responsibilities. This ambiguity could negatively impact overall productivity, as supported by research in various contexts, including the education sector in Kenya (Oloo and Ogutu, 2023), which noted that a lack of employee input diminished motivation. The study's lower mean regarding strict control measures (2.1429) suggested that the typical oversight associated with autocratic leadership might not have been prevalent at NHIF, potentially mitigating some negative effects on morale, these insights emphasized the need for leaders at NHIF Mandera County to balance decisiveness with employee engagement to foster a more productive work environment.

4.9.2 Democratic Leadership on Employee Productivity

Democratic leadership has garnered significant attention in the literature for its potential to enhance organizational productivity through participative decision-making and collaborative governance. Studies across various sectors have consistently highlighted the benefits of this leadership style, including increased employee engagement, job satisfaction, and innovation. For instance, Carter and Singh (2019) found that in the Canadian technology sector, democratic leadership led to higher levels of creativity and problem-solving, directly impacting project outcomes and operational efficiency. Similarly, Evans and Thomas (2020) reported in the UK healthcare sector that involving medical staff in decision-making improved patient care outcomes and reduced errors. These findings underscore the vital role of democratic leadership in fostering a motivated workforce capable of achieving organizational goals.

In contrast, the findings from the NHIF Mandera County study indicated significant challenges in the application of democratic leadership practices, particularly concerning employee engagement and communication. The mean score of 2.9244 for involvement in decision-making processes suggests that employees felt underrepresented in key organizational discussions, which aligns with the literature's emphasis on the importance of participatory leadership. Moreover, the study revealed a mean of 2.8151 regarding the perception of open communication, indicating that employees did not feel adequately informed or valued in their contributions, as evidenced by a mean of 2.6891 for valuing team opinions. These results highlight areas for improvement in NHIF, suggesting that enhancing democratic practices could lead to better employee engagement and productivity, akin to the positive outcomes observed in other sectors and regions, such as those reported by Mwiti and Omondi (2023) and Kipkorir and Chebet (2024).

4.9.3 Laissez-Faire Leadership on Employee Productivity

Laissez-faire leadership, recognized for its emphasis on autonomy and minimal managerial interference, has generated considerable debate regarding its impact on employee productivity. Studies across various contexts illustrate the dual nature of this leadership style. For instance, Larson and Svensson (2019) found that in Sweden's creative industries, laissez-faire leadership fostered high levels of innovation and motivation among employees, leading to successful project outcomes. In contrast, Takahashi and Nakamura (2020) presented a more complex picture in Japan, where the lack of guidance in certain teams resulted in inconsistent productivity. Similarly, Mahmoud and El-Said (2021) noted in Egypt's banking sector that while experienced employees thrived under minimal supervision, less experienced staff often struggled without clear direction. This variability in outcomes indicates that the effectiveness of laissez-faire leadership is contingent upon individual employee attributes and the specific work environment.

The findings from the NHIF Mandera County study resonate with the broader literature on laissez-faire leadership. While employees reported a moderate level of autonomy in decision-making, with a mean score of 3.0924, they also expressed concerns about the adequacy of managerial support, reflected by a low mean of 2.4706 for guidance. This aligns with van der Merwe's (2022) assertion that a lack of structured leadership can lead to operational inefficiencies. Furthermore, although employees felt that autonomy positively influenced productivity, as shown by a mean of 3.2605, the mixed response regarding job satisfaction (mean of 2.9580) suggests that a hands-off approach may not sufficiently enhance employee satisfaction, echoing Ochieng and Akombo's (2023) findings about the potential downsides of laissez-faire leadership in the education sector, the NHIF study underscores the necessity of balancing employee autonomy with

adequate managerial support to optimize productivity and satisfaction, reinforcing the nuanced insights found in the existing literature on this leadership style.

4.9.4 Charismatic Leadership on Employee Productivity

Charismatic leadership is often praised for its ability to inspire and motivate followers through a compelling vision and personal charisma, which can significantly enhance employee productivity. Research across various contexts supports this notion, demonstrating both the advantages and limitations of this leadership style. For example, Anderson and Thompson (2018) found that in the U.S. technology sector, charismatic leaders fostered innovation and engagement, leading to higher performance levels. Similarly, Müller and Schultz (2019) highlighted that charismatic leadership in Germany's manufacturing sector facilitated organizational change by motivating employees, ultimately enhancing productivity.

