

**THE LEADERSHIP STYLES' ON ORGANIZATIONAL PERFORMANCE IN THE
KAKAMEGA COUNTY GOVERNMENT**

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DECLARATION AND APPROVAL

Declaration

This thesis is my original work and has not been presented for a degree in any other University or for any other award.

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DEDICATION

I devote this work to my Husband, Remmy; my children Irma, Audrey, Aquina & Innocent, for inspiring and encouraging me to complete my studies.



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The success of this work owes much to the unwavering aid and guidance provided by my supervisor, Dr. Otsyulah. His constant assistance, availability, and encouragement were invaluable and precious throughout the study, Mount Kenya University- Kakamega Branch staff and my colleagues at the County Government of Kakamega for the assistance exhibited during my integral pursuit of this noble course and not forgetting the Chief Officer- Public Service, CHRP Prisca Otipa, for giving me ample time to complete my studies. I acknowledge and owe all of you. May God bless you abundantly.



ABSTRACT

Throughout past years, County Governments have demonstrated notable effectiveness in delivering public services, despite a limited understanding of the leadership styles crucial to organizational success. This research analyzed different diverse leadership approaches and their effectiveness in the Public Sector, focusing specifically on Kakamega County Government. Chapter One provided an overview of Kakamega County Government, outlining the study's context, issues addressed, and research objectives aimed at exploring how these leadership styles affect the operations and performances of organizations. The key objective was to analyze how different leadership styles correlate with performance in public institutions, particularly within Kakamega County Government. The study assessed the styles of servant, transactional, transformational, and laissez-faire, and how they influenced operations, subsequently impacting performance. Specific research queries were developed to address gaps in existing literature and highlight potential benefits for stakeholders. The theoretical framework drew from Path Goal Theory, Contingency Leadership Theory, and Trait Theory, focusing on these leadership styles in the public sector. A descriptive research design was employed, targeting 250 staff members from Kakamega County Government. Using Yamane's Formula, a sample size of 153 was determined through random sampling. The data sources that were utilized revolved around primary and secondary; secondary data came from Kakamega County Government records, and primary data was collected via structured questionnaires. Quantitative data from the questionnaires underwent analysis through descriptive statistic and inferential (Multiple linear regression and correlation coefficient using statistical package for social sciences (SPSS)). This technique gives simple summary about the sample data and present quantitative descriptions in a manageable form. Results were presented using various statistical tools such as charts, bar graphs, pie charts, percentages, and frequency distributions. The findings indicated that servant, transactional, and transformational leadership styles positively influence Kakamega County Government's performance. The study recommends that public institutions adopt transformational leadership to enhance organizational effectiveness, following the lead of Kakamega County Government's practices.

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LIST OF ABBREVIATIONS AND ACRONYMS

CGK:	County Government of Kakamega
CECM	County Executive Committee Member
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
MDG	Millennium Development Goals
SDG	Sustainable Development Goals
SMEs:	Small and Medium Enterprises
SPSS:	Statistical Package for Social Sciences

CHAPTER ONE:

INTRODUCTION

1.0 Background Study

This chapter summarizes the background knowledge and introduces the report by outlining how an organization's administration depends heavily on effective leadership. In county governments, leadership is critical in assisting public service in efficiently and effectively achieving organizational goals in Kenya. A style of leadership is a repeating behavioral practice that characterizes a leader's approach. Effective strategy implementation depends on competent leaders

who adopt leadership styles that influence the organization internally and adapt to external environments. As organizations are largely influenced by their environments, competent leaders can identify the complexities of a rapidly changing environment, resulting in increased organizational performance.

Poor leadership is linked to an organization's inability to achieve its goals, Shimengah (2018). Most organizations prefer leaders who appreciate the complexities of an ever-changing worldwide environment, especially the current generation. Research indicates that successful leaders involve teams in decision-making. Further, a high leadership index is associated with both potential for improved performance and high organizational prestige, not previous performance records.

Governments are transitioning from a transactional to a transformational leadership style to improve organizational performance. Transactional leaders incentivize and motivate staff through rewards in exchange for completing tasks. In contrast, transformational leaders focus on developing staff for effective performance, accelerating organizational performance across various areas such as product development, diversification, customer and employee satisfaction, and service efficiency and effectiveness (Bett & Bett, 2021).

Topister & Wambua (2020) recognize that effective organizational performance is driven by leaders who adopt more progressive forms of leadership, such as the transformative style. These leaders challenge the status quo by involving employees in decision-making and inspiring them to take ownership of change initiatives. This approach is more conducive to implementing strategies than transactional leaders relying on individual rewards.

Performance is evaluated based on how efficiently and effectively an organization achieves its objectives (Mergel et al., 2019). The leadership style adopted can significantly influence how organizations implement changes, meet customer needs, and motivate employees. Leadership

styles vary based on a leader's background, the characteristics of the supervised employees, and the organization's traditions, values, and philosophy (Nanjundeswaraswamy & Swamy, 2015).

During the study, indicators conceptualized to measure the organizational performance of County Governments included customer satisfaction, service delivery efficiency, public confidence, and organizational sustainability. Malakoane et al. (2021) recommend that poor leadership or leaders' failure to introduce system changes can lead to underperformance in organizations regarding service delivery. Although employee resistance is a concern in organizations such as County Governments, leadership directly correlates to change implementation (Neil et al., 2019). Mwesigwa et al. (2020) highlighted in their study in Uganda that the successful implementation of organizational change is closely linked to conventional leadership styles, particularly participative leadership, rather than achievement-oriented styles. While leaders can excel in diverse environments, visionary leaders are often more successful in dynamic contexts compared to those adhering to traditional leadership styles. This is because conventional leaders may resist change and overlook the importance of empowering and motivating employees.

According to Ogolla et al. (2021), their research indicated that conventional leadership styles foster positive and significant changes among supporters or employees. Conventional leadership involves leaders actively engaging with employees to recognize their value, resulting in naturally motivated individuals inclined to dedicate themselves to organizational objectives with minimal pushback. Leaders who embrace participative and transformational styles are consistently proactive in involving workers in tasks, leading to more innovative solutions to challenges. An analysis of the leadership styles adopted by different leaders of the county governments can offer insight into the influence of leadership styles on the county's operation.

This study analyzed how the four leadership styles impact the County's performance in terms of different tenets that determine different leadership styles managers adopt. The principles include individualized, motivational, intellectual, and ethical practices.

Individualized practice refers to how leaders cater to employees' specific needs on a personalized level rather than treating them in a generalized manner (Begum et al., 2020). Even in the face of challenges employees express, visionary leaders offer encouragement and recognition for individual contributions instead of critiquing individual capabilities.

Motivational practice refers to leaders' skill in communicating the organization's vision in a way that resonates with employees intrinsically. Visionary leaders consistently keep employees informed about the future direction of the organization. They motivate employees by offering financial and non-financial incentives, understanding that employee needs extend beyond monetary compensation. Embracing visionary leadership enriches an organization as such approaches naturally inspire and drive employees.

Intellectual practice encompasses the degree to which leaders foster creativity and innovation among employees by challenging their assumptions, encouraging risk-taking, and soliciting new ideas. Visionary leaders nurture employees' intellectual capabilities, encouraging independent thinking. Conventional leadership philosophies prioritize critical and analytical thinking among employees, contrasting with traditional leadership styles (Elsan Mansaray, 2019). Intellectual practice involves reimagining how tasks can be performed more effectively rather than adhering strictly to existing guidelines that may prove ineffective or inefficient. Efficient and effective systems are seen as a product of intellectually inspired employees under transformed leaders and vice versa (Nguyen et al., 2022).

