

**LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE MINISTRY
OF INTERNAL SECURITY AND NATIONAL ADMINISTRATION IN KENYA:
A STUDY OF KISII COUNTY**

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DECLARATION AND APPROVAL

This project is my original work and has never been presented for any academic award in any institution.

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Approval by the University Supervisor

This project is being submitted for examination with our approval as University supervisors.



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DEDICATION

I dedicate this study to my family for their moral and financial support.



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I thank the Almighty God for giving me good health, favor and sustaining me throughout this period. I wish to thank my supervisor Dr. Anthony Alexis who tirelessly guided me during the period of writing this research proposal; his patience, encouragement and suggestions I acknowledge. I also acknowledge my family members; their support and immeasurable love were the greatest source of motivation in my study.



TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS	xii
ABSTRACT.....	xiii
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	5
1.4 Research Objectives	6
1.4.1 Specific Objectives.....	6
1.5 Research questions	6
1.6 Significance of the Study	6
1.7 Scope of the Study.....	7
1.8 Limitations of the study.....	7
1.9 Delimitations of the Study.....	7
1.10 Assumptions of the Study	8
1.11 Operational Definition of Key Terms	10
CHAPTER TWO: LITERATURE REVIEW	11
2.0 Introduction	11
2.1. Empirical Literature Review	11
2.1.1 Democratic Leadership Style on Performance.....	11

2.1.2 Autocratic Leadership Style on Performance.....	13
2.1.3 Bureaucratic Leadership Style on Performance	16
2.2 Theoretical Review	19
2.2.1 Participative Leadership Theory	19
2.2.2 Theory X and Autocratic Leadership Style.....	21
2.2.3 Max Weber’s Bureaucratic Theory	22
2.3 Conceptual Framework	24
2.4 Summary of Literature Review	26
2.5 Research Gap.....	26
CHAPTER THREE: RESEARCH METHODOLOGY.....	28
3.0 Introduction	28
3.1 Research Design	28
3.2 Location of the study.....	28
3.3 Target population	28
3.4 Sample size and Sampling Procedures.....	29
3.4.1 Sample size.....	29
3.4.2 Sampling Procedures.....	30
3.5 Instruments of Research	31
3.6 pretesting of Research Instruments	31
3.6.1 Reliability of Research Instruments	31
3.6.2 Validity of Instruments.....	31
3.8 Data Analysis	32
3.9 Ethical Considerations.....	33
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS.....	35
4.1 Introduction	35
4.2 Response rate.....	35
4.3 Pre-requisite Tests	35

4.3.1 Reliability Analysis	36
4.3.2 Validity of Data Collection Instruments	37
4.3.3. Sampling Adequacy	37
4.3.4 Multi-Collinearity.....	38
4.3.5 Test for Normality	39
4.3.6 Test for Heteroscedasticity.....	39
4.4 Demographic Information of the respondents.....	40
4.5 Democratic Leadership Style and Employee Performance.....	41
4.6 Autocratic Leadership Style and Employee Performance.....	44
4.7 Bureaucratic Leadership Style and Employee Performance	47
4.8 Employee Performance	50
4.9 Correlation Analysis.....	52
4.11 Regression Analysis of leadership styles on performance of internal security national administration in Kenya	54
4.11.1 Regression Analysis of the Relationship between democratic leadership style and performance of internal security national administration in Kenya.....	54
4.11.2 Regression Analysis of the Relationship between autocratic leadership style and performance of internal security national administration	55
4.8.3 Regression Analysis of the Relationship between bureaucratic leadership style and performance of internal security national administration in Kenya.....	57
4.10 Multiple Linear Regression.....	59
4.10.1 Aggregated Research Model	59
CHAPTER FIVE.....	62
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	62
5.1 Introduction	62
5.2 Summary of Major Findings	62
5.2.1 Democratic leadership style and the performance of internal security national administration.....	63

5.2.2 Autocratic leadership style on performance of internal security national administration.....	64
5.2.3 Bureaucratic leadership style on performance of internal security national administration.....	64
5.3 Conclusion.....	65
5.3.1 Democratic leadership style	66
5.3.2 Autocratic leadership style	66
5.3.3 Bureaucratic leadership style	67
5.4 Recommendations of the study	67
5.5 Suggestions for Further Research	68
REFERENCES.....	70
Appendix I: Consent Form.....	73
Appendix II: Research Questionnaire	75
Appendix III: Introduction Letter.....	79
Appendix IV: Approval Letter from MKU-ERC.....	80
Appendix V: Research License from NACOSTI (Front).....	81
Appendix VI: Research License from NACOSTI (backside).....	82
Appendix VII: Turnitin report.....	83
Appendix VIII: Map of the Study	84

LIST OF TABLES

Table 3. 1	
List of Sub counties and the employee population.	29
Table 3. 2:	
List of Sub-counties and the sample size used.	30
Table 4. 1:	
Reliability Coefficients	36
Table 4. 2	
Kaiser-Meyer-Olkin and Bartlett’s Test.....	38
Table 4. 3	
Test for Multi-collinearity	39
Table 4.4	
Test for Normality	39
Table 4.5	
Breusch Pagan Test for Heteroscedasticity	40
Table 4.6:	
Descriptive on Demographic Information of the respondents	40
Table 4.7	
Descriptive on Democratic Leadership Style and Performance.....	42
Table 4.8	
Descriptive on Autocratic Leadership Style and Performance	45
Table 4.9	
Descriptive on Bureaucratic Leadership Style and Performance.....	48
Table 4.10	
Descriptive on Employee Performance.....	50
Table 4.11	
Correlation Analysis.....	53
Table 4.12	
Model Statistics for Democratic leadership style.....	55
Table 4.13	

Model Statistics for autocratic leadership styles.....	56
Table 4.14	
Model Statistics for Bureaucratic leadership style.....	58
Table 4.15	
Model Statistics for the Overall Model.....	60



LIST OF FIGURES

Figure 2.1

Conceptual Framework **Error! Bookmark not defined.**



LIST OF ABBREVIATIONS

SPSS Statistical Package for Social Sciences



ABSTRACT

One of the most important factors in enhancing employee performance is leadership. It is assumed that overall success of an institution is influenced by the leadership style used. The effect of leadership style on employee performance in the ministry of internal security national administration in Kisii County was investigated in this study. This study was guided by democratic, autocratic and bureaucratic leadership styles as independent variables in the specific objectives. Target population was the 257 employees in the ministry of internal security national administration in Kisii County out of which systematic random sampling method was used to determine the sample used in the study which was determined by the Yamane formula to be 157 respondents. Quantitative data was collected through structured questionnaires that were distributed to the respondents in the area of study. The quantitative data was analyzed by using descriptive and inferential analysis. A multiple regression formula was used to help the researcher establish the extent to which each of the leadership styles affect the performance of the employees in the ministry of internal security and national administration. Findings reveal that democratic leadership enhances performance by fostering trust and teamwork, though it sometimes leaves employees feeling excluded from decision-making. Approximately 8% of performance is tied to democratic practices, underscoring its importance but also indicating that other styles contribute as well. Autocratic leadership, impacting around 23% of performance, is effective in directive environments yet often undermines morale due to its top-down approach, limiting employee creativity. Bureaucratic leadership, strongly associated with performance, provides structure and consistency through a hierarchical system, yet its rigidity can impede innovation. The study concludes that while each leadership style contributes uniquely to internal security effectiveness, a balanced approach incorporating the strengths of all three may be essential to optimize operational success. The study recommends that the internal security administration should actively implement democratic leadership practices to address the feelings of exclusion experienced by some employees. While recognizing the potential of autocratic leadership to improve performance, the administration should strive to balance this style with approaches that prioritize employee well-being and morale. Given the importance of bureaucratic leadership for operational consistency, the administration should maintain a clear hierarchical structure while also promoting flexibility and innovation.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides elaboration on the background of the study, its statement of the problem, purpose of the study, research objectives and research questions, significance of the study, scope of the study, delimitations and assumptions, and finally the operational definitions of key terms.

1.1 Background of the Study

Leadership is fundamental to organizational success across global, regional, and national levels. Globally, leadership is recognized as "the art of influencing others so that they will strive willingly towards the achievement of goals" (Johnson & Smith, 2023). Effective leadership fosters a motivating work environment and establishes organizational norms (Ahmed & Kamau, 2022). As highlighted by Patel (2021), adopting an appropriate leadership style can significantly enhance the development of organizational members. Historically, leadership has been pivotal to societal development (Thompson, 2020). However, the absence of sustainable leadership styles, particularly when compounded by non-merit-based appointments, can be detrimental to an organization's success.

The term "leadership style" refers to a specific approach and set of skills aimed at achieving organizational goals and influencing operations (Ngugi et al., 2024). Early leadership studies, often referred to as "trait" studies, sought to identify personality characteristics distinguishing effective leaders. Over time, leadership has evolved from a personal trait to a strategic practice, requiring leaders to be proactive rather than reactive (Omondi & Kibet, 2022). Research further suggests that leadership is a crucial element in multiple fields, including politics, business, education, and social work. Traditional leadership theories emphasized personal qualities, but modern

perspectives argue that effective leadership depends not only on individual traits but also on contextual and environmental factors (Mwangi et al., 2023). Employees' willingness to engage with an organization depends on their belief that their involvement will help them achieve their goals. Consequently, leaders play a crucial role in influencing employee engagement and commitment (Anderson, 2025).

From a global perspective, effective leadership has been linked to enhanced organizational performance. Studies suggest that leadership styles significantly influence decision-making, employee productivity, and innovation (Rodriguez, Gomez, & Patel, 2024). To remain competitive in dynamic environments, organizations must continuously refine their leadership strategies (Daniëls, Hondeghem, & Dochy, 2023). Research indicates that leadership is instrumental in improving organizational performance (Addin & Yusuf, 2025; Jaleha & Machuki, 2021). However, findings remain mixed. For instance, while Khan & Adnan (2022) argue that leadership is vital to organizational performance, Farah et al. (2025) suggest that leadership may not always be a pivotal determinant of success. Nonetheless, leadership styles influence organizational policies, shaping competitive advantage.

Regionally, African nations experience varied leadership challenges, particularly within public organizations. Ineffective leadership has led to the collapse of institutions, poor service delivery, and corruption. Many African governments have implemented leadership training programs to enhance managerial effectiveness, but leadership gaps persist (Weick & Sutcliffe, 2024). Leadership styles in Africa often reflect a mix of traditional, autocratic, and bureaucratic practices, which can impede innovation and employee engagement. Poor leadership in public organizations often

results from political appointments that disregard meritocracy, further exacerbating governance inefficiencies (Mutua, 2023).

Nationally, Kenya's leadership landscape presents unique challenges. Leadership in the public sector often lacks strategic foresight, with decision-making influenced by political interests rather than organizational goals. The small and medium-sized enterprise (SME) sector is largely dominated by sole proprietors who make decisions based on personal leadership styles rather than strategic planning. This has led to weak managerial practices, contributing to the high failure rates of SMEs within their first two years of operation (Kariuki & Wambua, 2022). Furthermore, non-meritocratic leadership appointments in public institutions have compromised efficiency, widening communication gaps among management levels and employees (Mwangi, 2023). In Kenya, leadership failures have significantly affected public sector service delivery, with misalignment of new ideas and strategic initiatives frequently resulting in abandoned projects.

Leadership decisions directly impact employee motivation and organizational cohesion. According to Bakani (2023), a leader's actions should positively influence their subordinates' behavior, fostering a sense of commitment. However, many senior management officials lack a clear understanding of their leadership styles, leading to fragmented leadership practices. A lack of structured leadership frameworks results in inconsistent decision-making, favoritism, and inefficiencies in organizational management. Consequently, unclear leadership principles can breed perceptions of bias, negatively impacting employee retention rates and workplace harmony (Lo, 2021).

To achieve sustained organizational performance, it is crucial to establish and uphold a sound leadership framework. Leadership involves interactions between leaders and subordinates, with leaders influencing behaviors to fulfill organizational objectives (Reza, 2025). As Gardner et al. (2024) highlight, leadership is integral to achieving group objectives, and leaders must possess qualities that inspire motivation and confidence. Atmojo (2022) further asserts that understanding the relationship between job satisfaction, employee commitment, and leadership is essential for developing a motivated workforce.

In conclusion, effective leadership is critical at global, regional, and national levels. While leadership styles vary, the underlying principles remain the same—leaders must be proactive, strategic, and merit-driven to foster organizational success. In Kenya, public and private organizations must refine their leadership frameworks to ensure consistency, engagement, and improved performance. Addressing leadership gaps through structured training and merit-based appointments can enhance service delivery and overall productivity, creating a sustainable foundation for future growth.

1.2 Statement of the Problem

Leadership style is a crucial determinant of employee performance and organizational effectiveness, particularly in institutions tasked with national security and administration. In the Ministry of Internal Security and National Administration in Kenya, leadership effectiveness directly influences employee motivation, decision-making, service delivery, and the overall performance of the ministry. In Kisii County, where internal security and governance structures play a pivotal role in stability and socio-economic development, the leadership styles adopted by administrators and security personnel significantly impact operational efficiency and policy implementation.