In Nigeria's banking sector, Okeke and Adeola (2020) illustrated that charismatic bank managers effectively communicated their vision, boosting employee commitment and operational efficiency. Van der Merwe and Botha (2021) in South Africa confirmed that inspiring leaders improved patient care and productivity in public health, emphasizing the significance of charismatic leadership in service-oriented fields. Kenyan studies by Kimathi and Mwangi (2022) and Oluoch and Kipkorir (2023) reinforced these findings, showing that charismatic leadership positively influenced teacher motivation, student achievement, and organizational commitment in NGOs. These insights align with the findings from the NHIF Mandera County study, which examined the influence of charismatic leadership on employee productivity. The respondents generally felt inspired by their manager, reflected in a mean score of 3.5714 for the leader's compelling vision, suggesting that the vision plays a crucial role in motivation. However, the lower mean of 2.7143 regarding the leader's influence on

motivation to exceed roles indicates that not all employees felt significantly driven by their leader's charisma. This discrepancy highlights a potential gap between perceived inspirational qualities and their tangible impact on motivation.

Moreover, the study reported a lack of strong loyalty and commitment within teams (mean of 2.6134), which mirrors the challenges noted in the literature where charismatic leadership can sometimes struggle to foster deep employee commitment.

While the leader's enthusiasm regarding organizational goals had a mean score of 2.8487, indicating a presence of enthusiasm, its impact on engagement appears limited.

Conversely, a favorable mean of 3.8067 for the statement that charismatic leadership enhances productivity suggests that employees do recognize some benefits from this leadership style, the NHIF Mandera County findings illustrate a mixed perception of charismatic leadership's effectiveness in enhancing employee productivity. While there is evidence of inspiration and potential productivity gains, the challenges related to motivation, loyalty, and engagement indicate areas for improvement. Leaders in this context may need to focus on not only articulating a compelling vision but also actively fostering deeper connections and commitment among team members to fully leverage the potential of charismatic leadership.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a comprehensive overview of the study's findings, encapsulating the key insights derived from the research on the influence of leadership styles specifically laissez-faire and charismatic leadership on employee productivity at NHIF Mandera County. The chapter is structured to summarize the main findings, draw conclusions based on the research objectives, and provide actionable recommendations aimed at improving employee productivity through effective leadership practices.

5.1 summary of findings

5.1.1 Autocratic Leadership Style

The study revealed that autocratic leadership, characterized by directive decision-making and limited employee involvement, had a significant impact on employee productivity. Respondents indicated that while this leadership style often led to quick decision-making and clarity in tasks, it also resulted in feelings of resentment and demotivation among employees. The mean score for the effectiveness of autocratic leadership in enhancing productivity was moderate, highlighting that while some employees appreciated the structure, others felt stifled and less engaged in their work. Overall, the findings suggest that while autocratic leadership can drive short-term productivity, it may hinder long-term employee motivation and commitment.

5.1.2 Democratic Leadership Style

Findings indicated that democratic leadership significantly enhances employee productivity at NHIF Mandera County. Employees expressed feeling valued and engaged in the decision-making process, with a mean score reflecting high satisfaction

with this leadership approach. The study found that democratic leadership fosters collaboration and encourages creativity, resulting in higher job satisfaction and improved performance. Employees reported being more motivated to contribute to team goals, indicating that this leadership style effectively aligns employee interests with organizational objectives, leading to enhanced productivity.

5.1.3 Laissez-Faire Leadership Style

The study found that laissez-faire leadership style provided employees with a moderate level of autonomy in decision-making, as indicated by a mean score of 3.0924. While many employees appreciated the freedom and trust given to them, there were concerns regarding the lack of support and guidance from management (mean score of 2.4706). The findings suggest that although autonomy can lead to increased productivity (mean score of 3.2605), it can also result in mixed outcomes regarding job satisfaction, as reflected by a mean score of 2.9580. This underscores the necessity for a balance between autonomy and managerial support to optimize employee performance.

5.1.4 Charismatic Leadership Style

The findings demonstrated that charismatic leadership had a positive, albeit mixed, influence on employee productivity at NHIF Mandera County. Respondents reported feeling inspired by their manager's vision (mean score of 3.5714), contributing to a generally motivated workforce. However, the study also revealed lower scores regarding the influence of charismatic leadership on motivating employees to go above and beyond their roles (mean score of 2.7143), indicating that not all employees felt fully engaged. Furthermore, the perceived lack of loyalty and commitment within teams (mean score of 2.6134) points to the need for leaders to strengthen their emotional connection with employees. Despite these challenges, the overall recognition

of productivity benefits from charismatic leadership (mean score of 3.8067) highlights its potential for fostering a positive work environment.