Ethical practice involves leaders serving as role models for employees by embodying high levels of integrity and fostering pride, trust, and respect within the workforce. It entails motivating employees to align with organizational objectives by emulating leaders' behaviors. Visionary leaders who uphold ethical values such as honesty, integrity, and confidentiality will likely inspire employee respect, leading to heightened dedication and improved organizational performance (Reed, 2022).

These metrics of evaluating the outcome of leadership styles on an organization's operation were compared with four leadership styles: They include servant, transformational, transactional, and laissez-faire.

Devolution entails a political framework wherein political, administrative, and fiscal authority is decentralized to semi-autonomous region and sub-national entities (Muia, 2008). The call for a new constitution in Kenya stemmed from the populace's desire to decentralize governance and decision-making processes, granting them greater control over their resources and governance. Chapter eleven of the Kenyan constitution outlines the principles, objectives, and structures of devolution, including establishing county governments, delineating their functions and powers vis-à-vis the national government, and the interrelationships between these levels of governance.

Under devolution, local governments assume responsibility for providing services, elect their leaders, generate revenue independently, and possess autonomous decision-making authority over investments. The aim is to ensure convenient services across Kenya and promote the equitable distribution of public resources (The Constitution of Kenya, 2010). Many African nations have embraced devolution to enhance governance and address institutional shortcomings associated with central government, such as bureaucratic inefficiencies, lack of transparency and

accountability, unequal resource distribution, and limited community involvement in development initiatives.

Kenya's new constitution underwent a radical restructuring to elevate devolution to a central position in national affairs (Oyugi and Kibua, 2006). Chapter eleven specifically delineates devolution's principles, objectives, and structures, including establishing forty-seven (47) county governments alongside the national government. Each county is governed by a county assembly and executive, as outlined in the constitution, to effectively realize the objectives of decentralized governance. All these forty-seven (47) have different leadership styles by its leaders and are governed independently.

Kenyans have harbored optimistic expectations for devolution, envisioning a shift towards a governance model characterized by accountability, effectiveness, efficiency, and responsiveness. Despite endeavors to decentralize governance, historical records show the national government frequently impeded such efforts, which is evident in incidents like the August 2019 deadlock over revenue allocation between the Senate and the National Assembly. This history of uneven resource distribution has perpetuated issues like poverty, marginalization of communities and regions, and exclusion of minorities, resulting in imbalanced development. Addressing these shortcomings requires properly establishing and functionalizing devolved governance, empowering local communities to manage and be accountable for their resources.

Nestled in Kenya's western region, Kakamega County is surrounded by Vihiga County to the south and Siaya County to the west. Its northern borders extend to Bungoma and Trans Nzoia Counties, while to the east lie Nandi and Uasin Gishu Counties.

It is the second largest county in Kenya, after Nairobi County. The county consists of twelve constituencies and sixty administrative units (CIDP 2018), each represented by Members of the County Assembly known as wards.

In the 2009 Kenya Population and Housing Census, Kakamega County had a population of one million six hundred and sixty thousand, six hundred fifty-one (1,660,651), comprising Seven hundred and ninety seven thousand, one hundred and twelve (797,112) males and eight hundred and sixty three thousand, five and thirty nine (863,539) females. By the year 2012, this figure had grown to approximately one million seven hundred and eighty-nine thousand. Nine hundred and eighty-nine (1,789,989) residents, with projections suggesting it would reach two million, and twenty-eight thousand, three hundred and twenty-four (2,028,324) by the year 2017. The census also identified one hundred and ninety-six thousand, nine hundred and thirty-eight (196,938) unemployed individuals within the county at that time, illustrating a significant portion of the labor force lacking employment opportunities. However, according to the 2019 Kenya Population and Housing Census, Kakamega County had a population of one million, eight hundred and sixty-seven thousand, five hundred and seventy-nine (1,867,579) with eight hundred and ninety-seven thousand, one hundred and thirty-three (897,133) males and nine hundred and seventy thousand, four hundred and six (970, 406) being females and another forty (40) people being classified as intersex. This fell short of the numbers that were projected by 2017 by approximately eight percent (8%) In 2024, population in Kakamega County has an estimated figure of two million, and seventy nine thousand, six hundred and sixty nine (2,079,669) with a density of six hundred and eighty two (682) on an area of three thousand and fifty one (3,051.3) square kilometers.

It was the new 2010 constitution that introduced the decentralized governance system, and following the succeeding elections in 2013, Kakamega County appointed its first governor, who served as the executive leader alongside a deputy governor, a senate representative, and a women representative whose prominent role was to address women and youth matters at the national assembly. The governance framework of Kakamega County comprises the County Executive Committee members (CECM), the County Assembly, and the County Public Service Board (CPSB), all responsible for delivering services to the county's residents. The county government operates through ten ministries, each headed by a county minister and assisted by chief officers.

These ministries encompass a range of sectors, including Health Services; Roads and Energy; Agriculture, Livestock, Cooperatives and Fisheries; Finance, ICT and Economic Planning; Social Services, Youth and Sports; Education, Science, and Technology; Public Service and County Administration; Trade, Industrialization and Tourism; Transport, Infrastructure and Public Works; Environment, Water, Natural Resources and Climate Change, together with two (2) Municipal Councils.

Kakamega County previously held the position of Chairman of the Council of Governors but currently has the chairperson of the Finance Committee at the Council of Governors. Kakamega is an integral part of the Lake Region Economic Bloc, serving as a critical business hub connecting with neighboring counties.

1.1 County Governments in Kenya

Devolution involves redistributing political, administrative, and financial power to semiautonomous territorial and local units (Muia, 2008). For Kenyans, advocating for a new constitution centered on decentralizing governance and decision-making, ensuring greater public influence over the management of their resources. Chapter Eleven of Kenya's constitution

addresses devolution by outlining its objectives, principles, county governments, and the division of functions and powers between national and county governments.

This process of devolution transfers responsibility for services to locally elected governments that manage their own revenue and make independent investment choices. County governments are tasked with providing accessible services across Kenya and ensuring equitable distribution of national resources (The Constitution of Kenya, 2010). Across Africa, devolution is increasingly adopted as a governance strategy to correct issues rooted in centralized government, including bureaucratic inefficiencies, lack of accountability and transparency, uneven resource distribution, and limited community participation in development.

The revised Kenyan constitution significantly restructured government, placing devolution at the heart of national governance (Oyugi and Kibua, 2006). Chapter Eleven defines devolution's objectives and principles, the roles of county and national governments, and the interactions between these two levels. To implement these changes, the constitution created 47 county governments, each with a county assembly and an executive branch.

Kenyans hold strong expectations for devolution, hoping it will lead to a governance system marked by accountability, efficiency, and responsiveness. However, despite progress toward devolution, the national government has often challenged these efforts, as demonstrated by the 2019 stalemate over revenue allocation between the Senate and National Assembly. Historical issues such as unequal resource allocation, poverty, exclusion of minorities, and regional

marginalization have slowed development, but devolution could help address these challenges through careful establishment and operation.

Kakamega County illustrates the positive impact of devolution and effective leadership. For instance, the former Governor H.E. Wycliffe Ambetsa Oparanya's leadership transformed previously impassable roads in Navakholo, Shinyalu, and Ikolomani sub-counties into wellconnected road networks. His approach prioritized public participation and trained county administrators in constitutional and county policies. Each administrator received copies of the Kenyan Constitution and County Government Act, emphasizing adherence to these laws in public service.

1.1.1 Kenya's Perspective of Leadership Styles and Job Performance

Mukururi and Ngari (2014) gratified that the endearing shift from a twelve-hour economy to a twenty four-hour economy in Kenya has resulted in work intensity which has led not only to greater workload where shifts are not managed properly but also to higher stress levels from the long working hours that have resulted into high levels of job dissatisfaction due to lack of policies to adequately support the wellbeing of their employees hence lack of work life balance thus affecting job performance.