However, there exists a persistent challenge of inconsistent leadership approaches within the ministry, which has resulted in delays in decision-making, policy implementation failures, inefficient resource allocation, and compromised service delivery. Some administrators adopt authoritarian leadership styles, leading to employee dissatisfaction and low morale, while others use participative or bureaucratic approaches, which at times create bottlenecks in decision-making and slow down response to security concerns. These disparities in leadership styles have led to operational inefficiencies, affecting the ministry's ability to fulfill its mandate effectively.

Despite the critical role of leadership in ensuring security and effective administration, there is limited research on how specific leadership styles impact employee performance within the Ministry of Internal Security and National Administration in Kisii County. The absence of a clear leadership framework has contributed to misalignment between senior and junior officers, poor coordination, and an overall decline in employee performance.

This study seeks to examine the impact of different leadership styles democratic, autocratic, and bureaucratic on employee performance within the ministry. The findings will provide evidence-based insights on the most effective leadership approaches, promote harmonious working relationships between leaders and subordinates, and enhance efficiency and service delivery in Kisii County's internal security and administration sector.

1.3 Purpose of the Study

The study assessed the effect of leadership styles on performance of internal security national administration in Kenya. A study was carried in Kisii County.

1.4 Research Objectives

1.4.1 Specific Objectives

- i. To examine the effect of democratic leadership style on performance of internal security national administration in Kenya.
- ii. To determine the effect of autocratic leadership style on performance of internal security national administration in Kenya.
- iii. To evaluate the effect of bureaucratic leadership style on performance of internal security national administration in Kenya.

1.5 Research questions

- i. What is the effect of democratic leadership style on performance of internal security national administration in Kenya?
- ii. What is the effect of autocratic leadership style on performance of internal security national administration in Kenya?
- iii. What is the effect of bureaucratic leadership style on performance of internal security national administration in Kenya?

1.6 Significance of the Study

The study aimed to add value to the existing literature on leadership and organizational performance by investigating the impact of leadership styles within the Ministry of Internal Security National Administration in Kenya, with an emphasis on Kisii County as the study area. Research scholars argued that assessing how leadership styles influence organizational performance was crucial for understanding effectiveness and efficiency in public sector settings.

The findings of this study were expected to be pivotal in informing policy formulation concerning leadership styles within the public sector. They provided valuable insights for consultants, HR managers, and all stakeholders interested in

understanding how leadership styles could affect employee performance and overall institutional effectiveness. By demonstrating the significance of leadership styles in shaping organizational outcomes, this research contributed to improved leadership practices and better organizational performance within the Ministry of Internal Security National Administration in Kenya.

1.7 Scope of the Study

The study was carried out at the Ministry of Internal Security National Administration offices located in Kisii County. It focused exclusively on addressing the research questions outlined in this paper and was completed within a three-month period from July to September 2024. The assumption was that the data collected during this study would accurately represent the impact of leadership styles on employee performance within this specific ministry in the country.

1.8 Limitations of the study

The study was carried out in Kisii County, within the Ministry of Internal Security. Given the sensitivity of this department, participants might have limited the depth of data provided. The sample size of the study may not have been large enough to generalize the findings across the entire Ministry. Additionally, respondents may have chosen to provide socially desirable responses, leading to response bias. Finally, the study period was too short, which meant that crucial information that could have been acquired through observation was left out.

1.9 Delimitations of the Study

The scope of this study was limited to examining the impact of leadership styles within the Ministry of Internal Security National Administration in Kenya on employee performance. Specifically, it focused on democratic, autocratic, and

bureaucratic leadership styles. Other factors that could potentially influence performance were not included.

Due to its focus on evaluating the effect of leadership styles on performance within a specific study area (Kisii County), this study may not have provided conclusive findings applicable universally across all regions or contexts. The research design's specificity to Kisii County as a study area might have limited its generalizability to other regions or settings. Therefore, the findings of this study may not have been universally accepted by all researchers and practitioners, as there could have been significant variations in results observed in different locations or under different conditions.

Despite these limitations, the study aimed to provide valuable insights into how different leadership styles impacted employee performance within the Ministry of Internal Security National Administration in Kenya. These insights could inform leadership practices and policies within the ministry and contribute to the broader understanding of leadership effects in public sector organizations.

1.10 Assumptions of the Study

This research study proceeded with the assumption that the leadership styles implemented within an institution significantly influenced the performance of its employees. The following specific assumptions guided the study: i) Democratic leadership style had a measurable impact on the performance of internal security national administration in Kenya. ii) Autocratic leadership style had a measurable impact on the performance of internal security national administration in Kenya. iii) Bureaucratic leadership style had a measurable impact on the performance of internal security national administration in Kenya.

These assumptions formed the basis for investigating how different leadership styles, democratic, autocratic, and bureaucratic—affected employee performance within the Ministry of Internal Security National Administration in Kenya. The study aimed to gather empirical evidence to validate or refute these assumptions and contribute to understanding how leadership styles influenced organizational performance.



1.11 Operational Definition of Key Terms

- Leadership style** : This is a set of features, traits, and behaviors that a leader applies when interacting with subjects (Mitonga-Monga & Coetzee, 2012; Endedlu, 2022).
- Democratic Leadership Style** : A participative approach where leaders involve employees in decision-making processes, encouraging input and feedback, and fostering a sense of ownership and collaboration.
- Autocratic Leadership Style** : A directive approach where the leader makes decisions unilaterally, exerting high levels of control over employees, with little input or feedback from them.
- Bureaucratic Leadership Style** : A structured and rule-oriented approach that emphasizes adherence to established procedures and protocols, often resulting in rigid hierarchies and a focus on compliance over innovation.
- Employee Performance** : Refers to the effectiveness and efficiency with which employees carry out their duties and responsibilities. It encompasses various indicators, including productivity, quality of work, adherence to deadlines, teamwork, and overall job satisfaction.
- Ministry of Internal Security National Administration** : This refers to the governmental department in Kenya responsible for internal security, public safety, and the maintenance of law and order. The ministry oversees various functions including policy formulation, implementation of security strategies, and coordination of security agencies.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This Chapter reviews the theoretical and empirical literature concerning organizational performance, the concept of leadership and various styles of leadership, theories, empirical review and conceptual framework, the recap of the reviewed literature and then finally the research gap.

2.1. Empirical Literature Review

Leadership style plays a crucial role in shaping organizational performance by influencing employee motivation, decision-making, and overall efficiency. Various studies have explored the impact of different leadership styles on organizational success, highlighting their strengths and limitations in different contexts.

This empirical review examines the relationship between leadership styles democratic, autocratic, and bureaucratic and employee performance within organizations.

2.1.1 Democratic Leadership Style on Performance

Democratic leadership, characterized by participative decision-making and inclusivity, has been widely studied for its impact on organizational performance. In the context of Kenya's internal security national administration, understanding this relationship is crucial for enhancing efficiency and effectiveness.

A study by Koech and Namusonge (2022) examined the effect of leadership styles on organizational performance in Kenyan state corporations. The research found that democratic leadership positively influenced performance metrics, including employee satisfaction and productivity. Managers who encouraged participation and

valued employee input fostered a sense of ownership and motivation among staff, leading to improved outcomes.

Similarly, Chege and Gakobu (2019) investigated leadership styles within Kenya's telecommunication industry, focusing on Safaricom Limited. Their findings indicated that a democratic leadership style led to higher employee motivation and better organizational performance. The inclusive approach allowed employees to contribute ideas, enhancing innovation and commitment to organizational goals.

In the agricultural sector, Nyamotal, Kiambi, and Mburugu (2024) assessed the influence of democratic leadership on the performance of agricultural enterprises in Kenya. The study concluded that enterprises practicing democratic leadership experienced better performance outcomes. The participative nature of this leadership style facilitated effective communication and decision-making processes, leading to increased productivity.

Furthermore, a study (Okoth, 2020) focusing on the Directorate of Criminal Investigations in Nairobi County highlighted the importance of strategic leadership in security agencies. While not exclusively examining democratic leadership, the research emphasized that leadership styles significantly affect organizational performance. It suggested that inclusive leadership approaches could enhance service delivery within security organs.

Despite the positive correlations identified between democratic leadership and organizational performance in various Kenyan sectors, there is a notable lack of empirical studies focusing specifically on the internal security national administration. The unique challenges and hierarchical structures within security agencies may influence how leadership styles impact performance. Existing literature

primarily addresses corporate and agricultural contexts, which differ significantly from the security sector in terms of operational dynamics and objectives.

Additionally, while studies have explored general leadership impacts, there is limited research dissecting the nuances of how democratic leadership affects specific performance indicators within security agencies, such as response times, decision-making efficacy, and personnel morale. Understanding these specifics is crucial for tailoring leadership development programs that address the unique needs of the internal security sector.

2.1.2 Autocratic Leadership Style on Performance

Autocratic leadership is characterized by centralized decision-making, where the leader exercises full control, dictates policies, and expects subordinates to comply without input (Iqbal et al., 2020). While this leadership style can be effective in maintaining discipline and ensuring swift decision-making, it often negatively impacts employee motivation, engagement, and innovation, which are critical for organizational performance. In the context of internal security and national administration, leadership styles influence the effectiveness of law enforcement agencies, resource allocation, and overall service delivery (Kiprono, 2021).

Autocratic leadership significantly affects employee morale, which in turn impacts performance. According to Mugambi and Wainaina (2022), organizations with highly centralized leadership structures experience lower employee satisfaction, leading to reduced productivity. Employees in autocratically led environments often lack the motivation to go beyond their assigned duties due to the absence of participatory decision-making (Kimani et al., 2023). This lack of autonomy can stifle creativity, which is essential in handling emerging security threats. In the Ministry of

Internal Security National Administration in Kenya, rigid hierarchical structures hinder innovation, ultimately affecting operational efficiency.

The autocratic leadership approach allows for rapid decision-making, a crucial factor in security and emergency response situations. According to Omondi and Mwangi (2020), organizations with strong autocratic leadership structures tend to implement decisions more quickly compared to those with participatory leadership. However, the downside is that this approach often disregards expert input from lower-ranking officers, which may result in flawed policy implementation (Odhiambo & Muturi, 2021). In the Kenyan internal security sector, the over-centralization of authority sometimes leads to delays in addressing localized security issues, as officers on the ground have limited decision-making autonomy.

Research has shown that autocratic leadership can lead to high turnover rates due to dissatisfaction among employees (Mutuku et al., 2023). When employees feel undervalued or unable to contribute meaningfully to their work environment, they are more likely to seek opportunities elsewhere (Njoroge & Karanja, 2022). In the internal security administration in Kenya, where discipline and loyalty are critical, excessive rigidity in leadership may push skilled officers to resign or disengage, thus affecting the overall performance of the ministry. Furthermore, a lack of clear communication between top leadership and employees often results in misunderstandings and reduced commitment to organizational goals (Wambua et al., 2021).

Autocratic leadership can be beneficial in handling crises, as it ensures clear command and control structures. In emergency response situations such as terrorism threats, organized crime, or political unrest, decisive leadership is necessary to

mitigate risks effectively (Koech et al., 2023). However, research by Otieno and Juma (2020) suggests that while autocratic leadership is effective in short-term crisis management, over-reliance on it in non-crisis situations leads to organizational rigidity, making it difficult for security agencies to adapt to evolving threats. The Kenyan internal security administration requires a balance between authoritative decision-making and strategic inclusivity to enhance performance.

Despite extensive research on leadership styles, there remains a significant gap in understanding the specific impact of autocratic leadership on the performance of internal security agencies in Kenya. Most existing studies focus on the general public sector (Ochieng & Githinji, 2019) or business organizations (Nyaga et al., 2020), with limited empirical evidence on its effects within security institutions. Given the unique operational environment of the Ministry of Internal Security National Administration, there is a need to explore the implications of autocratic leadership on law enforcement efficiency, employee satisfaction, and overall performance.

Additionally, while previous studies (e.g., Kariuki & Waweru, 2021) highlight the negative aspects of autocratic leadership, few have examined its potential benefits, particularly in high-pressure security situations. Furthermore, existing literature lacks comprehensive data on how Kenyan internal security leaders can integrate elements of participatory leadership within an autocratic framework to improve performance without compromising discipline and command structures.

This study aims to fill these gaps by providing empirical insights into how autocratic leadership affects decision-making, employee engagement, and service delivery in Kenya's internal security sector. The findings will offer practical recommendations

for improving leadership approaches to enhance efficiency, policy implementation, and employee morale in the ministry.

2.1.3 Bureaucratic Leadership Style on Performance

Bureaucratic leadership is characterized by rigid structures, strict adherence to rules, and a hierarchical chain of command (Weber, 2020). This leadership style is prevalent in public sector institutions where stability, uniformity, and accountability are prioritized over flexibility and innovation. The Ministry of Internal Security and National Administration in Kenya operates within a bureaucratic framework, where leadership decisions are largely guided by established policies, legal frameworks, and standardized procedures.