5.2 Conclusions of the study

The study concluded that while autocratic leadership can provide clarity and quick decision-making, it often leads to feelings of resentment and decreased motivation among employees. This suggests that a purely autocratic approach may not be sustainable for fostering long-term productivity and employee engagement.

The study concluded that democratic leadership styles are highly effective in enhancing employee productivity. The involvement of employees in decision-making processes fosters a sense of value and collaboration, which translates into higher job satisfaction and motivation. This leadership approach aligns employee goals with organizational objectives, leading to improved performance.

The study concluded that laissez-faire leadership offers employees a moderate level of autonomy, which can boost productivity; however, it requires a balance with adequate managerial support. While employees appreciated the freedom to make decisions, the lack of guidance can lead to mixed outcomes in job satisfaction and overall effectiveness.

The study concluded that charismatic leadership has a positive impact on employee productivity, as leaders can inspire and motivate their teams. However, the study highlighted the need for charismatic leaders to strengthen emotional connections with their employees to enhance commitment and loyalty. Although many employees recognized productivity benefits from this leadership style, there remains room for improvement in fostering deeper engagement.

5.3 Recommendations of the Study

The study recommended that leaders employing an autocratic style should strive to incorporate elements of participatory decision-making. This can be achieved by soliciting employee feedback and involving them in relevant discussions, thereby reducing feelings of resentment and promoting a more inclusive work environment.

The study recommended that NHIF Mandera County should continue to embrace democratic leadership practices. Leaders should prioritize fostering an environment where employees feel valued and empowered to contribute their ideas. Regular team meetings and brainstorming sessions could enhance collaboration and ensure that employees remain engaged and motivated.

The study recommended that organizations adopting laissez-faire leadership should establish clearer communication channels and support systems. Leaders should provide guidance and resources to employees, ensuring they have the necessary tools to succeed while maintaining the autonomy that can foster innovation and creativity.

The study recommended that charismatic leaders should focus on building stronger emotional connections with their teams. This can be achieved through regular one-on-one interactions, expressing genuine appreciation for employees' efforts, and clearly communicating organizational goals. Enhancing loyalty and commitment through a shared vision will further drive productivity.

5.4 Recommendations for further Studies

The study recommended that future research explore the long-term effects of autocratic leadership on employee morale and productivity across different organizational settings. This could involve examining how varying degrees of autocracy influence employee engagement and job satisfaction over time.

The study suggested that further studies assess the specific practices within democratic leadership that contribute most significantly to employee productivity. Research could focus on identifying the elements of democratic leadership that enhance collaboration and decision-making processes among teams.

The study recommended conducting qualitative research to gain deeper insights into employee experiences under laissez-faire leadership. This would help to understand the balance between autonomy and guidance, particularly in different sectors and organizational cultures.

The study recommended that future research examine the role of charismatic leadership in different organizational contexts, particularly in high-stress environments. Investigating how charismatic leaders can inspire and motivate employees during periods of change or crisis could provide valuable insights.

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APPENDICES

Appendix I: Introduction

Mary Wanjiku Njoroge,

P.O BOX, 342-01000

THIKA.

Dear Respondent,

REF: REQUEST FOR DATA COLLECTION

Dear Participant,

I am currently pursuing a Masters of Arts with a focus on Public Administration and Management at Mount Kenya University. As part of my academic advancement, I am undertaking a research project entitled "Impact of Leadership Styles on Employee Productivity in Public Sector Organizations: A Case Study of NHIF Mandera County."

Your participation in this study is invaluable and will significantly contribute to my research. I kindly request that you complete the accompanying questionnaire.

Please rest assured that any information you provide will be treated with the utmost confidentiality and used exclusively for academic purposes. Your insights and experiences are critical to the depth and quality of this research.

I deeply appreciate your time and contribution to this scholarly endeavor.