In investigating the determinants of job satisfaction/ performance among county government enforcement officers in Nairobi County, Ndegwa (2018) noted that lack of job satisfaction among enforcement officers had led them not to conduct themselves in a productive manner thus affecting their productivity. This dissatisfaction of the Nairobi County Enforcement Officers could be the reason of constant harassment of hawkers, destroying their merchandise, threatening, beating and

even killing those who fail to buy their way out through hefty bribes .The type of leadership style in such cases can either motivate or demotivate the officers which would definitely affect their job performance.

1.1.2 Leadership

Researchers extensively study leadership due to its critical role in organizational success (Yurtkorua & Ekmekçia, 2011). Studies show that a manager's leadership style directly impacts their subordinates' job satisfaction by influencing workplace dynamics and employee morale (Amin, Shah, & Tatlah, 2013). Effective leaders need to demonstrate empathy for their team, motivating them through support, guidance, and coaching to help them achieve organizational goals while also fulfilling their personal needs. Relying solely on a single leadership style can be limiting, as leaders must adopt a flexible, multi-frame approach to handle diverse workplace challenges (Shin & Choo, 2011).

According to Ambar, Arooj, and Yasir (2015), leadership involves guiding a group toward a common goal and inspiring change in an organization. Leadership enables employees to align their efforts toward shared objectives. Kivipold and Ahonen (2013) view a leader as one who recruits, trains, and leads followers, inspiring enthusiastic collaboration to achieve organizational goals. Njiinu (2017) emphasizes that leaders oversee both internal and external aspects of the organization, including human resources and financial contexts.

Leadership should motivate, inspire, analyze effectively, and offer fair compensation (Hurduzeu, 2015). Research indicates that leadership styles that inspire employees positively impact performance and job satisfaction (Ambar, Arooj, & Yasir, 2015). As organizational environments

change, leaders adapt their styles to meet situational needs (Lok & Crawford, 2004). Successful organizations often transform traditional managerial skills, focusing instead on cooperation, negotiation, and arbitration (Zahari & Shurbagi, 2012).

Effective leadership development is essential for organizational success (Chaudhuri, 2015).

Leaders who adopt suitable styles enhance employee satisfaction, productivity, and commitment (Voon, Lo, Ngui, & Ayob, 2010). Leadership theories emphasize building strong leader-employee relationships, noting that styles differ across industries (Zahari & Shurbagi, 2012). An effective leadership development program is crucial for boosting organizational performance (Haque et al., 2015). Across industries, organizations face challenges in management, planning, human resources, and leadership, making leadership styles pivotal for growth and success.

Leadership style greatly impacts employee performance, and ineffective leadership is a known factor in low job performance and satisfaction. Strong leadership is vital for effective communication within teams. In a study by Riaz and Haider (2010), employees reported higher satisfaction levels when provided opportunities for advancement, increased pay, or skill development, perceiving their leaders as visionary and innovative. Leadership is a predictor of job satisfaction as it aligns employees' personal goals with organizational objectives, increasing motivation to contribute to organizational success (Rizi, Azadi, Farsani, & Aroufzad, 2013). Job satisfaction and performance are interlinked; dissatisfied employees are less likely to perform well.

Managers' leadership skills enhance team communication, and effective information sharing boosts team efficiency. In complex environments, effective communication and knowledge sharing within

teams are essential for sustaining organizational productivity (Tabassi, Ramli, & Dashti, 2013). Management's leadership approach significantly affects employee relationships, collaboration, and workplace cohesion, making it crucial for organizations to implement appropriate leadership styles and employ managers with strong leadership qualities. Leaders should prioritize job satisfaction, employee performance, and organizational commitment to meet organizational goals effectively. Combining leadership styles with managerial support can enhance job satisfaction, performance, and support devolved governance, allowing local communities to manage and account for their resources.

1.2 Problem Statement

County Governments have faced leadership challenges recently, resulting in work disruptions such as nurses' and doctors' strikes in 2017 and 2019. This is despite efforts to implement County Integrated Development Plans (CIDP), Millennium Development Goals (MDG), Sustainable Development Goals (SDG), Vision 2030, and the four agendas of the National Government in Kenya, which are intended to be integrated at the county level. Kakamega County was the bestperforming County according to the 2019/2020 Infotrak County Track Performance Index, with

Kakamega Governor being named the best-performing Governor then (Business Daily 28th October 2020). However, no literature explores the type of leadership propelling organizational productivity at the County Government of Kakamega hence the need for this study. Various studies in the existing literature diverge on which leadership style is most effective for organizational performance.

Several studies (Jaroliya & Gyanchandani, 2021; Kusumah, Haryadi, Indrayanto, & Setiawan, 2021; Maheshwari, 2021; Matsunaga, 2021) indicate a beneficial relationship across styles of

leadership and organizational success. However, Eliyana et al. (2019) suggest that this association can also display paradoxical aspects, citing empirical data from Lutfi and Siswanto (2018), Prabowo, Noermijati, and Irawanto (2018), Li and Liu (2020), Kawiana, Riana, Rihayana, and Adi (2020), and Chen et al. (2018). It demonstrates both positive and negative associations between these variables. This study aims to address this disparity by analyzing how leadership styles influence the performance and operation of the Kakamega County Government.

Contextually, as much as the studies mentioned above-examined leadership styles concerning organizational performance, the studies focused on both public and private institutions in foreign countries other than Kenya, using methods other than mixed methods, which this study employed. Identifying the most appropriate leadership style behind the success of the County Government of Kakamega is, therefore, indispensable for both specific leadership capacity building and the sustainability of the County Government's performance.

1.3 Study Purpose

Under this study, we analyze the impact of various leadership styles, focusing on their impact on organizational operation and performance, with Kakamega County Government as the case study.

1.4 Study Objectives

The general objective of this study is to investigate how different leadership styles affect the performance of public entities, specifically focusing on the County Government of Kakamega. The study mainly focused on four(4) types of leadership styles even though there are many leadership styles.

1.4.1 Specific objectives

Objectives were based on the tailing definite goals:

1. To assess how servant leadership affects the operation and employees' performance at the County Government of Kakamega.
2. To study how transactional leadership affects the operation and employees' performance at the County Government of Kakamega.
3. To evaluate how transformational leadership style affects the operation and employees' performance at County Government of Kakamega.
4. To examine how the Laissez-faire leadership style affects the operation and employees' performance at County Government of Kakamega.

1.5 Research questions

1. In what way does servant leadership affect the operation and employees' performance at County Government of Kakamega.?
2. How does transactional leadership style affect the performance and operation of County Government of Kakamega.
3. What influence does transformational leadership style have on the performance and operation of County Government of Kakamega?
4. How does the Laissez-faire leadership style affect performance and operation at County Government of Kakamega?.

1.6 Study Significance

This paper's significance outlined the study's importance and potential benefits to relevant stakeholders. The research investigated how leadership styles impact the performance of Kakamega County Government. The study's outcomes could potentially inform the leadership

strategies employed within the County Government of Kakamega to formulate and develop proemployee policies aligned with the relevant leadership style for sustainable socioeconomic development as one of the vital public entities in service delivery.

Additionally, insight from this study could help county leadership effectively deal with any foreseen challenges during administration and overcome them promptly to allow smooth strategy implementation and boost the performance of counties. The study can assist strategic planners in pointing out areas of difficulties in management. The study can also aid Kakamega County leadership and policy makers in different counties in developing policies on the choice of leadership and recruitment processes envisioned in the County Government of Kakamega's Strategic Plan.