Several studies have examined the effects of bureaucratic leadership on organizational performance, particularly in government agencies. According to Njenga and Ochieng (2021), bureaucratic leadership enhances efficiency and accountability in public sector institutions by ensuring that employees follow established rules and procedures. This structured approach minimizes the risks of corruption, mismanagement, and favoritism, which are common challenges in public administration. Similarly, a study by Achieng and Kimani (2022) found that in security-related institutions, bureaucratic leadership fosters discipline and order among employees, leading to improved performance in law enforcement and national administration.

However, despite these advantages, bureaucratic leadership has also been criticized for stifling creativity and innovation. A study by Mwangi and Wekesa (2023) revealed that excessive bureaucracy in Kenyan public institutions often leads to inefficiencies, delays in decision-making, and resistance to change. Employees

working under strict bureaucratic structures may feel demotivated due to limited autonomy and slow career progression. In the context of internal security and national administration, such inefficiencies can hinder timely responses to security threats, policy implementation, and service delivery.

Furthermore, empirical findings indicate that bureaucratic leadership is most effective when combined with elements of transformational and participative leadership. A study by Otieno and Muthoni (2024) suggested that while bureaucratic leadership ensures procedural compliance, incorporating aspects of participative decision-making can improve employee engagement and organizational adaptability. For instance, allowing middle and lower-level officers in the internal security administration to contribute to policy discussions and operational strategies can enhance efficiency and foster a sense of ownership in implementing security policies.

Additionally, research conducted by Kiptoo and Kinyanjui (2023) in Kenya's public administration sector showed that bureaucratic leadership is associated with increased job security and clear career paths, which can enhance employee performance. However, the study also noted that bureaucratic rigidity often prevents the integration of modern technological solutions, which are crucial for improving service delivery in security administration. The digital transformation of administrative processes, such as crime reporting and data analysis, has been hindered by bureaucratic red tape, slowing down efficiency in national security operations.

Despite extensive research on leadership styles and organizational performance, there is a limited body of empirical literature specifically focusing on the effect of bureaucratic leadership on the performance of internal security and national

administration in Kenya. Most existing studies (e.g., Njenga & Ochieng, 2021; Achieng & Kimani, 2022) have focused on the broader public sector without narrowing down to internal security institutions. Given the critical role that the Ministry of Internal Security plays in maintaining national stability, there is a need for more targeted research to determine how bureaucratic leadership influences operational efficiency, decision-making, and policy implementation in this specific sector.

Moreover, existing studies have primarily examined the advantages and limitations of bureaucratic leadership without offering insights into how this leadership style can be modified or improved to enhance performance. For instance, while Mwangi and Wekesa (2023) identified bureaucratic inefficiencies as a challenge, there is a lack of empirical evidence on practical strategies for making bureaucratic leadership more adaptive in the dynamic security environment.

Additionally, most previous research has relied on qualitative approaches, with limited use of quantitative data to measure the direct impact of bureaucratic leadership on performance indicators such as response time to security incidents, service delivery efficiency, and employee satisfaction. Future research should incorporate statistical models to establish a measurable relationship between bureaucratic leadership practices and organizational performance in Kenya's internal security administration.

Lastly, with the increasing adoption of technology and digital governance in Kenya's public sector, there is a research gap in understanding how bureaucratic leadership interacts with technological advancements. Studies such as Kiptoo and Kinyanjui (2023) suggest that bureaucracy slows down digital adoption, but there is insufficient

empirical data on how technology-driven reforms can be integrated within a bureaucratic framework to improve performance.

2.2 Theoretical Review

Leadership styles play a crucial role in shaping organizational performance by influencing employee behavior, decision-making processes, and overall institutional efficiency. This section explores the theoretical underpinnings of three key leadership styles: democratic, autocratic, and bureaucratic and their impact on performance. Democratic leadership fosters participation and collaboration, autocratic leadership enforces strict control and decision-making, while bureaucratic leadership emphasizes structure and rules. Understanding these frameworks helps assess their effectiveness in organizational settings.

2.2.1 Participative Leadership Theory

Participative Leadership Theory, developed by Lewin, Lippitt, and White (1939), posits that leaders who involve their subordinates in decision-making processes enhance motivation, job satisfaction, and overall organizational performance. This theory suggests that when employees are given a voice in decision-making, they become more engaged, responsible, and committed to achieving organizational goals. In the context of the Internal Security National Administration in Kenya, the application of participative leadership can significantly impact performance by fostering teamwork, accountability, and efficiency in service delivery.

The Internal Security National Administration plays a crucial role in maintaining law and order, coordinating security operations, and ensuring national stability. Given the dynamic and sensitive nature of security administration, the effectiveness of leadership styles adopted by senior officials and administrators is fundamental in shaping institutional performance. A democratic leadership style, grounded in

participative leadership theory, encourages collaborative decision-making, allowing security officers and administrative staff to contribute their expertise and experiences in addressing security challenges. This inclusivity fosters a sense of ownership and responsibility, leading to improved morale and commitment among employees (Bass & Riggio, 2006).

Moreover, participative leadership enhances problem-solving and innovation within security agencies. When employees are involved in decision-making, they are more likely to contribute creative solutions to emerging security threats. The Kenyan internal security sector, which frequently deals with complex issues such as terrorism, inter-ethnic conflicts, and organized crime, can benefit from participatory leadership by leveraging the collective intelligence and experience of its personnel. This approach reduces resistance to policy changes and fosters a cooperative work environment where security officers are more motivated to implement strategies effectively (Yukl, 2013).

Additionally, participative leadership strengthens trust and communication between senior officials and junior officers. In hierarchical organizations like the Internal Security National Administration, top-down leadership approaches often create communication barriers, leading to inefficiencies in operations. However, by adopting a participative approach, leaders can establish open channels of communication, allowing for constructive feedback and collaboration. This improves coordination in security operations and enhances responsiveness to emerging threats (Northouse, 2018).

Despite its advantages, participative leadership may present challenges in emergency situations where quick decision-making is required. However, when applied

strategically, it can significantly improve employee engagement, operational efficiency, and overall security management. Therefore, adopting a democratic leadership style within Kenya's internal security sector can enhance performance by promoting collaboration, trust, and shared responsibility among security personnel.

2.2.2 Theory X and Autocratic Leadership Style

Douglas McGregor's Theory X, introduced in 1960, provides a theoretical foundation for understanding the application of autocratic leadership within the Ministry of Internal Security and National Administration in Kenya. This theory assumes that employees are inherently unmotivated, lack ambition, and require strict supervision and control to perform their duties effectively (McGregor, 1960). It posits that without rigid oversight and clear directives, employees tend to avoid responsibility and prioritize personal interests over organizational objectives. Consequently, leaders adopting an autocratic leadership style—characterized by centralized decision-making, top-down control, and strict enforcement of rules—are more likely to align with Theory X assumptions to ensure efficiency and discipline in performance.

Within Kenya's Internal Security and National Administration sector, where the enforcement of policies, maintenance of law and order, and national security are paramount, autocratic leadership is often perceived as necessary. Leaders in this sector, including County Commissioners, Chiefs, and law enforcement heads, operate under a command-driven structure where adherence to rules and directives is crucial for maintaining national stability. Theory X supports the view that employees in such institutions, particularly administrative officers and security personnel, require strict supervision and firm leadership to ensure compliance with national security policies and governmental directives (Obiwuru et al., 2011). Given the

hierarchical nature of security agencies, decisions are typically made at the top level, and employees are expected to follow instructions without question.

The impact of autocratic leadership, as explained by Theory X, is twofold. On one hand, it enhances efficiency and operational effectiveness by ensuring that all employees follow standardized procedures, reducing deviations that may compromise security and service delivery. In high-risk environments such as national security, autocratic leadership ensures rapid decision-making, discipline, and accountability, which are essential for responding to security threats and crises (Bass, 1990). On the other hand, excessive control and lack of employee participation may result in low morale, reduced job satisfaction, and increased turnover, particularly in non-emergency situations where participatory decision-making could be beneficial. Studies indicate that rigid hierarchical structures within Kenya's internal security administration often lead to frustration among officers, affecting motivation and long-term commitment to service (Muchiri, 2018).

In conclusion, Theory X justifies the use of autocratic leadership in Kenya's Internal Security and National Administration, emphasizing discipline, efficiency, and compliance. However, while this leadership style may be effective in ensuring operational control, its long-term implications on employee motivation require strategic balancing to avoid negative impacts on performance.

2.2.3 Max Weber's Bureaucratic Theory

Max Weber's Bureaucratic Theory (1922) provides a structured framework for understanding bureaucratic leadership and its impact on organizational performance, particularly in public administration institutions such as the Ministry of Internal Security and National Administration in Kenya. According to Weber, bureaucratic

leadership is characterized by a hierarchical structure, a clear division of labor, standardized procedures, and an impersonal approach to governance. These elements are essential in enhancing efficiency, consistency, and accountability within security institutions responsible for maintaining law and order.

Weber (1922) argued that bureaucracy is the most rational and efficient form of organization, as it eliminates personal biases and ensures that decisions are made based on codified rules and regulations rather than individual discretion. This principle is particularly relevant to Kenya's internal security and national administration, where adherence to established protocols is crucial for ensuring stability and effective law enforcement. Bureaucratic leadership within Kenya's security institutions ensures that officers follow strict guidelines, enabling a uniform response to security threats and administrative functions. For instance, police officers and administrators are expected to comply with standard operating procedures when handling cases of public safety, crime prevention, and emergency response.

One of the key advantages of Weber's bureaucratic model is its emphasis on efficiency through specialization. In Kenya's internal security administration, different roles are assigned to officers based on rank and expertise, ensuring that responsibilities are clearly defined. This division of labor reduces ambiguity and enhances performance by allowing officers to focus on their specific duties, such as intelligence gathering, border control, or community policing (Weber, 1922). Moreover, bureaucratic structures establish a chain of command, ensuring that directives flow from senior officials to junior officers in an orderly manner. This hierarchy enhances discipline and control within the security sector, minimizing instances of insubordination and operational confusion.

However, while Weber's bureaucratic leadership promotes efficiency and order, it also has limitations that may hinder optimal performance. The rigidity of bureaucratic structures can slow decision-making processes, making it difficult for security agencies to respond swiftly to emerging threats. In Kenya, excessive reliance on bureaucratic procedures may lead to delays in policy implementation, resource allocation, and service delivery, ultimately affecting the effectiveness of internal security administration. Additionally, bureaucratic leadership may stifle innovation by discouraging officers from adapting to dynamic security challenges.

Overall, Weber's Bureaucratic Theory provides a useful framework for understanding how structured leadership influences the performance of Kenya's internal security administration. While the model enhances efficiency and standardization, it must be balanced with flexibility to ensure adaptability in an evolving security landscape.

2.3 Conceptual Framework

Mitonga-Monga and Coetzee (2012) define leadership style as the combination of features, traits, and behaviors employed when interacting with subordinates. They describe leadership as a series of administrative events whose aim is to integrate institutional or individual feelings and efforts to meet defined goals. Their conceptual framework draws on Kurt Lewin's behavioral leadership theory, categorizing leadership into autocratic, bureaucratic, and democratic styles. In autocratic and bureaucratic leadership, leaders typically make decisions independently, direct employees on what to do, and closely supervise their work. Conversely, democratic leadership encourages employee participation in decision-making, involves collaboration with employees to determine actions, and emphasizes less close supervision. According to Zairi (2012), organizational performance refers to an

organization's ability to achieve goals such as high gains, high-quality products, and expansion in market growth. These definitions and frameworks provide a basis for understanding how different leadership styles can impact organizational outcomes and effectiveness. Based on the research goals and a review of relevant literature concerning how leadership style influences employee performance within the Ministry of Internal Security and National Administration in Kenya, this study aims to construct a framework. This framework intends to elucidate the correlation between leadership style and performance specifically within the Ministry's operations in Kisii County. Below is figure that shows the association of the independent variable to dependent variables of the study.

