

**THE EFFECT OF LEADERSHIP ON EMPLOYEE PERFORMANCE  
(CASE STUDY OF TEACHERS SERVICE COMMISSION)**

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## ABSTRACT

This study was therefore intended towards examining the impact of leadership on employee performance, which is the ultimate goal of all organizations, a case study of TSC. The objectives were to evaluate the current leadership styles used at TSC, to find out qualities and skills for an effective leadership system, to identify the challenges facing leaders in TSC and finally to find out the relationship between leadership and performance. The study was conducted at TSC headquarters-Nairobi. The respondents of the study were employees of several cadres who are stationed at Human resource directorate, pension's section. A population of 340 employees targeted and a sample of 82 employees were selected. The study investigated current leadership styles in this organization in relations to its performance. The study's results identified the problems and gaps in the leadership and came up with recommendations on the appropriate leadership styles to be adopted. The target populations for this study were the employees of TSC. The target population was clerks, typists, Human Resource Officers and human resource managers. Simple random sampling was used to select 50 clerical officers were selected from a total of 200 clerks, 10 typists out of 20, 20 Human Resource Officers from a total of 60 and 2 human resource managers from a total of 5. The researcher used questionnaires to collect the data. After the researcher collected all the necessary data, he first tabulated, edited and encoded. The data was analyzed using descriptive statistics and presented using tables, percentages and pie charts. From the research findings it can be concluded that effective leadership is very important aspect in organizational productivity because when there is good leadership in place, employees tend to be motivated, feel part of the organization and be committed to work. This in turn will result to high performance. This is not the case in this organization. The employees feel that there is a rift between them, the supervisors and the management. They work in fear of being interdicted or sacked for very minor offences. There is minimal interaction between the management and the subordinates. The management has reserved car parks, access better facilities in the offices like laptops, internet, water dispensers and comfortable chairs. The research is expected to benefit the government to end of the study and the weaknesses identified will assist the government to come up with better supervisory and leadership styles to improve productivity in the public sector. Teachers will benefit from the study because they will receive improved services as a result of improved employee performance.