To academicians, this study can break new ground of discovery into various countries' grey areas of human resource management. Finally, this study can contribute to the present knowledge of Kenya's leadership styles and organizational performance especially with the generational change where the millennial and Generation Z will soon be the majority in the workforce.

1.7 Study Scope

This research exclusively investigated the consequence of leadership styles on organizational implementation and performance within County Governments. The study focused on the Kakamega County Government, analyzing different leadership ways and their effects on organizational operation. The research targeted two hundred and fifty (250) members of the staff, utilizing questionnaires and interview schedules for senior management who were mainly Chief Officers and County Executive Council Members (CECM). Data for the study was collected between June 17th 2024, and June 28th 2024.

1.8 Limitations

Firstly, this study was limited and focused only on four leadership styles largely dependent on specific individual practices. Additionally, the research focused on the duty of the leaders in the public sector. There is limited understanding of leadership roles in the Public Sector in the circumstance of the services offered by government entities. Ghauri and Gronhaug (2010) posed that it is pertinent for a study to define the limitations of a survey. Additionally, a significant limitation was that the study was based on the limitation of qualitative studies as it relates to the legitimacy and authenticity of information collected from the study's respondents.

1.9 Study Delimitations

Delimitations refer to the boundaries intentionally established by the researcher in the research design (Rudestam & Newton, 2014). The study focused on juniors and mid-level leaders within the Kakamega County government. Furthermore, the geographical delimitation of the study to Kakamega County restricted the generalizability of findings to other counties in Kenya. The study was also limited to only four(4) types of leadership styles whereas there are several leadership styles that different leaders use in the counties

1.10 Study Assumptions

Generally, this study acknowledged that all participants would provide accurate information that was not meant to misrepresent any facts about the County Government of Kakamega and that information would be given honestly. Secondly, the study was to be carried out timeously and with the protection of participants' data in mind so that the information provided by the respondents would produce a favorable product, contributing knowledge to the study's problem statement.

1.11 Operational definition of key terms

Leadership: Leadership entails guiding and influencing individuals toward attaining objectives. It involves navigating change and charting paths forward. Leadership establishes a course by envisioning future goals, rallying people around this vision, and motivating them to overcome obstacles. We have more than ten (10) different leadership styles but different factors influence the type of leadership style for a leader to adopt. Leaders should therefore have the ability to motivate its employees to exert extra efforts to achieve higher goals. The existing leadership should adopt such leadership styles that help to augment subordinates' satisfaction, their efforts and performance. Leadership can better predict the success or failure of an organization as leaders are the ones who stimulate, motivate, and recognize their employees in order to get work done and achieve the desired results by adopting various leadership styles (Andersen, 2016).

Leadership styles:

Encompass how leaders interact with individuals both in and outside the organization, their perception of themselves and their role, and, to an enormous scope, their effectiveness as leaders (Johnson, 2015).

Servant leadership:

A leadership approach prioritizing the welfare of an organization's members over personal interests. It involves developing factions to realize their utmost potential, stewardship of the organization, honesty, compassion, visualization, trust, allocation, empowerment, and gratitude of others (Northouse, 2018). Servant Leadership: Servant leadership is a philosophy grounded in the idea that the most effective leaders focus on serving others rather than seeking power or control.

Transactional Leadership Style:

This style involves encouraging followers' compliance through rewards and punishments. According to Wikipedia, transactional leadership emphasizes the exchange of skills, knowledge, resources, or effort between leaders and their subordinates, focusing on individual interests and external rewards to achieve desired outcomes. According to Smith, Eldridge , & DeJoy (2016) a transactional leader is a leader who uses carrot and stick approach to achieve those goals where employees are rewarded for accomplishing their tasks. It is leadership style which is useful when the leader is concerned more with the attainment of goals and use positive and negative reinforcements to achieve the desired results. Transactional leaders do not expect any innovative ways of doing task from their employees.

Transformational Leadership:

Transformational leaders inspire followers through enthusiasm for noble, genuine, and ethical principles, often using charisma (Copeland, 2014). This approach may be understood through four main aspects: inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation, all of which guide leaders in supporting their followers. Simard and Tremblay (2015) maintain that transformational leadership is more like visionary leadership, in which leaders motivate their employees to exceed certain expectations. According to them a transformational leader usually leads its employees by providing them a vision and modifying their beliefs and attitudes by inspiring them. Tajasom, Hung, Nikbin, and Hyun (2015) contemplate that transformational leaders provide their employees a vision and motivate them in achieving particular goals and help their followers to accomplish the organizational goals and mission by working with them and through them and encouraging and influencing their beliefs, values, attitudes and behavior. Asrar-ul-Haqa & Kuchinke (2016) concurs that that when a leader employs transformational leadership style, it results in the emotional attachment of the followers or

employees towards the leader and the employees develop trust and respect towards the leader and they will be willing to exhibit extraordinary behavior to fulfill their leader's expectations.

Laissez-faire Leadership:

Defined by McColl-Kennedy and Anderson (2005) as a passive and generally ineffective approach, laissez-faire leadership involves a "hands-off" attitude where leaders avoid making decisions, provide little feedback, and show limited interest in fulfilling followers' needs (Xirasagar, 2008). This style often leads to a lack of direction, as the leader does not actively inspire or support subordinates, and developmental needs may be neglected.

Laissez faire leadership is style where leadership avoids making decisions. They are usually reluctant to take actions and avoid situations, in which, there are chances to encounter problems. Leaders, who adopt laissez faire leadership style, do not provide feedback to their followers. They do not even use rewards or other tools to satisfy the needs of their followers. As a result, the employees get dissatisfied, unproductive and inefficient in their work. The leaders who use laissezfaire leadership style are considered least effective and have negative impact on followers' performance outcomes and productivity (Yahaya & Ebrahim, 2016).

Organizational Performance:

Organizational performance refers to the capacity of an organization to meet its objectives within a specific time frame (Northouse, 2018). In today's workforce, organizational performance is the organization's ability to meet goals, often evolving to reflect changing needs. It can be simplified as:

- a) How well the organization completes its daily tasks and set objectives.
- b) Comparing actual results with intended outcomes to measure success.

- c) Assessing progress toward the organization's vision, mission, and goals.

In summary, leadership style plays a crucial role in fostering team cohesion, driving performance, and ultimately contributing to organizational success.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this section, we conducted a literature review based on theoretical and empirical investigations from recent scientific publications. The review focuses on numerous characteristics of leadership styles and their impact on the performance of different countries. The study focused on the links between the leadership styles mentioned before and the relationship with organizational success.

2.1 Empirical Review

Empirical Literature review analyses previous empirical studies in order to provide an answer to any specific research topic and rather than getting information from beliefs or theories it relies on observations and measurements to arrive at conclusions.

2.2 Transformational leadership

Typically reflects a leadership style associated more with personal characteristics than specific duties, wherein leaders are inclined to communicate their objectives to their followers.

Transformational leadership is typically characterized by a personality-driven approach in which leaders share their objectives with followers.

Most followers of transformative leaders are challenged to be innovative problem solvers, and this is typically improved through training and mentoring (Cavazotte, Moreno, & Bernardo, 2013).

Ojokuku, Odetayo, and Sajuyigbe (2012) examined the impact of leadership styles on the

operations of Nigerian banks, conducting a case study with a sample of sixty participants. They gathered data directly from branch managers, operations chiefs, and accounting heads using a standardized questionnaire. Using inferential statistics and a single hypothesis, they analyzed the data through regression to assess the influence of leadership style on employee performance. Findings revealed both positive and negative correlations between leadership style and organizational performance, with leadership style accounting for a 23% variance in performance.