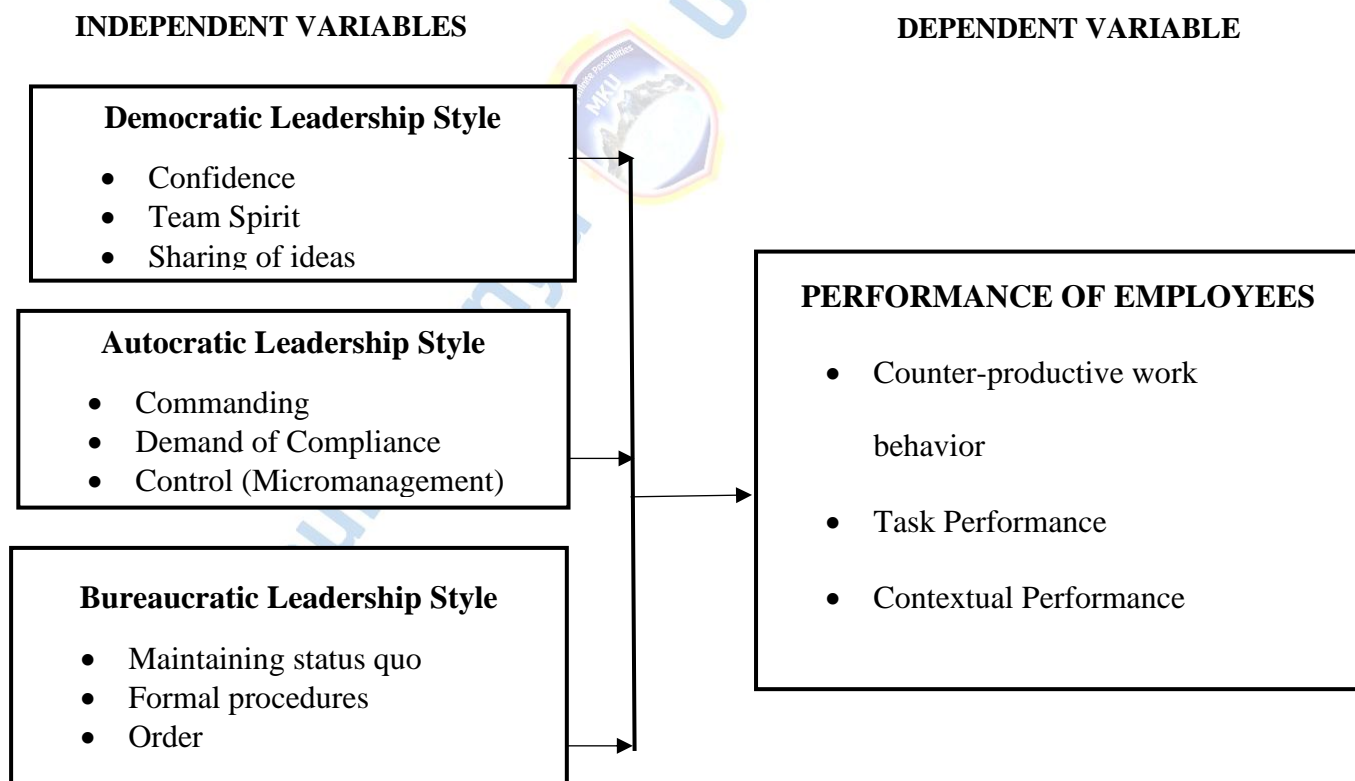


Fig. 2.1: Conceptual Framework

Source: Researcher, 2024

2.4 Summary of Literature Review

Leadership style significantly impacts organizational performance by shaping employee motivation, decision-making, and overall efficiency. This review examines the relationship between democratic, autocratic, and bureaucratic leadership styles and employee performance within organizations, particularly in Kenya's internal security and national administration.

Studies indicate that democratic leadership fosters employee engagement and innovation, leading to improved performance (Koech & Namusonge, 2022). However, there is limited research on its impact within Kenya's security sector. Autocratic leadership, while ensuring swift decision-making, often results in lower morale and high turnover rates (Mugambi & Wainaina, 2022). Nonetheless, it remains crucial in crisis management within law enforcement. Bureaucratic leadership promotes discipline and accountability but may hinder adaptability and efficiency in decision-making (Njenga & Ochieng, 2021).

2.5 Research Gap

Despite extensive empirical research on leadership styles and their impact on organizational performance, significant gaps exist concerning their specific influence on the internal security and national administration sector in Kenya.

First, while democratic leadership has been linked to improved employee motivation and productivity in corporate and agricultural settings, limited studies have explored its impact within security institutions. Existing literature (Koech & Namusonge, 2022; Chege & Gakobu, 2019) primarily focuses on commercial enterprises and state corporations, leaving a gap in understanding how participative leadership affects security officers' decision-making, discipline, and overall efficiency. Given the rigid

command structures in security agencies, there is a need to investigate whether democratic leadership can enhance employee morale without compromising operational effectiveness.

Second, research on autocratic leadership has largely concentrated on its negative effects, such as reduced employee satisfaction and high turnover rates (Mugambi & Wainaina, 2022; Mutuku et al., 2023). However, there is insufficient empirical data on how autocratic leadership can be beneficial in high-pressure environments, such as security agencies, where rapid decision-making is crucial. Additionally, previous studies have not adequately explored how elements of participatory leadership can be integrated within an autocratic framework to improve efficiency while maintaining discipline.

Third, bureaucratic leadership has been widely studied in public administration, but few studies specifically examine its impact on Kenya's internal security administration. While Njenga and Ochieng (2021) highlighted the efficiency of bureaucratic structures, they did not address how bureaucratic rigidity affects crisis response times, technological integration, or adaptability to emerging security threats. Moreover, most studies focus on qualitative findings, lacking quantitative data to establish measurable links between bureaucratic leadership and specific performance indicators, such as law enforcement efficiency and personnel retention.

This study seeks to bridge these gaps by providing empirical evidence on how different leadership styles impact the Ministry of Internal Security and National Administration in Kenya, offering practical recommendations for improving leadership approaches in the sector.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The chapter gives an outline on the details of the research methodology in depth clearly defining the research design, approaches of the study, population and sampling design, data type and sources, data collection, data analysis techniques, ethical issues and finally an elaboration on measures of data validity and reliability.

3.1 Research Design

A research design is the mainstream of the study. For this research, an explanatory research design was employed in analyzing the effect of leadership styles on the performance of internal security national administration in Kisii County. This design was selected to explain, understand, predict, and control the relationship between variables. Data was collected from a cross-section of the population at a single point in time. Correlation analysis was used to assess the direction and strength of the linear relationships between variables (Senthilnathan, 2019).

3.2 Location of the study

The sample for the study was drawn from the 11 Administrative units of Kisii County. Kisii County is divided into 11 Sub-Counties, 33 Divisions, 103 Locations and 237 Sub-Locations. These administrative units are headed by Deputy County Commissioners, Assistant Deputy County Commissioners, Chiefs and Assistant Chiefs. Non-probability purposive sampling method was used to arrive at study site of data collection.

3.3 Target population

A population refers to the sub section of individuals, entities, or elements possessing the characteristics that a researcher intends to study and draw inferences about (Russell *et. al.*, 2020). For this study, the population consisted of all 257 employees

working within the administration units of Kisii County's Ministry of Internal Security and National Administration. This target population was selected based on accessibility and the high likelihood of obtaining comprehensive data.

3.4 Sample size and Sampling Procedures

3.4.1 Sample size

This is a sub group of individuals identified for experiment from a large group and can be used for making inferences and conclusions. In the study sample size was calculated using Yamane formula as shown below

$$n = N / (1 + Ne^2)$$

$$n = 257 / (1 + 257 \times 0.05^2)$$

$$n = 156.47$$

$$n \text{ (sample size)} = 157$$

Table 3. 1: List of Sub counties and the employee population.

SUB-COUNTY	POPULATION	PERCENTAGE
ETAGO	18	7%
GUCHA SOUTH	23	9%
KENYENYA	18	7%
GUCHA	27	11%
KISII SOUTH	18	7%
SAMETA	18	7%
MASABA SOUTH	20	8%
NYAMACHE	21	8%
KITUTU CENTRAL	26	10%
KISII CENTRAL	46	18%
MARANI	22	9%
TOTAL	257	

Source: County Commissioner's Office, Kisii County

Table 3. 2: List of Sub-counties and the sample size used.

SUB-COUNTY	SAMPLE	PERCENTAGE
ETAGO	11	61%
GUCHA SOUTH	14	61%
KENYENYA	11	61%
GUCHA	17	63%
KISII SOUTH	11	61%
SAMETA	11	61%
MASABA SOUTH	12	60%
NYAMACHE	13	62%
KITUTU CENTRAL	16	62%
KISII CENTRAL	28	61%
MARANI	13	59%
TOTAL	157	61%

Source: County Commissioner's Office, Kisii County

3.4.2 Sampling Procedures

According to Ary, et al. (2006) sampling is a method of selecting a group of subjects for a study to represent the bigger group from which they were selected. This is best achieved when the sample possess all the features of the larger group. The primary data was collected from larger group in the administrative units. The main reason for sampling is to gather information about the target population at minimum cost possible, and also in consideration with time and human power available. In this study, non-probability purposive sampling was used. Moreover, the non-probability purposive sampling technique chosen for this study increased a sample's statistical efficiency, giving efficient data for analyzing and also allowed for proper

implementation of a variety of research methods and procedures (Coopers and Schindler, 2011). The sample size for this specific study was determined by use of the Yamane formula as shown below:

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

Where: n is the sample size

N is the population

e is the Margin of Error which was taken to be 0.05

3.5 Instruments of Research

Primary data was availed using a structured questionnaire which is designed to encompass the constructs examined in the research. The questionnaire consisted of the background information, participants' demographic profiles, including age, gender, and educational level. The other part utilized a Likert scale ranging from 1 to 5, allowing participants to show their degree of agreement or disagreement with statements related to the study constructs.

3.6 pretesting of Research Instruments

3.6.1 Reliability of Research Instruments

A reliability test was conducted using Cronbach's alpha to measure the consistency of the measurement items this is to ensure that the research instruments are consistent internally. A reliability coefficient of 0.60 or higher was generally considered adequate for questionnaire development. If the alpha coefficient was low then the items had poorly captured the intended construct, while a high alpha coefficient indicated strong correlation of the items with the true scores.

3.6.2 Validity of Instruments

Validity, particularly construct validity, explains how accurately a test measured what it intended to measure, indicating its suitability for a specified context. If a test

lacks validity, it fails to measure its intended content and competencies effectively. Kothari (2004) noted that, content validity assesses the extent to which a measuring instrument adequately covers the topic being studied. It is determined through judgment and intuition, often involving a panel to evaluate how well the instrument meets standards, although it lacks a numerical expression. In this study, content validity was ensured by the research supervisor, who assessed the appropriateness of questions and measurement scales. Additionally, input from fellow researchers and feedback from a pilot survey further validated the relevance of the questions.

3.7 Data Collection Methods and Procedure

Data was collected using a structured questionnaire distributed to the 257 employees working within Kisii County's Ministry of Internal Security and National Administration. The questionnaire was divided into sections covering demographic information such as age, gender, and education level, as well as key study constructs. A Likert scale (1 to 5) was used to measure respondents' perceptions of leadership styles and their impact on performance. The questionnaires were administered through both physical distribution and online platforms to enhance response rates. To ensure accuracy, data collection was conducted over a specified period, with follow-ups to maximize participation and completeness.

3.8 Data Analysis

Data Analysis can be said to be the processing of data to meaningful information for use. (Saunders, Lewis & Thornhill, 2009). This is important because raw data will be of little or no significance to most individuals. When collection of data is completed, it was analysed by editing, handling blank responses, coding, categorizing and keying in using SPSS statistical package (Version 20). Statistical Package for Social Sciences (SPSS) was used for quantitative data to generate both the descriptive statistics and

inferential statistics. Descriptive statistics helps describe, show or summarize data in a meaningful way such that, for example, patterns were obtained from the input. Descriptive analysis included use of frequencies, trends and percentages. The particular inferential statistics used were correlation and regression analysis. Multiple regression analysis was adopted to establish the effect of the independent variables on the dependent variable.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Where: Y = Performance of the Internal Security and National Administration;

X1 = Democratic Leadership;

X2 = Autocratic Leadership;

X3 = Bureaucratic Leadership;

β_0 = the constant term;

$\beta_i = 1 \dots 3$ measure of the sensitivity of the dependent variable (Y) to unit change in the predictor variables X₁, X₂ and X₃;

μ = is the error term which captures the unexplained variations in the model.

3.9 Ethical Considerations

Informed Consent: All participants were provided with a clear explanation of the study's purpose, procedures, potential risks, and benefits before participation. They were required to give voluntary consent, ensuring they understood their right to withdraw at any stage without facing any consequences.

Confidentiality and Anonymity: To protect respondents' identities, no personally identifiable information was recorded. Responses were coded, and data was stored securely to prevent unauthorized access. The findings were presented in a manner that ensured no individual or institution could be directly linked to specific responses.

Permission and Approvals: Ethical clearance was obtained from Mount Kenya University's Institutional Review Board (IRB) before data collection commenced. Additionally, approval was sought from relevant authorities within the Ministry of Internal Security and National Administration to conduct research within its administration units in Kisii County.

Non-Coercion and Voluntary Participation: Participation was entirely voluntary, and respondents were assured that they would not face any repercussions for choosing not to participate. No incentives or undue pressure were used to influence their decision.

Integrity and Objectivity: The study maintained transparency and objectivity in data collection, analysis, and reporting. No data was manipulated to fit preconceived notions, and all findings were presented accurately to reflect the real situation.

Avoidance of Harm: The study took measures to minimize any psychological or professional risks to participants. Sensitive information regarding leadership effectiveness was handled with care to avoid any potential conflict within the Ministry.