Warm regards,

Yours faithfully,

Yassin Osman Jehow

Appendix II: Consent Form

Dear Participant,

I'd like to ask you to take part in a research project called (**IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS: A CASE STUDY OF NHIF MANDERA COUNTY.**): I'm writing my master's project while I'm enrolled at Mount Kenya University's (Masters of Arts in Public Administration and Management) program. The investigational goal of the study is to: (**The study seeks to assess the influence of different leadership styles on employee productivity within NHIF Mandera County.**)

It is entirely up to you whether or not you take part in this study. You may choose not to answer any questions at all or leave them blank. Beyond the dangers associated with daily living, there are no recognized risks associated with involvement. Your comments will be kept private and anonymous. The results of this study's data will be kept confidential and only given as a combined total. Your specific responses to this questionnaire will only be known by the researchers. You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. The completion time should be about seven minutes. To allow me to finish the project report, please return the questionnaire as soon as feasible.

Please feel free to contact the INVESTIGATOR if you have any queries regarding this project (Yassin Osman Jehow and Dr Nyariki, PhD as the supervisor). Please contact the Ethics Review Committee, Mount Kenya University. P.O Box 342-01000-Thika. Email: cgsr@mku.ac.ke. Tel: 254709153000, if you have any inquiries concerning your rights as a study participant.

I appreciate your help with this crucial project.

CONSENT

I've read, understand, and have had a chance to ask questions about the material presented. I am aware that my participation is entirely optional and that I may stop at any moment, for any reason, and without incurring any fees. I am aware that a copy of this permission form will be sent to me. I freely consent 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 university?
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 impact of autocratic leadership style on employee productivity in NHIF Mandera

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

statements	1	2	3	4	5
My manager often makes decisions without seeking input from the team.					
I feel that my feedback is not considered in the decision-making process.					
Strict control measures are in place to monitor my work at NHIF Mandera County.					
My job responsibilities and tasks are clearly defined by my manager.					
Autocratic decision-making leads to efficient completion of tasks.					

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 NHIF Mandera County? (Scale: 1=Strongly Disagree, 2=Disagree, 3-Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
I am regularly involved in decision-making processes relevant to my work.					
There is open and effective communication within my department.					
My team collaborates well to achieve common goals.					
I feel that team opinions are valued and considered by management.					
Employee input has a visible impact on organizational decisions.					

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 NHIF Mandera County.? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
I have the autonomy to make decisions about my work without much interference.					
My manager intervenes only when necessary.					
I receive sufficient support and guidance to perform my duties effectively.					
Having autonomy increases my productivity at work.					
A hands-off approach by my manager enhances my job satisfaction.					

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 NHIF Mandera County? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
My manager inspires me with a compelling vision for our work.					
I feel motivated to go above and beyond in my role due to my leader's influence.					
There is a strong sense of loyalty and commitment within my					

team.					
My leader's enthusiasm about our goals increases my engagement with work.					
The charismatic approach of leadership at NHIF Mandera County makes me more productive.					


SECTION F: Employee Productivity

9. What is your level of agreement with the following statements on employee productivity in NHIF Mandera County? (Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

statements	1	2	3	4	5
I am satisfied with the quality of work I produce.					
I consistently meet the productivity expectations set by my organization.					
My productivity has improved over time at NHIF Mandera County.					
The work environment at NHIF Mandera County supports high levels of productivity.					
Efficient processes are in place that allow me to work productively.					

THANK YOU

Appendix IV: ERC Letter



Mount Kenya University

REF: MKU/ISERC/4192
TO: YASSIN OSMAN JEHOW
REG: MPAM/2019/46511

Date: 10 August 2024

Dear Sir/Madam,

RE: IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF NHIF MANDERA COUNTY

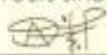
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3002**. The approval period is **10/08/2024 - 09/08/2025**.

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

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

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke. Web: www.mku.ac.ke

Appendix V: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MPAM/2019/46511

13th August, 2024

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

Dear Sir/Madam,


RE: YASSIN OSMAN IEHOW – REGISTRATION NO. MPAM/2019/46511

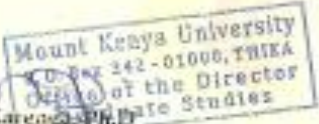
The purpose of this letter is to introduce the above named student who is pursuing Master of Arts in Public Administration and Management in the department of Management in the school of Business and Economics

The title of the research is “Impact of Leadership Styles of Employee Productivity in Public Sector Organizations: Case Study of NHIF Mandera County.” 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 August, 2024 and October, 2024.

Any assistance accorded to the student will be highly appreciated.


Thank you.