The study concluded that transformational leadership significantly enhances employee performance and is widely favored by banks in a globally competitive environment. While the study also focused on leadership and performance, it was set in Nigeria's competitive banking sector, unlike the current study, which examines a public institution in Kenya. Additionally, while the prior study addressed overall organizational performance, the current study will focus on employee-specific performance. Methodologically, Ojokuku, Odetayo, and Sajuyigbe used a structured questionnaire and inferential statistics, including regression analysis on different leadership styles. In contrast, the current study will employ qualitative content analysis of secondary data.

Donkor et al. (2021) explored the effect of transformational leadership on employee performance in Ghana's state-owned enterprises, particularly regarding innovation and creativity, using a sample of 330 employees. Their findings indicated that transformational leadership had a substantial positive effect on employee performance and contributed to enhanced creativity and productivity. However, Eliyana et al. (2019) found a significant negative relationship between transformational leadership and employee performance improvements.

Other studies by Lutfi and Siswanto (2018), Prabowo, Noermijati, and Irawanto (2018), Li and Liu (2020), Kawiana, Riana, Rihayana, and Adi, and Chen et al. (2018) provide mixed evidence on transformational leadership's effect on workforce productivity, noting both positive and negative relationships.

Transformational leaders can inspire followers to reach high performance levels by encouraging innovative thinking for problem-solving. Avolio, Bass, and Jung (1997) identified four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which Chandrasekara (2019) further elaborated upon.

2.2.1 Idealized Influence

A leader who embodies strong moral and ethical standards fosters pride, respect, and trust among followers, striving to promote these values through influence (Flynn, 2009). This form of leadership, known as idealized influence, is evident when leaders demonstrate conviction and confidence, particularly when making impactful decisions under challenging circumstances (Nielsen, Yarker, Brenner, Randall, & Borg, 2008). Often referred to as charismatic leadership, it emphasizes that leaders act as role models, inspiring followers with pride, trust, and respect while imparting a sense of mission that energizes them toward ambitious goals (Asrar-ul-Haq & Kuchinke, 2016; Brandt, Laitinen & Laitinen, 2016).

Charismatic leaders exhibit strong personal values and align these with organizational goals, utilizing charisma as a source of personal power to influence and motivate followers (Ibraheem,

Hussein & Ayat, 2011; Voon, Lo, Ngui, & Ayob, 2011). Such leaders uphold strict ethical values and encourage followers, through example, to take calculated risks in problem-solving, thereby fostering responsibility and confidence (Muenjohn, 2010).

Through idealized influence, leaders provide a clear vision and mission, exuding confidence and inspiring admiration and respect, which followers are motivated to emulate (Liang, Chang & ChihWei Lin, 2017). Ogola, Sikalieh, and Linge (2017) describe this influence as a process where leaders inspire faith, pride, and respect through their example. By encouraging autonomy through mentorship and guidance, transformational leaders model behaviors that inspire followers to take initiative and make responsible decisions, as noted in the idealized influence dimension of transformational leadership (Belias & Koustelios, 2014).

2.2.2 Intellectual Simulation

Intellectual stimulation focuses on fostering innovative thinking and encouraging followers to use logic and creativity to analyze situations and develop solutions (Njiinu, 2017). This occurs when leaders inspire followers to seek new and improved ways of addressing challenges, moving beyond previously used methods (Mester, Visser, & Roodt, 2003). It prompts followers to question existing methods and consider alternatives to the status quo (Cheung & Wong, 2011). Leaders encourage followers to think "outside the box" and challenge conventional problem-solving approaches, thereby fostering deeper, more innovative thinking (Barling, Comotois, Gatien, & Kelley, 2003).

When the status quo is questioned, followers enhance their thinking skills, which can lead to new insights and broaden their criteria for success (Long, Yusof, Kowang, & Heng, 2014).

Brainstorming and other problem-solving techniques support this innovative thinking process, making followers more aware of challenges and empowering them to approach problems with creativity (Omar & Hussin, 2013). Intellectual stimulation equips employees with the skills to analyze and solve issues in novel ways, promoting a deeper understanding of complex problems.

By encouraging followers to question assumptions, redefine problems, and explore intellectual curiosity, leaders support creative problem-solving (Voon, Lo, Ngui, & Ayob, 2010). This approach inspires followers to think differently, which can help organizations generate new ideas for product development or process improvements that could enhance returns or support organizational goals (Alkahtani, 2016).

2.2.3 Individualized Consideration

Individualized consideration focuses on recognizing and meeting the unique needs of each follower through targeted coaching and mentoring. Mester, Visser, & Roodt (2003) describe it as a process where leaders recognize individual differences, connect personal needs with organizational goals, and provide growth opportunities through mentoring. According to Njiinu (2017), it represents the extent to which leaders address followers' personal needs by acting as coaches and mentors, listening attentively, and understanding followers' goals for growth and achievement. This approach addresses varied needs for autonomy, encouragement, responsibility, and guidance, allowing leaders to see followers as distinct individuals rather than merely fulfilling roles (Brandt, Laitinen, & Laitinen, 2016).

Effective leaders are attentive to personal needs on an individual level (Ahmad, Ahmad, & Ali, 2010), recognizing the diverse skills, experiences, and aspirations among followers and forming personal connections to better support them (Cheung & Wong, 2011). Individual consideration

means each employee receives support based on their unique characteristics, as leaders actively listen, advise, and coach them on a personal basis (Asrar-ul-Haq & Kuchinke, 2016).

By creating a supportive and nurturing environment, leaders carefully identify each person's strengths and development potential, aiming to assist in their personal growth and help them reach their aspirations (Northouse, 2013). Leaders allow followers to develop through delegated responsibility, where encouragement enables followers to express ideas and implement them with guidance (Muenjohn, 2010). This people-focused approach aligns followers with organizational goals, creating a culture of growth and purpose.

Transformational leaders are often seen as empathetic, prioritizing individual development. Research suggests transformational leadership is associated with greater job satisfaction than transactional approaches (Berson & Linton, 2005). Studies by Nielsen et al. (2008) and Hamidifar (2009) reinforce these findings, showing a positive correlation between transformational leadership and job satisfaction, with Herzberg's Two-Factor Theory supporting the idea that favorable working conditions enhance satisfaction. Additional research by Yukl (1994), Ehrhart & Klein (2001), Judge & Piccolo (2004), and Bushra, Usman, and Naveed (2011) consistently indicates that transformational leadership has a significant positive impact on job satisfaction.

2.3 Servant Leadership

Servant leadership, as described in the literature (Van Dierendonck, 2011; Hoch et al., 2018), focuses on serving others and prioritizing the needs of employees. Ghulam Sarwar, Luigi Pio Leonardo Cavaliere, Kashif Ammar, and Faraz Umair Afzal (2021) explored various aspects of

servant leadership, including love, altruism, empowerment, trust, and service, and their effects on employee performance at the University of Sargodha in Pakistan. Their study included 230 participants and utilized structured questionnaires for data collection, which were analyzed using structural equation modeling and confirmatory factor analysis. The results showed that dimensions such as love, compassion, trust, and service had a positive effect on employee performance, while empowerment did not demonstrate a significant relationship.

This research provides important insights into the effects of servant leadership in a public organization in Kenya, contributing to existing literature. Hoch et al. (2018) compared positive leadership styles, such as authentic, servant, and ethical leadership, with transformational leadership. Their findings indicated that servant leadership accounted for approximately 9 to 15% of the variance in organizational commitment behaviors and levels of commitment. They concluded that servant leadership exhibits distinct conceptual and empirical traits compared to transformational leadership.

Lee et al. (2020) further supported these findings, showing that servant leadership impacts individual and team outcomes, including creativity, task performance, counterproductive work behaviors, and employee voice. These results align with the fundamental principles of servant leadership, which emphasize serving followers' needs (Russell & Gregory Stone, 2002).