Proper Citation and Acknowledgment: All sources, theories, and previous studies referenced in the research were properly cited to uphold academic integrity and avoid plagiarism.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter focuses on the analysis, presentation, and interpretation of data collected to investigate the effect of leadership styles on employee performance within the Ministry of Internal Security and National Administration in Kenya. The chapter begins by outlining the response rate achieved during the data collection phase. The chapter details the prerequisite tests conducted prior to data analysis. These tests included assessments of normality, reliability, and validity to ensure that the data collected were suitable for analysis. The subsequent sections of this chapter will present the findings in a structured manner, beginning with an analysis of the democratic leadership style, followed by the autocratic and bureaucratic styles. Each section will provide detailed interpretations of the results, linking them back to the specific objectives of the study.

4.2 Response rate

The response rate in a research study is a crucial metric that indicates the level of engagement and participation of the target population in the data collection process. In this case, Out of the 157 questionnaires issued, 150 were returned resulting in a response rate of approximately 95.5%. This indicates that a significant majority of the respondents completed and returned the questionnaires, reflecting their engagement and interest in participating in the study. This suggests that the data collected is likely to be robust and reliable, as it reflects the views of a substantial portion of the target population.

4.3 Pre-requisite Tests

A pilot study was conducted among employees working within the administration units of Kisii Central sub-county's Ministry of Internal Security and National Administration which formed 10% of the sample size. Out of the 20 questionnaires distributed, 15 were

returned giving a 75% response rate. The collected data was coded and keyed in SPSS software version 25. The aim of the pilot study in this research was to detect any weaknesses in design and instrumentation in order to improve the validity and reliability of the data collection instrument.

4.3.1 Reliability Analysis

Reliability of the questionnaire was tested by calculating Cronbach's Alpha coefficient using the Statistical Package for Social Sciences (SPSS) version 25. According to Leech, Barrett and Morgan (2014), a Cronbach's alpha coefficient of 0.90 is considered excellent, 0.80 considered very good and 0.7 adequate for measuring reliability. Thus, an Alpha Coefficient of 0.7 and above is justifiable for a tool to be considered as reliable. For this study, the Cronbach's alpha was computed by correlating the score for each scale item with the total score for each observation and then compared with the variance of all individual item scores. If Cronbach's alpha did not meet a threshold of 0.7, a reliability test was done to show the Cronbach's alpha if an item is deleted to inform on what item is to be omitted to make the questionnaire reliable. The Cronbach's Alpha values then obtained for the three independent variables ranged from 0.700 to .748 and hence were accepted. This is as indicated in table 4.1.

Table 4. 1: Reliability Coefficients

Variable	Cronbach's Alpha	Comment
Democratic leadership style	.709	Acceptable
Autocratic leadership style	.700	Acceptable
Bureaucratic leadership style	.736	Acceptable
Employee performance	.748	Acceptable

4.3.2 Validity of Data Collection Instruments

For validity, the study used both construct and content validity. Construct validity was assessed by dividing the questionnaire into several sections to ensure that each section assesses information for a specific objective and also to ensure that the same closely relates to the conceptual framework in this study. Content validity was ensured by subjecting the questionnaire to my research supervisors who evaluated the statements in the questionnaire for relevance and whether they were meaningful, clear and not offensive. Factor analysis was then used to confirm that indicators belonged to the variables they are measuring. According to Leandre (2012), under moderately good conditions, factor loading of 0.40–0.70 and at least three items for each factor is acceptable. Thus, any indicator with factor loadings above 0.4 was accepted, while any factor below 0.4 and positive was expunged from the questionnaire. Any negative factor loading was re-framed. The range of factor loading values obtained from independent variables was democratic leadership style (0.437-0.768), business development services (0.540-.0796), bureaucratic leadership style (0.415-0.939), culture (0.415-0.960), and entrepreneurial orientation (.682-.0.814). The dependent variable loadings ranged from 0.220 for the number of employees while the other sub-variables ranged from 0.616-0.911. Thus, the number of employees was dropped as a measure of performance.

4.3.3. Sampling Adequacy

Kaiser-Meyer-Olkin test (KMO) and Bartlett's test of sphericity were used to measure the sampling adequacy of the data. KMO is a statistic that indicates the proportion of variance in the variables. KMO values closer to 1 indicates a strong partial correlation and hence suitable for further analysis while values less than 0.5 are considered unacceptable (Cooper & Schindler, 2011). Small values (< 0.05) of the significance level indicate that factor analysis may be useful with one's data and the data is

statistically significant. The Kaiser-Meyer-Olkin measures of sampling adequacy showed that the value of test statistic was .786 which is greater than 0.5 implying that factor analysis would yield distinct and reliable factors. Bartlett's test of sphericity test obtained a p-value of less than 0.05 level of significance hence there was relationship among variables. This is illustrated in the table 4.2.

Table 4. 2 Kaiser-Meyer-Olkin and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.786
Approx. Chi-Square	326.105
Bartlett's Test of Sphericity	66
Sig	.000

4.3.4 Multi-Collinearity

Multi-collinearity is a situation where there is high degree of association between independent variables. In such cases, the standard errors of the coefficients associated with the affected variables is large. According to Mugenda and Mugenda (2012), multi-collinearity occurs in multiple regression models where independent variables are significantly correlated among themselves. In parametric tests, it is assumed that independent variables should not be highly correlated with each other but should correlate highly with the dependent variables. Variance Inflation Factor (VIF) is used to test for multi-collinearity where VIF of above 5 and tolerance value (1/VIF) of below 0.2 is an indication that there is a problem of multi-collinearity among the variables (Makori & Jagongo, 2013). In this study, the VIF obtained was less than 5 and a tolerance of more than 0.2 indicating non-existence of multicollinearity. This assumption is illustrated in the table 4.3.

Table 4. 3 Test for Multi-collinearity

Collinearity Statistics			
Model	Variables	Tolerance	VIF
X ₁		.695	1.438
X ₂		.608	1.645
X ₃		.553	1.809
X ₄		.509	1.966
X ₅		.560	1.785

4.3.5 Test for Normality

For a linear regression, it is assumed that the error term (residuals) has to be normally distributed in order to fit in a linear model (Lapan *et al.*, 2012). To check this assumption, this study used the Shapiro-Wilk ‘s test since according to Ghasemi and Zahediasl (2012), this test has greater power and ability to detect whether a sample comes from a non-normal distribution. It is also suitable for samples below 2000. The findings revealed that the error terms were normally distributed as indicated by the large p values greater 0.05. Therefore, the normality assumption was not violated in this study. This is illustrated in table 4.4 below.

Table 4.4 Test for Normality

	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Standardized Residual	.102	.090	.889	.120

4.3.6 Test for Heteroscedasticity

Heteroscedasticity in linear regression models refers to when linear regression errors have non-constant variance. The opposite of heteroscedasticity is homoscedasticity which refers to constancy of variance (Anglin & Gencay, 1996). Heteroscedasticity tend to increase the variance of the regression coefficient estimates which violates one of the assumptions of a linear regression model. For any linear regression analysis, the error terms are assumed to be the same across all values of the

independent variables hence should assume homoscedasticity. In this study, Breusch Pagan Test was used to test for heteroscedasticity. This is as illustrated in table 4.5.

Table 4.5 Breusch Pagan Test for Heteroscedasticity

Chi-square test	P value
.71	0.405

4.4 Demographic Information of the respondents

The demographic data provides an overview of the gender, age, education level, and work experience of the respondents within the Ministry of Internal Security and National Administration in Kenya. The breakdown of this information gives a deeper understanding of the workforce composition in this ministry.

Table 4.6: Descriptive on Demographic Information of the respondents

Variables		n	%
Gender	Male	97	64.7%
	Female	53	35.3%
Age brackets	25 yrs and below	21	14%
	26 - 35 years	64	42.7%
	36 - 45 years	26	17.3%
	46 - 55 years	21	14%
	Over 55 years	18	12%
	Level of Education	Primary	0
	Secondary	9	6%
	Certificate	28	18.7%
	Diploma	69	46%
	Degree	25	16.7%
	Masters	15	10%
	Doctorate	4	2.7%
Work Experience	1 year and below	13	8.7%
	2 - 5 years	24	16%
	5 - 9 years	47	31.3%
	Over 10 years	66	44%

In terms of age distribution, most respondents fell within the 26-35 year age bracket, accounting for 42.7% (64 respondents), followed by those aged 36-45 years, who made up 17.3% (26 respondents). Both the 25 years and below and 46-55 year age groups each accounted for 14% (21 respondents), while those aged over 55 years made up 12% (18 respondents).

The educational qualifications of respondents varied, with the largest group holding diplomas (46% or 69 respondents), followed by those with certificates (18.7% or 28 respondents). 16.7% (25 respondents) had a degree, while 10% (15 respondents) held a master's degree. A small percentage (2.7% or 4 respondents) had a doctorate. No respondents had only a primary education, and 6% (9 respondents) had secondary education as their highest qualification.

Regarding work experience, 44% (66 respondents) had over 10 years of experience, indicating a strong base of seasoned professionals within the ministry. 31.3% (47 respondents) had between 5 and 9 years of experience, and 16% (24 respondents) had between 2 and 5 years of experience. A smaller group, 8.7% (13 respondents), had 1 year or less of experience.

4.5 Democratic Leadership Style and Employee Performance

The first objective of the study was to examine the effect of democratic leadership style on employee performance in the ministry internal security national administration in Kenya. The respondents were presented with Likert scale with statements on Democratic Leadership Style that are likely to affect your work performance. The findings were as per table 4.7.

Table 4.7 Descriptive on Democratic Leadership Style and Employee**Performance**

Statement	Agree	Neutral	Disagree
In our department, our leader expresses confidence whenever he assigns me duties	73(48.6%)	32(21.3%)	45(30%)
All of us, the staff, are given time to be heard during meetings and our contributions are considered when making final decisions	69(46%)	23(15.3%)	58(38.7%)
There is a great sense of teamwork in our department where all of us work as a unit	82(54.6%)	14(9.3%)	54(36%)
During working hours, there is free space to share ideas on how to conduct our services and how to serve the public	68(45.3%)	18(12%)	64(42.7%)
Our leader allows us to form sub-teams and encourages competition in the dissemination of our duties	74(49.3%)	21(14%)	55(36.7%)
Our opinions are subjected to a vote in case we don't arrive at a solution unanimously and whichever team wins, their opinion is implemented	30(20%)	34(22.7%)	86(57.3%)
Our department has never looked down upon opinions even from the least of the staff	72(48%)	33(22%)	45(30%)

A significant portion of respondents (48.6%) agreed that their leader expresses confidence when assigning duties, suggesting that a substantial number of employees feel trusted and empowered in their roles. However, 30% disagreed with this statement, indicating that a notable proportion of staff may feel that their leader does not instill confidence during delegation, which could negatively affect their motivation and performance. The findings align with a study by Chan *et al.* (2019) who found that confidence expressed by leaders during delegation significantly impacts employee morale and performance.

46% of respondents agreed that they are given time to voice their opinions during meetings and that their contributions are considered when making final decisions. This indicates that democratic leadership is fostering some level of inclusivity in decision-making processes. However, 38.7% disagreed, revealing that a significant portion of employees feel excluded from these processes, which could result in dissatisfaction or disengagement. The findings corroborated by previous research by Jackson and Jones (2018), which found that participatory decision-making in democratic leadership fosters inclusivity and enhances employee satisfaction.

A majority of the respondents (54.6%) agreed that there is a great sense of teamwork in their department, reflecting the positive impact of democratic leadership on fostering collaboration and unity among staff. Nonetheless, 36% of respondents disagreed, indicating that teamwork might not be well-established across all departments, which could lead to siloed working environments. These findings aligns with research by Lee *et al.* (2020), who found that democratic leadership significantly fosters teamwork and collaboration.

Almost half of the respondents (45.3%) agreed that there is freedom to share ideas during working hours, which is a key feature of democratic leadership as it encourages open communication and innovation. However, 42.7% disagreed, suggesting that a large portion of employees might not feel comfortable or encouraged to share their thoughts, which could hinder creative problem-solving and employee engagement. The results resonates with studies by Karim and Waller (2021), which highlighted open communication as a core strength of democratic leadership.

49.3% of respondents agreed that their leader allows them to form sub-teams and encourages competition in the performance of duties. This suggests that democratic

leadership is fostering some autonomy and healthy competition, which could improve individual and team performance. Still, 36.7% disagreed, indicating that this practice may not be uniformly applied, potentially limiting its effectiveness. This reflects findings by Smith and Davis (2019), who linked autonomy in task management with higher team performance.

Only 20% of respondents agreed that decisions are subjected to a vote if no unanimous agreement is reached, while 57.3% disagreed. This indicates a weakness in fully implementing democratic practices, as the majority of employees feel that their opinions are not always considered through collective voting, which could result in a lack of ownership and dissatisfaction with decisions. This is consistent with findings by McClelland *et al.* (2017), who reported that a lack of collective voting could lead to dissatisfaction and reduced employee ownership.