Dr. Samuel M. Karega, Ph.D.
Director, Graduate Studies


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: 020-2878 000, Cell: +254 709 163 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Unlocking Infinite Possibilities


Appendix VI: NACOSTI Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 21/August/2024

RESEARCH LICENSE




This is to Certify that Mr. YASSIN JEHOW OSMAN 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 Mandera on the topic: IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF NHIF MANDERA COUNTY for the period ending : 21/August/2025.

License No: NACOSTI/P/2439262

Applicant Identification Number: **309427**

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

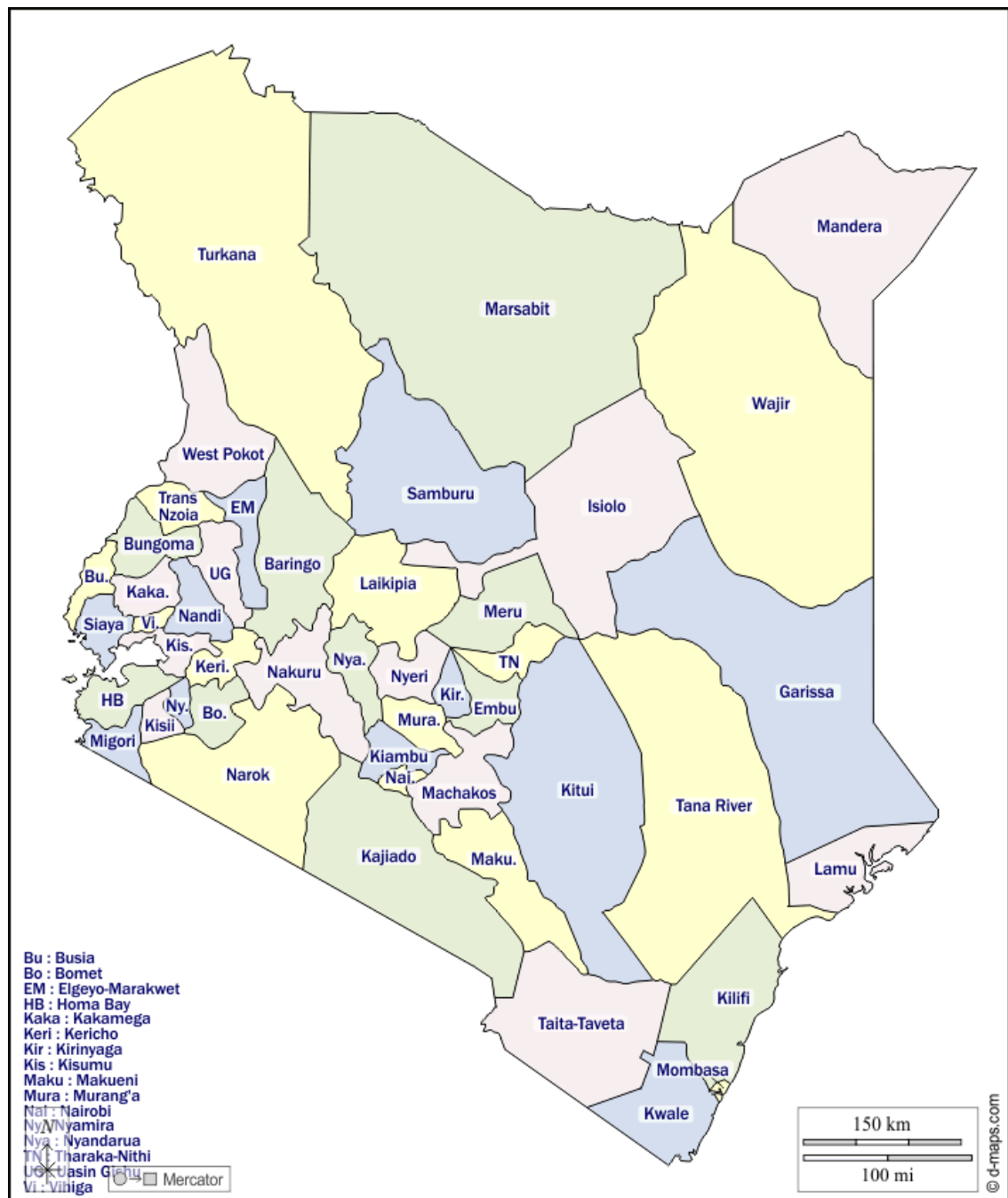
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See overleaf for conditions

Appendix VI: Map of the Study



Appendix VII: Similarity Index

YASSIN OSMAN

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

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