2.4 Transactional Leadership

Kalsoom, Khan, and Zubair (2018) investigated the impact of transformational and transactional leadership on employee performance within Pakistan's fast-moving consumer goods (FMCG)

sector. Their research, which involved 318 employees, found positive correlations between both leadership styles and employee performance, with transactional leadership showing a particularly strong positive relationship. Linear regression analysis and Pearson correlation were employed to assess the influence of these leadership styles on performance.

In another study, Shah and Hamid (2015) examined the effect of transactional leadership on the work performance of middle-level managers across six central banks in Pakistan. They used proportional random sampling, distributing 500 questionnaires to bank branches, ultimately collecting 297 usable responses. Their findings indicated a significant relationship between transactional leadership and job performance, though the methodology employed convenience sampling, which could introduce selection bias. In contrast, the current study used a purely qualitative approach, focusing on content analysis of secondary data.

In a 2016 study, Asiimwe and Sikalieh explored the connection between the growth of small and medium-sized enterprises (SMEs) in Kenya's Top 100 SMEs and transactional leadership style. This mixed-method study focused on the 2013 KPMG Top 100 SMEs and utilized a causal study design, employing purposive and stratified random sampling techniques. Data collection methods included structured interviews and closed-ended questionnaires, with analysis conducted using Pearson's correlation, multiple regression, and chi-square tests. The results showed a significant positive correlation between SME growth and transactional leadership style, though purposive sampling may have introduced sample biases.

A transactional leader is often seen as a manager who emphasizes day-to-day administrative tasks and adopts a conservative approach to achieve immediate results. Such leaders may show limited concern for empowering followers to pursue personal development beyond their own interests.

Transactional leadership is particularly effective when the leader is focused on goal attainment, often using a "carrot and stick" approach to motivate performance. Asrar-ul-Haqa & Kuchinke (2016) characterize transactional leaders as task-oriented individuals who exert power to maintain control and compliance among followers. They clarify task requirements alongside rewards for compliance and punishments for noncompliance, using both positive and negative reinforcements to achieve desired outcomes (Smith, Eldridge, & DeJoy, 2016). These leaders generally do not expect employees to propose innovative solutions for their tasks (Bronkhorst, Steijn, & Vermeeren, 2015).

2.4.1 Active Management by Exception

Active management by exception involves leaders closely monitoring the performance of their followers to identify errors, deviations from standards, or failures. Mester et al. (2003) describe this approach as proactive, where the leader observes employee performance and intervenes to correct issues before they escalate. For instance, a leader might continuously evaluate an employee's problem-solving skills, quickly stepping in to correct ineffective techniques. The leader acts as a monitor, implementing corrective actions when discrepancies from established standards are observed, and tends to emphasize rules to minimize mistakes, often through negative reinforcement. This management style is more focused on tasks than relationships, as leaders only intervene when the actual effort of followers falls short of expectations, viewing these instances as exceptions.

2.4.2 Passive Management by Exception

Passive management by exception is considered a more passive leadership style. According to Andreassen, Hetland, Hetland, Notela, and Pallesen (2011), this approach involves leaders taking a reactive stance, only addressing errors after they occur. Xirasagar (2008) notes that passive

leaders typically do not set standards or implement new systems, believing the current situation is acceptable. An example of this would be a leader giving a follower a low performance rating without discussing previous performance. In this style, leaders focus solely on deviations from standards and errors, neglecting to recognize effort or good performance, and often resorting to negative feedback or reprimands, which can lead to adverse behavioral outcomes among followers.

2.4.3 Constructive Transaction

In a constructive transaction, the interaction between the leader and followers is proactive, emphasizing rewards for achieving set goals. The leader collaborates with followers to clarify task expectations and associated rewards. Both parties agree on success criteria, and accomplishments can result in rewards or punishments. Positive reinforcement strategies are employed, with leaders clearly outlining performance standards to reinforce followers' belief that good performance will lead to valuable rewards (Xirasagar, 2008). Leaders also assess the needs and expectations of their subordinates, making recommendations to enhance performance and ensure fair rewards for successful tasks. Mester et al. (2003) emphasize that leaders motivate followers to reach mutually agreed-upon performance levels through rewards, praise, and promises.

Xirasagar (2008) suggests that transactional leaders engage in behaviors aimed at preventing potential problems. Utilizing Oldham and Hackman's job characteristics model, feedback is used to inform employees about their performance on specific tasks. While followers might fear reprimand for noncompliance, they can find satisfaction in knowing that tasks are closely monitored to prevent issues. This vigilance motivates followers to diligently complete tasks to avoid negative consequences.

However, findings by Andreassen, Hetland, and Notelaers (2011) indicate that a leadership style focused on identifying mistakes can undermine followers' need for autonomy. The control

measures imposed by leaders may diminish followers' freedom to achieve objectives, make decisions, and organize their work, ultimately hindering high-quality performance as suggested by the job characteristics model. Furthermore, excessive control can diminish followers' sense of accomplishment, leading to reduced motivation to achieve exceptional results, as described by McClelland's need for achievement. Emery and Barker (2007) also found a negative correlation between management by exception (transactional leadership) and job satisfaction, particularly when leaders adopt a fault-finding approach.

2.5 Laissez-faire Leadership

Laissez-faire leadership can lead to dissatisfaction and inefficiency when leaders neglect their responsibilities, fail to provide guidance, and do not support their followers (Limsila and Ogunlana, 2008). Morreale (2002) argues that leaders who cannot effectively guide their teams are not fulfilling their roles and generally do not practice effective leadership. Those employing a laissez-faire approach typically maintain a hands-off stance, refraining from involvement in decision-making or offering direction. As a result, followers are granted autonomy to make decisions within this leadership framework.

McColl-Kennedy and Anderson (2005) describe laissez-faire leadership as a passive style marked by high levels of avoidance, indecision, and apathy, often perceived as a lack of leadership. In this approach, the leader adopts a "hands-off" attitude, evades accountability, delays decision-making, and fails to provide feedback to team members (Xirasagar, 2008). Laissez-faire leaders do not actively encourage followers or address their specific needs, often being seen as shirking leadership responsibilities, which can leave the organization without clear direction. Additionally, such leaders are often characterized by procrastination and inactivity rather than proactivity.

Subordinates under laissez-faire leadership receive little to no feedback or rewards, leading them to take charge of their own development. According to Liphadzi (2015), laissez-faire leaders typically respond to inquiries and provide guidance but delegate decision-making to others. This leadership style is often viewed as the least effective and productive. Research by Avolio, Waldman, and Einstein (1988) and Bass (1990) indicates that laissez-faire leadership negatively affects subordinates' job outcomes.

When leaders adopt a laissez-faire approach, their subordinates tend to perform poorly at work. Jones and Rudd (2007) describe laissez-faire leaders as sluggish and lacking urgency or enthusiasm, operating under the assumption that individuals are self-motivated and should be allowed to work independently.

2.6 Theoretical Review

Theoretical frameworks offer researchers a structured approach to interpreting their findings, allowing them to sort, analyze, and connect seemingly unrelated or insignificant data (Yamauchi, Ponte, Ratliffe & Traynor, 2017). This study will explore three theories related to the independent variable of leadership style: transformational leadership theory, servant leadership theory, and transactional leadership theory.

2.6.1 Path-Goal Theory

Path-goal theory, originally established by Martin Evans in 1970 and expanded by Robert House in 1971, is based on the concept of expectation. It posits that one can infer an individual's attitudes or behaviors, such as satisfaction, from the extent to which those behaviors are perceived to lead to desired outcomes. House and Dessler (1974) emphasize that this theory connects the demands of followers within an organization to the leader's style. Leaders can motivate followers by

choosing behaviors that align with their self-interests in the workplace, guiding them toward achieving organizational goals.