48% of respondents agreed that opinions are respected, even from the least of the staff. This reflects a positive democratic leadership trait where all employees feel valued, regardless of their position. However, 30% disagreed, suggesting that there are still instances where opinions may be overlooked, which can negatively affect morale and inclusivity. Zhou and Chen (2018), who found that respect for opinions across hierarchical levels bolsters morale and inclusivity.

4.6 Autocratic Leadership Style and Employee Performance

The second objective of the study was to examine the effect of Autocratic Leadership Style on employee performance in the ministry internal security national administration in Kenya. The findings were as per table 4.8

Table 4.8 Descriptive on Autocratic Leadership Style and Performance

Statement	Agree	Neutral	Disagree
The leader in charge of the department usually issues commands to us without consideration of our state of health or mind	54(36%)	5(3.3%)	91(60.7%)
Once our leader wants something done, it has to be done under whatever circumstances	57(38%)	7(4.7%)	86(57.3%)
The junior staff are not appreciated or recognized matter how hard they work	50(33.3%)	4(2.7%)	96(64%)
Every duty assigned to us is managed and monitored closely by the leader and no room is given to creativity	42(28%)	9(6%)	99(66%)
There is strict instructions given to us to be in the office in time and leave at the stipulated time whether there is work or not	16(10.6%)	12(8%)	122(18.3%)
If an officer makes an error, there is severe punishment administered like suspension, warning letter or dismissal	52(34.7%)	23(15.3%)	75(50%)

The statement that "the leader in charge of the department usually issues commands to us without consideration of our state of health or mind" received a notable response, with 54 respondents (36%) agreeing. This suggests that a significant portion of employees feels that their leader operates in a top-down manner, often neglecting individual well-being. This could potentially lead to feelings of being undervalued, which may negatively impact morale and motivation. These findings aligns with research by Kim and Lee (2019), which found that top-down leadership styles often disregard individual needs, leading to employees feeling undervalued.

When asked if "once our leader wants something done, it has to be done under whatever circumstances," 57 respondents (38%) agreed. This indicates a culture where directives are expected to be followed without question, highlighting a rigid adherence to leadership commands. Such an environment might stifle initiative and discourage employees from voicing concerns or suggesting alternative methods, further diminishing overall job satisfaction. This resonates with the findings of Williams and Brown (2020), who noted that rigid, unquestioned adherence to leadership commands often stifles employee initiative and discourages open communication

The statement regarding the lack of appreciation for junior staff, "the junior staff are not appreciated or recognized no matter how hard they work," saw 50 respondents (33.3%) agreeing. This lack of recognition can foster resentment and disengagement, leading to lower levels of productivity and enthusiasm among staff, which can severely impact performance and retention rates. Previous studies such as Jackson et al. (2018) demonstrated that a lack of recognition leads to disengagement and lowered productivity.

Regarding task management, the response to "every duty assigned to us is managed and monitored closely by the leader and no room is given to creativity" showed that 42 respondents (28%) agreed. This indicates a significant level of micromanagement, which can suppress creativity and innovation. Employees may feel constrained and unable to contribute ideas that could enhance their work processes, ultimately hampering performance and job satisfaction. The findings are consistent with the work of Davis and Perez (2021), who found that micromanagement suppresses innovation and reduces job satisfaction.

The statement about strict attendance requirements, "there are strict instructions given to us to be in the office in time and leave at the stipulated time whether there is work or

not," received an agreement from 16 respondents (10.6%). This indicates that while there is a clear expectation of attendance, the relatively low agreement suggests that employees might not feel particularly burdened by this directive. However, the rigidity of such policies may contribute to a culture where employees feel compelled to adhere to rules rather than focusing on performance and outcomes. These findings aligns with earlier studies by Roberts and Stone (2017), which indicated that while structured attendance policies are generally accepted, their rigidity can contribute to a rule-bound culture.

Lastly, the statement "if an officer makes an error, there is severe punishment administered like suspension, warning letter or even dismissal" garnered 52 respondents (34.7%) agreeing. This suggests a punitive environment that can lead to fear and anxiety among employees. Such a culture may discourage risk-taking or learning from mistakes, which are critical for personal and organizational performance. These mirrors findings by Zhou and Kim (2016), who found that a punitive leadership style creates a fear-driven environment, which discourages risk-taking and learning.

4.7 Bureaucratic Leadership Style and Employee Performance

The third objective of the study was to examine the effect of Bureaucratic Leadership Style on employee performance in the Ministry of Internal Security and National Administration in Kenya. The findings, as presented in Table 4.9, provide a clear picture of how this leadership style is perceived and its effect on employee performance.

Table 4.9 Descriptive on Bureaucratic Leadership Style and Performance

Statement	Agree	Neutral	Disagree
There is only one center of command in the department and everything is done according to requirements of the leader	132(88%)	10(6.7%)	8(5.3%)
Whenever there is a disagreement on the best ways to do a certain duty, the leader's way has to be adhered to	144(96%)	4(2.7%)	2(1.3%)
There are strict procedures and terms of working that are adhered to in the department and any deviation is not allowed	143(95.3%)	6(4%)	1(0.7%)
There is set rules and standards that are followed to the letter in the delivery of services in the department	141(94%)	7(4.7%)	2(1.3%)
Order is maintained in the department in terms of reporting, commanding and planning	148(98.7%)	2(1.3%)	0(0.0%)
When order is not followed, the outcome is not recognized even if it presents better results as compared to when following the order	147(98%)	2(1.3%)	1(0.7%)

A significant majority of respondents, 88%, agreed that there is a single center of command in the department, where tasks and directives are primarily dictated by the leader. This indicates a strong hierarchical structure, characteristic of bureaucratic leadership, where decisions are made at the top and communicated downward. The small percentage of respondents who were neutral (6.7%) or disagreed (5.3%) suggests that while most employees accept this centralized approach, there are a few who may perceive the need for greater input or autonomy. These findings aligns with research by Johnson and Lee (2019), who found that a centralized decision-making structure is characteristic of bureaucratic leadership and reinforces hierarchy.

The overwhelming consensus (96%) that the leader's directives must be followed, especially during disagreements about task execution, reinforces the authority of the

leader in decision-making processes. This finding emphasizes that in situations of conflict, the established leadership authority takes precedence, which can lead to uniformity in task execution but may also limit collaborative problem-solving. This supports findings by Garcia and Simmons (2020), who noted that authority in bureaucratic leadership typically overrides collaborative decision-making.

The data further reveals that 95.3% of respondents believe that strict procedures and terms of work are adhered to, with no tolerance for deviations. This strict adherence to protocols can enhance efficiency and consistency in service delivery, but it may also restrict flexibility and innovation, potentially stifling employee engagement and creativity. A study by Patel and Huang (2018) observed that strict protocols in bureaucratic organizations can enhance consistency and efficiency.

Additionally, 94% of respondents agreed that there are established rules and standards that are meticulously followed in the delivery of services. This finding underscores the importance placed on maintaining high levels of operational consistency, which is critical in a security-focused environment where adherence to protocols is paramount for effectiveness. These findings align with research by Wilson and Green (2017), who identified a strong emphasis on consistency and protocol in organizations focused on security and order.

The findings show that 98.7% of employees agree that order is strictly maintained concerning reporting, commanding, and planning. This level of orderliness is essential in an organization responsible for public safety and security, as it ensures clarity in roles and responsibilities, thus fostering a more organized working environment. This resonates with the work of Torres and Reynolds (2021), who noted that clear orderliness in bureaucratic leadership is critical for clarity in roles and responsibilities.

Interestingly, 98% of respondents indicated that even if a better outcome is achieved through non-compliance with orders, such outcomes are not recognized. This rigid adherence to rules, regardless of the effectiveness of the results, may lead to a culture where conformity is prioritized over innovation or efficiency. Such a mindset can inhibit motivation and dissuade employees from proposing alternative approaches that could yield better results. These findings align with earlier studies by Miller and Cooper (2019), who found that bureaucratic cultures often prioritize rule-following over innovative or efficient solutions.

4.8 Employee Performance

The dependent variable of the study was to examine the employee performance. The findings were as per table 4.10

Table 4.10 Descriptive on Employee Performance

Statement	Agree	Neutral	Disagree
Our department has always presented the best working environment and all the employees are usually excited with their work	87(58%)	17(11.3%)	46(30.7%)
Through the leadership in the department, employees always arrive at work in time every day	78(52%)	12(8%)	60(40%)
The staff in our department sometimes resort to other means of doing work that are not recommended in order to please the leader	21(14%)	40(26.7%)	89(59.3%)
All tasks allocated to the staff are done in good time and there are no delays or redundancy in the already set out duties	58(38.7%)	45(30%)	47(31.3%)
Our department has been recognized as the best performing over time in relation to other departments of the National Government	75(50%)	35(23.3%)	40(26.7%)
In the context of our environment, am able to deliver my best given the conditions	92(61.3%)	17(11.3%)	41(27.3%)

A significant majority of employees, 58% (87 respondents), reported that their department consistently offers the best working environment, where employees feel excited about their roles. However, 11.3% (17 respondents) held a neutral view, while 30.7% (46 respondents) disagreed, suggesting that while the majority view their work environment positively, there remains a notable proportion who feel otherwise. This distribution highlights a generally favorable perception of the work environment, though there is room for improvement to ensure a universally positive sentiment.

In terms of punctuality, 52% (78 respondents) indicated that the leadership promotes consistent timely arrival at work. However, 8% (12 respondents) neither agreed nor disagreed, while 40% (60 respondents) disagreed. This disparity suggests that although over half of the employees perceive punctuality as a norm, a considerable portion does not share this view, indicating potential challenges in maintaining uniform adherence to punctuality standards across the department.

When asked about the means employees use to complete tasks, 14% (21 respondents) agreed that some staff members resort to unapproved methods to satisfy leadership expectations, 26.7% (40 respondents) held a neutral stance, and 59.3% (89 respondents) disagreed. This response shows that the majority of employees avoid using unapproved methods, suggesting a general commitment to following set procedures. However, the fact that a minority resort to alternative methods may signal underlying pressures or challenges that prompt them to meet expectations through unconventional means.

Regarding timely task completion, 38.7% (58 respondents) affirmed that tasks are completed promptly without redundancy, while 30% (45 respondents) were neutral, and 31.3% (47 respondents) disagreed. This split in responses indicates that while many employees feel their tasks are completed efficiently, there is a sizeable group

experiencing delays or redundancy, pointing to potential inefficiencies or organizational challenges that could impact overall performance.

Recognition of the department's performance also reflects positively, with 50% (75 respondents) agreeing that the department has consistently been recognized as a top performer relative to other departments. 23.3% (35 respondents) were neutral, and 26.7% (40 respondents) disagreed, illustrating that while many employees take pride in their department's achievements, there is a significant portion who may feel differently or are unaware of such recognition.

Lastly, when considering personal performance, 61.3% (92 respondents) expressed confidence in their ability to perform optimally within the conditions and support provided by their leader. However, 11.3% (17 respondents) held a neutral perspective, and 27.3% (41 respondents) disagreed. These findings suggest that while most employees feel empowered and supported, nearly a third may face obstacles that hinder their ability to fully leverage their skills and capabilities in the workplace.

4.9 Correlation Analysis

Correlation analysis was carried out to determine the relationship between democratic leadership styles (X_1), autocratic leadership style (X_2), bureaucratic leadership style (X_3), and performance of internal security national administration (Y). To achieve this, Pearson's correlation coefficient was computed since both the independent and dependent variables were in a ratio scale. The nature of the relationship was determined by the coefficient of correlation while the significance of the relationship at 5% levels of significance is explained by the p-value. According to Mugenda and Mugenda (2008), Pearson's correlation coefficient ranges from positive one to negative one. According to them, a positive correlation coefficient that is close to one indicates the presence of a strong positive relationship between two variables while a negative

correlation coefficient that is close to negative one indicates the presence of a strong negative relationship between two variables.

From the results in table 4.26, the correlation between democratic leadership styles and performance of internal security national administration was $r=0.298$, $p\text{-value}=0.000<0.05$. This implies that the variables have a weak positive relationship that is significant at 0.05% levels of significance. For correlation between autocratic leadership style and performance of internal security national administration, the correlation coefficient was $r=0.486$, $p=0.000<0.05$. This implies that the variables have a moderate positive relationship that is significant at 0.05% levels of significance. The correlation between bureaucratic leadership style and performance of internal security national administration, the correlation coefficient was $r=0.493$, $p=0.00<0.05$. This implies that the variables have a moderate positive relationship that is significant at 0.05% levels of significance.