The core idea of path-goal theory is that a leader's primary role is to assist followers on their journey, assuming that they act rationally and that the appropriate methods will be selected based on the situation. Barling (2011) states that the theory aims to identify the functions and actions of effective leaders while examining the contextual factors that influence these actions. In this research, path-goal theory suggests that leaders establish organizational direction; transformational leaders inspire employees to meet their goals; transactional leaders incentivize performance; and situational leaders adapt their leadership style to fit specific work environments.

2.6.2 Contingency Leadership Theory

Contingency leadership theory, mainly developed by Fred Fiedler in the 1960s, proposes that a leader's effectiveness is determined by the interaction between their leadership style and the situational context. Fiedler introduced the concept of "situational favorableness," suggesting that different scenarios require different leadership approaches.

This theory is behavioral, relying on the leader's preferred style as well as internal and external conditions (Graeff, 1983; Bryan, 2002; Obiruwu, 2011). These conditions may include competitors, customers, suppliers, and current regulations. According to contingency theory, a leader's success depends on their ability to be flexible and adapt to various situations. Lynch (2000) argues that hiring decisions for leaders should align with organizational needs at a given time, necessitating a clear understanding of the context and an appropriate response to specific demands (Graeff, 1997; Grint, 2011).

The maturity level of those being led plays a significant role in how a particular leadership style is applied. Leaders must recognize and understand the varying skills and motivations of their followers. These leaders are often task-oriented rather than people-oriented, establishing roles and providing clear guidance based on each follower's maturity regarding the task. Consequently, leaders need strong diagnostic skills to adjust their style to meet situational needs (Hersey & Blanchard, 1996; Hersey, Blanchard & Johnson, 2006). The theory suggests that there is no singular best way to lead an organization and that leadership actions directly impact outcomes to achieve organizational goals (Reese & Butler, 1991).

Contingency approaches highlight that effective leaders are not solely defined by certain traits; instead, various leadership philosophies are necessary depending on the circumstances. Decisionmaking approaches must align with the context in which they are applied (Martin, 1979). Leaders should understand their followers' needs and adopt a leadership style that corresponds with those needs.

Thus, contingency leadership theory serves as a framework for comprehending the relationship between leadership styles and organizational performance, underscoring the significance of situational appropriateness for effective leadership.

2.6.3 Trait Theory

Trait leadership theory aims to identify specific personality traits and characteristics that differentiate effective leaders from others. In research focused on leadership styles and their influence on organizational performance, this theory offers valuable insights. One significant

contribution is Gordon Allport's 1937 theory on personality traits, as outlined in his book "Personality: A Psychological Interpretation." Allport emphasized the individuality of people and proposed that personality consists of a blend of traits categorized into three groups. He argued that fundamental characteristics govern and shape a leader's behavior, suggesting that leaders are born with traits that enable them to stand out from their subordinates. A leader's traits reflect their thoughts and actions, with essential qualities including assertiveness, intelligence, integrity, decision-making abilities, and effective communication (Bilginoğlu & Yozgat, 2018).

Trait theory helps to identify valuable characteristics such as approachability, responsiveness, decisiveness, honesty, and strong decision-making skills. However, possessing these traits alone does not guarantee effective leadership. Derue et al. (2011) contend that a leader's effectiveness is determined by how inspired, satisfied, and productive their team members are. McCall and Lombardo (1983) identified four crucial traits linked to success: emotional stability or composure; confidence under stress; willingness to make mistakes and accept responsibility; and strong relational, communication, and persuasion skills, alongside a breadth of knowledge rather than a narrow expertise.

Critics argue that trait theory limits the potential for developing skills through education and places excessive emphasis on innate emotional qualities (Pervin, 1994). In some cases, inherent characteristics may not be as fixed or influential in leadership as the theory suggests. Overall, trait leadership theory provides a foundational perspective for understanding how individual characteristics influence leadership styles and ultimately impact organizational performance.

The Table below shows a summary.

Table 2.1 The Leadership Theories and Descriptions of Porter-O'Grady and Malloch's (2010):

Theory	Description
“Great Man” Theory	Leaders are born, not made.
Trait Theory	The attributes that makeup leadership are innate.

Contingency Theory Environmental factors impact specific leadership philosophies.

Participative Theory The best kind of leadership values the opinions and involvement of others.

Management Theory Transactional leadership emphasizes the function of structure, performance, and oversight.

Relationship Theory Transformational leadership inspires people and groups to reach their full potential by highlighting the relationships and exchanges between leaders and followers.

2.7 Conceptual framework

The conceptual context of a review encompasses the theories relevant to the study's subject, elucidating the connection between dependent and independent variables (Mugenda & Mugenda, 2003). Independent variables are recognized as the causes of the effect under investigation, while dependent variables are those influenced by the independent variable (Jones & Gratton, 2010). In this paper, leadership styles are the independent variable, including transformational, transactional, and servant leadership styles, while organizational performance is the dependent variable. Organizational performance can be assessed through performance contracting scores, customer survey indices, and employee satisfaction surveys. Existing literature generally suggests that leadership styles positively impact organizational performance.

Figure 2.1 Conceptual Framework Independent Variable
Dependent Variable



Conceptual Framework Source: Rose Busolo, 2024

It is assumed that in public institutions, the organization achieves its goals and objectives if the most appropriate leadership is applied based on the operating environment.

2.8 Critique of relevant literature to the study

Previous research has shown that different leadership styles may not be effective in all contexts (Bryant, 2003). In transactional leadership, employee motivation is based on exchanges of rewards and consequences. As a result, extended exposure to transactional leadership can negatively impact employee well-being and performance over time (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988).

Newstrom (2007) defines job satisfaction as the collection of positive or negative feelings and attitudes employees have toward their work, which reflects a subjective evaluation of their preferences or aversions. Employees can have varying feelings about different aspects of their jobs; for example, they might be motivated by their working conditions while feeling dissatisfied with their leadership. On the other hand, Jackson et al. (2009) argue that employee satisfaction is closely linked to how fair they perceive the rewards for their performance to be.

Some studies suggest that neither transactional nor transformational leadership styles alone effectively enhance employee motivation and satisfaction. Epitropaki and Martin (2005) note that employees appreciate the motivational and supportive elements of transformational leadership, as well as the tangible rewards associated with transactional leadership.

2.9 Research Gap

Despite the difficulties in leadership within county governments, there has been limited research on the perceived impact of integrated leadership styles on employee job satisfaction. The existing studies exploring the relationship between integrated leadership styles and employee satisfaction are insufficient; thus, this research will focus on the most important and comprehensive aspects derived from the literature. The studies reviewed suggest a correlation between specific leadership practices—such as transactional, transformational, and laissez-faire styles—and employee job

satisfaction. When these styles are implemented together, both job satisfaction and productivity are likely to improve; however, the exact nature of the relationship between perceptions of leadership styles and employee job satisfaction remains unclear. The following key questions have yet to be addressed:

How do leadership styles vary by organization or firm size?

How have these styles evolved over time? Currently, there is no nationally representative survey sample to answer these questions.

Do changes in leadership styles precede shifts in employee job satisfaction? Gathering data on leadership styles in relation to organizational performance metrics would help answer this.

The ability to generalize research findings and apply them to other organizations is essential. This study aims to fill this gap by examining the perceived influence of leadership styles on employee job satisfaction in the County Government of Kakamega. Furthermore, the integration of leadership styles with effective Human Resource Management policies remains an underexplored area that warrants further investigation. This need underscores the importance of conducting this study.