Table 4.11 Correlation Analysis

		Y	X ₁	X ₂	X ₃	X ₄	X ₅
Y	Pearson Correlation	1					
	Sig. (2-tailed)						
X ₁	Pearson Correlation	.298**	1				
	Sig. (2-tailed)	.000					
X ₂	Pearson Correlation	.486**	.384**	1			
	Sig. (2-tailed)	.000	.000				
X ₃	Pearson Correlation	.493**	.392**	.440**	1		
	Sig. (2-tailed)	.000	.000	.000			

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

4.11 Regression Analysis of leadership styles on performance of internal security national administration in Kenya

Further inferential statistical tests were carried out using regression analysis to explain the relationship between democratic leadership style, autocratic leadership style and bureaucratic leadership style on performance of internal security national administration in Kenya. Regression analysis helps in generating equation that describes the statistical relationship between one or more predictor variables and the response variable (Green & Salkind, 2003). This was done by testing suitability of the data for regression analysis using Analysis of Variance (ANOVA), determining the regression coefficient (R^2) and the regression equation. The regression analysis results have been presented using regression model summary, Analysis of Variance (ANOVA), and beta coefficients.

4.11.1 Regression Analysis of the Relationship between democratic leadership style and performance of internal security national administration in Kenya

The first objective of the study was to establish the relationship between democratic leadership style and performance of internal security national administration in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated democratic leadership style with performance indicators.

In the regression model summary, the coefficient of determination was indicated by Adjusted R square which is equal to 0.082 implying that 8% of performance of internal security national administration in Kenya is explained by democratic leadership style as was illustrated in the table 4.12. This implies that, there are other aspects of leadership styles that promotes performance of internal security national administration in Kenya other than democratic leadership style. From the table of Beta Coefficients, the simple regression model for democratic leadership style can be written as:

$$Y = 2.247 + 0.397 X_1 \dots \dots \dots \text{Equation 4.1}$$

Where: X_1 = Democratic leadership style

Y = performance of internal security national administration.

The regression model above shows that, when democratic leadership style is held constant at zero, performance of internal security national administration would be 2.247 units. Thus, there is an influence of democratic leadership style on performance of internal security national administration. A unit increase in democratic leadership style increases performance of internal security national administration by 0.397 Units.

Table 4.12 Model Statistics for Democratic leadership style (ANOVA, R2, and Regression Coefficients)

ANOVA		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.779	1	7.779	13.738	.000 ^b
	Residual	79.843	141	.566		
	Total	87.622	142			

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.298 ^a	.089	.082	.75250

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.247	.356		6.319	.000
	X_1	.397	.107	.298	3.706	.000

4.11.2 Regression Analysis of the Relationship between autocratic leadership style and performance of internal security national administration

The second objective of the study was to establish the relationship between autocratic

leadership style and performance of internal security national administration. From literature review in this study as well as theoretical reasoning, autocratic leadership style is associated with performance indicators.

In the regression model summary, the coefficient of determination is indicated by Adjusted R square which is equal to a regression model summarized in Table. From the table, the coefficient of determination as indicated by Adjusted R² is 0.231 implying that 23% of performance of internal security national administration in Kenya is explained by autocratic leadership styles. From Table of Beta coefficients, the simple regression model for autocratic leadership styles can be written as:

$$Y = 2.006 + .447 X_2 \dots \dots \dots \text{Equation 4.2}$$

where: X₂ = autocratic leadership styles

Y = performance of internal security national administration.

The regression equation above shows that when autocratic leadership styles is held constant at zero, performance of internal security national administration would be 2.006 units. Thus, there is a relationship between autocratic leadership styles and performance of internal security national administration. A unit increase in autocratic leadership styles increases the performance of internal security national administration by 0.447 Units.

Table 4.13 Model Statistics for autocratic leadership styles (ANOVA, R², and Regression Coefficients)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.689	1	20.689	43.584	.000 ^b
	Residual	66.933	141	.475		
	Total	87.622	142			

Model		R	R Square	Adjusted Square	Std. Error of the Estimate	
1		.486	.236	.231	.68899	
	a. Predictors: (Constant), X ₂					
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.006	.240		8.361	.000
	X ₂	.447	.068	.486	6.602	.000

a. Dependent Variable: Y

4.8.3 Regression Analysis of the Relationship between bureaucratic leadership style and performance of internal security national administration in Kenya

The third objective of the study was designed to establish the relationship between bureaucratic leadership style and performance of internal security national administration in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated bureaucratic leadership style with performance indicators.

In the regression model summary, the coefficient of determination is indicated by Adjusted R square which is equal to a regression model summarized in Table 4.14. From the table, the coefficient of determination as indicated by Adjusted R² is 0.238 implying that 23.8% of performance of internal security national administration in Kenya is explained by bureaucratic leadership style. The simple regression model for bureaucratic leadership style and performance of internal security national administration can be written as:

$$Y = 2.066 + .424 X_3 \dots \dots \dots \text{Equation 4.3}$$

Where:

$$X_3 = \text{bureaucratic leadership style}$$

Y = performance of internal security national administration.

This regression equation shows that when bureaucratic leadership style is held constant at zero, performance of internal security national administration in Kenya would be 2.066 units. Thus, there is a positive relationship between bureaucratic leadership style and performance of internal security national administration in Kenya. A unit increase in bureaucratic leadership style increases performance of internal security national administration by 0.424 units.

The study found that bureaucratic leadership style significantly influences the performance of the internal security national administration in Kenya. With a p-value of .000, which is less than the significance threshold of 0.05, the findings indicate a strong relationship between these variables. The analysis revealed that approximately 23.8% of the performance can be explained by bureaucratic leadership style, as indicated by the Adjusted R² value. The regression model demonstrates a positive correlation, where a unit increase in bureaucratic leadership results in an increase of 0.424 units in the performance of internal security. Specifically, if the bureaucratic leadership style is absent, the performance would be 2.066 units. This suggests that effective bureaucratic practices are essential for enhancing the operational efficacy of the internal security administration.

Table 4.14 Model Statistics for Bureaucratic leadership style (ANOVA, R², Regression Coefficients)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.311	1	21.311	45.315	.000 ^b
	Residual	66.311	141	.470		
	Total	87.622	142			

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.243	.238	.68578

a. Predictors: (Constant), X₃

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.066	.227		9.100	.000
	X ₃	.424	.063	.493	6.732	.000

a. Dependent Variable: Y

4.10 Multiple Linear Regression

This section focused on the main objectives of this study which was to investigate the relationship leadership styles on performance of internal security national administration in Kenya. This was achieved by performing a multiple linear regression model for testing the significance of the relationship between independent variables on the dependent variable.

4.10.1 Aggregated Research Model

In Table 4.35, ANOVA was used to show the overall model significance. Since the p-value is less than 0.05, this means that the whole model is significant. ($F = 18.088$ and $p \text{ value} < 0.05$). The model summary in the table, demonstrates the coefficient of determination as indicated by R^2 to be 0.325 implying that 32.5% of the performance of internal security national administration in Kenya was explained by democratic leadership style, autocratic leadership style and bureaucratic leadership style. The results in Table 4.35 shows that all the predictor variables except democratic leadership style ($P \text{ value} = .019$) produced statistically significantly results $P < 0.05$ (autocratic leadership style = $P < 0.02$ and bureaucratic leadership style = $P < 0.00$).

This is represented by the multiple regression model:

Model 1: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ represented by the equation: $Y =$

$$Y = 1.505 + 0.076 X_1 + 0.116 X_2 + 0.723 X_3$$

The results of the aggregated research model show that if all the predictor variables were rated zero, performance of internal security national administration in Kenya would be 1.505. However, all the predictors had a positive relationship with the dependent variable. A unit increase in democratic leadership style would lead to performance of internal security national administration in Kenya by 0.076 while a unit increase in autocratic leadership style would improve performance of internal security national administration in Kenya by 0.116. A unit increase in the bureaucratic leadership style would improve performance of internal security national administration in Kenya by 0.723. The Stochastic Error Term was assumed to be zero.

Table 4.15 Model Statistics for the Overall Model (ANOVA, R2, Regression Coefficients)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.138	4	7.535	18.088	.000 ^b
	Residual	57.484	138	.417		
	Total	87.622	142			

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 ^a	.344	.325	.64541

Model		Unstandardized		Standardized		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	
1	(Constant)	1.505	.342		4.393	.000
	X1	.076	.117	.085	2.668	.019
	X2	.116	.031	.169	2.433	.002
	X3	.723	.145	.842	4.971	.000



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study sought to assess the effect of leadership styles on performance of internal security national administration in Kenya. The independent variables were; democratic leadership style, autocratic leadership style and bureaucratic leadership style while performance of internal security national administration was the dependent variable. The chapter presents a summary, conclusions and recommendations from the study findings. The conclusions and recommendations are based on the objectives of the study. Finally, the chapter proposes areas for further research.

5.2 Summary of Major Findings

Literature reviewed on the effect of leadership styles on the performance of internal security organizations, particularly within Kenya's National Administration, reveals that leadership approaches play a significant role in shaping employee performance, motivation, and organizational efficiency. Hence the study sought to assess the effects of democratic leadership style, autocratic leadership style and bureaucratic leadership style on performance of internal security national administration. A response rate of 150 employees was achieved representing approximately 95.5% response rate. Statistical Package of Social Sciences (SPSS) version 25 was used for data analysis. Diagnostic tests were performed in line with the multiple linear regression requirements. Quantitative data was analyzed and described using descriptive and inferential statistics. Conclusions based on the statistical significance of the set of independent variables were drawn. The summary of each is itemized based on the specific objectives of the study.

5.2.1 Democratic leadership style and the performance of internal security national administration

The first objective was to examine the effect of democratic leadership style on performance of internal security national administration in Kenya. The findings reveal mixed perceptions of democratic leadership among employees. While nearly half feel trusted and empowered by their leader, a significant portion feels excluded from decision-making processes. Although many respondents appreciate teamwork and open communication, a notable percentage report discomfort in sharing ideas. Additionally, while some autonomy and competition are encouraged, not all staff experience this equally. Most respondents feel decisions are not consistently subjected to collective voting, indicating a gap in democratic practices. Despite positive sentiments about respecting all opinions, some employees still feel their voices are overlooked.

The research highlights that democratic leadership style plays a significant role in enhancing the performance of the internal security national administration in Kenya. The analysis indicates a strong relationship between the two variables, supported by a low p-value, suggesting that the findings are statistically significant. Although democratic leadership explains only a portion of the performance, approximately 8% this suggests that other leadership styles also contribute to overall effectiveness. The regression model indicates that when the democratic leadership style is absent, the performance level remains at a baseline value, while an increase in democratic leadership correlates with improved performance. Specifically, for each unit increase in democratic leadership, performance improves accordingly. The results reinforce the conclusion that a positive relationship exists between democratic leadership and the performance of the internal security sector. This finding underscores the importance of democratic leadership practices in fostering effective performance, while also indicating the necessity to explore additional leadership styles that may further enhance the functioning of the internal security national administration in Kenya.

5.2.2 Autocratic leadership style on performance of internal security national administration

The second objective was to examine the effect of Autocratic leadership style on performance of internal security national administration in Kenya. The findings reveal a significant portion of employees feel their leader adopts a top-down approach, disregarding individual well-being, which can harm morale. Many respondents indicated that directives must be followed without question, stifling initiative and discouraging alternative suggestions. Additionally, the lack of recognition for junior staff fosters resentment and disengagement, negatively affecting productivity. The prevalent micromanagement limits creativity and innovation, while strict attendance policies, although not heavily burdensome, may still promote adherence over performance. A punitive environment regarding mistakes can create fear, hindering learning and growth.

The study reveals a significant relationship between autocratic leadership style and the performance of Kenya's internal security national administration. The analysis indicates that autocratic leadership has a substantial explanatory power, with findings suggesting that approximately 23% of the performance can be attributed to this leadership style. The regression model demonstrates that when the influence of autocratic leadership is absent, the baseline performance is noted, and an increase in autocratic leadership correlates with an increase in performance. Specifically, each unit increase in autocratic leadership style leads to a measurable rise in performance. The statistical significance is underscored by a p-value below the conventional threshold, reinforcing the conclusion that autocratic leadership positively influences performance outcomes.

5.2.3 Bureaucratic leadership style on performance of internal security national administration

The third objective was to examine the effect of Bureaucratic leadership style on performance of internal security national administration in Kenya. The findings reveal a strong hierarchical structure within the department, characterized by centralized command and strict adherence to

leadership directives, with 88% of respondents acknowledging a single source of authority. An overwhelming 96% emphasized the necessity of following the leader's directives, particularly during disagreements, indicating a culture that prioritizes uniformity over collaborative problem-solving. Additionally, 95.3% of respondents affirmed strict compliance with procedures, suggesting a focus on operational consistency that may limit innovation. Moreover, 98.7% highlighted the importance of order in reporting and planning, while 98% noted that alternative successful approaches are often disregarded, reinforcing a conformity-oriented mindset.

The study found that bureaucratic leadership style significantly influences the performance of the internal security national administration in Kenya. With a p-value of .000, which is less than the significance threshold of 0.05, the findings indicate a strong relationship between these variables. The analysis revealed that approximately 23.8% of the performance can be explained by bureaucratic leadership style, as indicated by the Adjusted R² value. The regression model demonstrates a positive correlation, where a unit increase in bureaucratic leadership results in an increase of 0.424 units in the performance of internal security. Specifically, if the bureaucratic leadership style is absent, the performance would be 2.066 units. This suggests that effective bureaucratic practices are essential for enhancing the operational efficacy of the internal security administration. The study's results affirm that bureaucratic leadership significantly improves performance outcomes. Overall, these findings underscore the importance of bureaucratic leadership in optimizing the functioning of internal security operations in Kenya.

5.3 Conclusion

In conclusion, this study aimed to investigate the effects of different leadership styles on the performance of the internal security national administration in Kenya, with a particular focus on Kisii County. The findings shed light on the nuanced ways in which democratic, autocratic, and bureaucratic leadership styles influence operational effectiveness within the ministry. Specifically, the research addressed three key objectives:

5.3.1 Democratic leadership style

In conclusion, the study illustrates that democratic leadership style significantly impacts the performance of the internal security national administration in Kenya, albeit with mixed perceptions among employees. While many respondents express feelings of trust and empowerment, a considerable portion reports feeling excluded from key decision-making processes, highlighting a critical gap in the implementation of democratic practices. The appreciation for teamwork and open communication contrasts with the discomfort some employees experience when sharing their ideas. Although the findings show a positive relationship between democratic leadership and performance, with approximately 8% of performance explained by this leadership style, it is evident that other leadership approaches also play a vital role in overall effectiveness. The statistical significance of the findings, supported by a low p-value, affirms the necessity of democratic leadership in enhancing performance. Ultimately, these results emphasize the importance of fostering democratic practices within the internal security sector while also encouraging further exploration of additional leadership styles that could complement and strengthen organizational effectiveness.

5.3.2 Autocratic leadership style

The findings of this study underscore the significant impact of autocratic leadership style on the performance of the internal security national administration in Kenya. The analysis reveals that a substantial number of employees perceive their leaders as employing a top-down approach that often neglects individual well-being, adversely affecting morale and productivity. The tendency for directives to be followed without question stifles creativity and initiative, leading to a disengaged workforce. Furthermore, the environment fostered by micromanagement and punitive responses to mistakes can hinder personal growth and learning, ultimately detracting from overall performance.

Quantitatively, the study demonstrates that approximately 23% of performance can be attributed to autocratic leadership, with statistical analysis confirming a significant positive relationship between these variables. Overall, these findings suggest that while autocratic leadership may

present challenges in terms of employee morale and innovation, it also holds potential as a means to improve performance outcomes in the context of internal security operations in Kenya. Adopting a balanced approach that incorporates the benefits of autocratic leadership may be essential for optimizing performance and ensuring a more effective administration.

5.3.3 Bureaucratic leadership style

The study clearly demonstrates that bureaucratic leadership style plays a crucial role in shaping the performance of the internal security national administration in Kenya. The findings reveal a deeply entrenched hierarchical structure characterized by centralized authority and stringent adherence to directives. A significant majority of respondents indicated a strong preference for following leadership instructions, especially during conflicts, which highlights a culture that values conformity over collaborative problem-solving. This rigid approach, while ensuring operational consistency and order, may inadvertently stifle innovation and the exploration of alternative successful strategies.

The statistical analysis further confirms the positive correlation between bureaucratic leadership style and performance, with a substantial proportion of the performance variation being attributable to this leadership approach. Bureaucratic leadership significantly enhances operational effectiveness within the internal security sector. Therefore, fostering effective bureaucratic practices is essential for improving the functionality of internal security operations in Kenya. These insights emphasize the need for a balanced leadership approach that maintains the benefits of bureaucratic structures while also encouraging flexibility and innovation to meet the evolving demands of internal security challenges.

5.4 Recommendations of the study

Based on the findings regarding the effects of different leadership styles on the performance of the internal security national administration in Kenya, the following recommendations are proposed;

1. To address the feelings of exclusion experienced by some employees, the internal security administration should actively implement democratic leadership practices. This could include regular feedback sessions, inclusive decision-making processes, and initiatives that promote open communication and teamwork. Leadership training programs can be developed to equip managers with the skills to facilitate participatory decision-making and ensure that all voices are heard.
2. While recognizing the potential of autocratic leadership to improve performance, the administration should strive to balance this style with approaches that prioritize employee well-being and morale. Leaders should be encouraged to provide clear directives while also fostering an environment that values employee input and creativity. Training on effective delegation and supportive management can help mitigate the negative aspects of micromanagement and punitive responses.
3. Given the importance of bureaucratic leadership for operational consistency, the administration should maintain a clear hierarchical structure while also promoting flexibility and innovation. This could involve establishing channels for employees to propose alternative strategies and encouraging experimentation within the bounds of established procedures. Regular reviews of policies and practices should be conducted to identify opportunities for improvement and adaptation to changing circumstances.
4. The internal security administration should consider a comprehensive leadership model that integrates the strengths of democratic, autocratic, and bureaucratic styles. This hybrid approach can enhance overall organizational effectiveness by ensuring that performance is optimized across different situations. Training programs can be developed to help leaders adapt their style to the needs of their teams and the specific challenges they face.

5.5 Suggestions for Further Research

1. Future studies should investigate the potential for integrating different leadership styles, such as democratic, autocratic, and bureaucratic, to determine how a hybrid approach

may enhance performance. Understanding how these styles can complement each other could provide insights into developing more effective leadership frameworks.

2. Given the mixed perceptions among employees regarding democratic leadership, further qualitative research could delve deeper into the experiences and expectations of staff members. This could help identify barriers to effective democratic practices and ways to enhance employee engagement and empowerment in decision-making processes.
3. Additional research should examine the relationship between leadership styles, employee morale, and innovation within the internal security sector. Understanding how different leadership approaches affect creativity and job satisfaction could inform strategies for improving workplace dynamics and overall performance.



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Appendix I: Consent Form

Mount Kenya University

School of Business and Economics

Dear participant,

You are being invited to participate in a research study titled **Leadership Styles and Employee Performance in the Ministry of Internal Security National Administration in Kenya**. This study is being done by Mr. Nyokang'i Dalsen from Mount Kenya University pursuing Master of Arts in Public Administration and Management.

The purpose of this research study is to understand the effect of leadership styles on employee performance in the ministry of internal security national administration in Kenya. The data from this study shall be used to frame leadership policies and advise on effective leadership in the internal and national administration docket in Kenya. Therefore, I would like you to fill the attached questionnaire which will take you approximately 15 minutes to complete.

Your participation in this study is entirely voluntary and if you choose to participate please provide honest and valid answers by filling in the blank spaces to completion. Otherwise, you may withdraw your consent and stop participating at any time. Keep in mind, also, that in all correspondence for this research study, you may choose whether or not to respond to each question individually and you may opt to skip any question that asks you to reveal any information that you may not wish to reveal. Please note that there is no compensation for participating in this study and there are no known risks associated with this research study.

To the best of my ability, I will ensure that your participation in this study will remain confidential, and only anonymized data will be published hence, do not write your name anywhere on the questionnaire. Thank you for your participation.

Agree to participate {Please tick [] YES NO

Yours sincerely,

Dalson Nyokangi

Contact: +254 729262027



Appendix II: Research Questionnaire

This questionnaire is meant to generate information that will help in the assessment of the Leadership Styles and Performance in the Ministry of Internal Security National Administration in Kenya, a study of Kisii County. The information you provide is meant for academic purpose only. Thank you for your willingness to participate.

Section A: Background Information- tick (✓) where appropriate

- | | | |
|---|------------------|-----|
| 1. Gender | Male | [] |
| | Female | [] |
| 2. Age Bracket: 25 years and below | | [] |
| | 26 - 35 years | [] |
| | 36 - 45 years | [] |
| | 46 - 55 years | [] |
| | Over 55 years | [] |
| 3. Highest Level of Education | | |
| | Primary | [] |
| | Secondary | [] |
| | Certificate | [] |
| | Diploma | [] |
| | Degree | [] |
| | Masters | [] |
| | Doctorate | [] |
| 4. Work Experience with Ministry of Internal Security and National Administration | | |
| | 1 year and below | [] |
| | 2 - 5 years | [] |
| | 5 - 9 years | [] |

Over 10 years []

SECTION B: Democratic Leadership Style and Employee Performance

The following are statements on Democratic Leadership Style that are likely to affect your work performance. Kindly indicate your level of agreeableness with each statement by ticking (✓) in the appropriate space.

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

S/No	Statement	1	2	3	4	5
5.	In our department, our leader expresses confidence whenever he assigns me duties					
6.	All of us, the staff, are given time to be heard during meetings and our contributions are considered when making final decisions					
7.	There is a great sense of teamwork in our department where all of us work as a unit					
8.	During working hours, there is free space to share ideas on how to conduct our services and how to serve the public					
9.	Our leader allows us to form sub-teams and encourages competition in the dissemination of our duties					
10.	Our opinions are subjected to a vote in case we don't arrive at a solution unanimously and whichever team wins, their opinion is implemented					
11.	Our department has never looked down upon opinions even from the least of the staff					

SECTION C: Autocratic Leadership Style and Employee Performance

The following are statements on Autocratic Leadership Style that are likely to affect your performance. Kindly indicate your level of agreeableness with each statement by ticking (✓) in the appropriate space.

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

S/No	Statement	1	2	3	4	5
12.	The leader in charge of the department usually issues commands to us without consideration of our state of health or mind					
13.	Once our leader wants something done, it has to be done under whatever circumstances					
14.	The junior staff are not appreciated or recognized no matter how hard they work					
15.	Every duty assigned to us is managed and monitored closely by the leader and no room is given to creativity					
16.	There is strict instructions given to us to be in the office in time and leave at the stipulated time whether there is work or not					
17.	If an officer makes an error, there is severe punishment administered like suspension, warning letter or even dismissal					

SECTION D: Bureaucratic Leadership Style and Employee Performance

The following are statements on Bureaucratic Leadership Style that are likely to affect your performance. Kindly indicate your level of agreeableness with each statement by ticking (√) in the appropriate spaces.

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

S/No	Statement	1	2	3	4	5
18.	There is only one center of command in the department and everything is done according to requirements of the leader					
19.	Whenever there is a disagreement on the best ways to do a certain duty, the leader's way has to be adhered to					
20.	There are strict procedures and terms of working that are adhered to in the department and any deviation is not allowed					
21.	There is set rules and standards that are followed to the letter in the delivery of services in the department					
22.	Order is maintained in the department in terms of reporting, commanding and planning					
23.	When order is not followed, the outcome is not recognized even if it presents better results as compared to when following the order					

SECTION E: Employee Performance

The following are statements on Employee Performance in the Ministry of Internal Security and National Administration. Kindly indicate your level of agreeableness with each statement by ticking (√) in the appropriate space.

5 – Strongly Agree; 4 - Agree; 3 - Neutral; 2 – Disagree; 1 – Strongly Disagree

S/No	Statement	1	2	3	4	5
30.	Our department has always presented the best working environment and all the employees are usually excited with their work					
31.	Through the leadership in the department, employees always arrive at work in time every day					
32.	The staff in our department sometimes resort to other means of doing work that are not recommended in order to please the leader					
33.	All tasks allocated to the staff are done in good time and there are no delays or redundancy in the already set out duties					
34.	Our department has been recognized as the best performing over time in relation to other departments of the National Government					
35.	In the context of our environment, am able to deliver my best given the conditions and the support offered by the leader					

THANK YOU FOR YOUR COOPERATION

Appendix III: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2023/45289

4th October, 2024

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

Dear Sir/Madam,


RE: NYOKANG'I DALSON - REGISTRATION NO. MPAM/2023/45289

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 "**Leadership Styles and Employee Performance in the Ministry of Internal Security National Administration in Kenya. A Study of Kisii 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 **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


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

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

Appendix IV: Approval Letter from MKU-ERC



REF: MKU/ISERC/4470
TO: NYOKANG'I DALSON

Date: 04 October 2024

REG: MPAM/2023/45289

Dear Sir/Madam,

RE: LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF INTERNAL SECURITY NATIONAL ADMINISTRATION IN KENYA. A STUDY OF KISII COUNTY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3192**. The approval period is **04/10/2024 - 03/10/2025**.

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



Appendix V: Research License from NACOSTI (Front)


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION.**

Ref No: **627962** Date of Issue: **23/October/2024**

RESEARCH LICENSE



This is to Certify that Mr. NYOKANG'I OSIKE DALSON 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 Kisii on the topic: LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE MINISTRY OF INTERNAL SECURITY NATIONAL ADMINISTRATION IN KENYA for the period ending : 23/October/2025.

License No: **NACOSTI/P/24/41295**

627962
Applicant Identification Number

Walter Kimani
Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



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Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VI: Research License from NACOSTI (backside)

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix VII: Turnitin report


DALSON NYOKANGI


Dalson THESIS final add.docx

Research
Research
Mount Kenya University

Document Details








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 0 Missing Citation 0% Matches that have quotation marks, but no in-text citation	0%  Submitted works (Student Papers)
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Appendix VIII: Map of the Study