Author/Year	Title	Findings	Gap
1 Amin & Alam 2019	How Autocratic, Democratic, and Passive Avoidant Leadership Styles Influence the	Organizational performance more on organization's survival, sustainability, profitability	There is inconsistent literature concerning leadership styles & organizational performance in public institutions. In this premise of public institutions, no precise information has been provided on how stakeholders benefit, how
2 Ikahtani, D., Abu-Jarad, D., Sulaiman, P. and Nikbin, D.	(2011)		3. 0 Introduction Success of an Organization:

How Personality and Leadership Styles Influence Malaysian Managers' Capability to Lead Change.

According to Chan et al. (2015), entrepreneurship and leadership are related to a leader's personality. The research indicates that behavior and performance are strongly correlated to

with leadership competence, suggesting that developing leadership abilities can directly affect an organization's performance.

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employees adapt, and how productivity is realized from the leadership styles. There is a research gap since the study does not prioritize examining the diverse impacts that the personality facets can have.

CHAPTER THREE:

This section outlines the methodology of the study, covering aspects such as the research design, target population, sample size, sampling method, research instruments, pilot testing, data collection procedures, data analysis and presentation, as well as ethical considerations. Research methodology refers to a systematic approach to addressing the research problem, detailing the various processes and methods employed throughout the study.

3.1 Research Design

According to Bhattacharjee (2018), a research design serves as a framework outlining the methods and strategies for gathering information for an evaluation or assessment. It involves decisions regarding data collection methods, the choice of instruments, how these instruments will be administered, and how the collected data will be organized and analyzed. Hair, Page, and Brunsveld (2020) describe descriptive research as a method that uses observation and interpretation to accurately represent existing conditions and attitudes. Krishna (2020) adds that descriptive research effectively captures details about individuals, events, or situations.

In this study, a descriptive research design was used to accurately represent current realities through data collection and to address research questions, allowing for valid conclusions to be

drawn. This approach enabled the integration of both qualitative and quantitative data to uncover insights and characteristics about the population or phenomena under investigation. Other quantitative research designs, such as correlational, experimental, and comparative, were considered but not utilized in this research.

3.2 Study Location

The study was conducted at the County Government of Kakamega (CGK), focusing on the staff located at the CGK headquarters situated in the center of Kakamega town.

3.3 Target Population

The target population refers to the specific group of individuals that the research aims to investigate. For this study, the target population consisted of 250 staff members working at the County Headquarters of the Kakamega County Government.

3.4 Sample Size and Sampling Techniques

The sample size refers to the number of individuals selected for the research study to represent the larger population (Latwal, 2020). Determining the sample size involves deciding how many observations or repetitions to include in a statistical sample (Kumar, 2019). The sample size was

calculated using Yamane's Formula: $n = \frac{N}{1 + N(e)^2}$ Where:

n = The number of samples;

N = The total population; and e = The error margin/margin of error (0.05)

$$n = \frac{250}{1 + (250 * (0.05^2))}$$

$$n = 153$$

Using this formula, the sample size was calculated to be 153.

Simple random sampling was employed to select the sample size. This statistical technique allows for the selection of a representative subset from a larger population (Mukherjee, 2020). In this method, every individual or item in the population has an equal chance of being chosen for the sample. This approach helps ensure that the sample accurately represents the population, minimizing bias and leading to more reliable and applicable findings (Latwal, 2020).

3.5 Construction of Research Instrument

The research utilized both primary and secondary data sources. Secondary data related to performance was obtained from the County Government of Kakamega. Primary data was collected through structured questionnaires administered to the respondents. These questionnaires consisted of predetermined, closed-ended questions arranged in a specific order to maintain consistency across all respondents (Sileyew, 2019). The structured questions utilized both nominal and Likert scales, with a five-point Likert scale used to assess data regarding the independent and dependent variables. Additionally, a nominal scale was employed to collect demographic information from the respondents. Pearson Correlation was used in this study to measure the linear relationship between two continuous variables, assuming both variables are normally distributed.

3.5.1 Questionnaires

Questionnaires were chosen for this study due to their effectiveness in collecting data from a large target population. This method was preferred for its cost-effectiveness and practicality. Furthermore, self-administered questionnaires are considered an economical way to quickly gather significant amounts of data from many respondents within a short time frame (Waddell, 2020). They are suitable for exploring sentiments, motivations, attitudes, accomplishments, and personal

experiences, which are often not directly observable. The questionnaire was divided into five sections, with the first section focusing on demographic information and the subsequent sections addressing the four independent variables.

3.5.2 Interview Schedules

Interviews with senior management were conducted face-to-face, as this method tends to yield a higher response rate than postal surveys. The interviewer selected a private and quiet location based on the interviewee's preferences.

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3.6 Validity Test

Conducting a validity test is crucial to confirm that the research instrument (such as a survey or questionnaire) effectively measures what it is intended to measure. The validity test includes expert evaluations, pilot testing, and statistical analyses to ensure that the questionnaire accurately captures the relevant dimensions of leadership styles. A valid instrument enhances the credibility and reliability of the research findings, providing a robust foundation for investigating the impact of leadership styles on performance.

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3.7 Reliability Test

Reliability refers to the consistency of an instrument's measurements when used under the same conditions. It ensures that the questionnaire accurately measures the study's variables. To assess the reliability of respondents' opinions, Cronbach's alpha coefficient was utilized. The results will be reported in...

Table 1: Reliability Analysis

Variable	No. of items	Cronbach
Transformational Leadership	5	.86
Transactional Leadership	5	.71
Lazier Faire Leadership	5	.79
Servant Leadership	5	.85
Employee Performance	5	.83

The table shows that reliability varied from 0.86 to 0.71 which was greater than 0.7 suggested by Nunnaly, indicating reliability of the study.

3.8 Data Collection Procedures

The data collection process began with the distribution of a Google Form questionnaire via a shared link. Google Forms is an online survey tool provided by Google Inc. This link was sent to all targeted respondents within the County Government of Kakamega, who were given one week to complete the questionnaire.

3.9 Data Analysis and Presentation

Data analysis encompasses the application of statistical techniques, summarizing data, identifying trends, and condensing large datasets into a more manageable form (Greenfield & Greener, 2016). The structured questionnaire generated quantitative data, which were analyzed both descriptively and inferentially using the Statistical Package for the Social Sciences (SPSS version 22). Prior to analysis, all survey responses were reviewed for accuracy and consistency. Descriptive statistical methods included percentages, frequencies, and measures of central tendency (mean) and dispersion (standard deviation). Inferential statistics involved correlation analysis. The quantitative results were visually represented through various graphical formats such as charts, bar graphs, pie charts, and frequency counts.

3.10 Ethical Considerations

To ensure the credibility of the study, the researcher adhered to ethical guidelines. First, to avoid plagiarism, all ideas quoted directly from other authors were properly cited. Questionnaires were offered only to those staff members who expressed a willingness to participate, ensuring that no one was pressured to take part in the study as participation was entirely voluntary. Strict confidentiality protocols were implemented to protect participants' data from being disclosed to unauthorized parties. Furthermore, to maintain respondents' anonymity, they were not required to provide their names unless they chose to do so. These measures were put in place to safeguard participants, enhance the validity of the research, and uphold the integrity of the findings.

CHAPTER FOUR:

RESEARCH RESULTS AND DISCUSSIONS

4.0 Introduction

This section addresses data processing, presentation, and analysis of the findings relevant to the study's objectives. The primary goal of this research was to investigate the impact of various leadership styles on organizational effectiveness, focusing on the County Government of Kakamega as a case study. The chapter begins with an overview of the response rate, followed by basic demographic information and descriptive data concerning the effects of transactional, servant, transformational, and laissez-faire leadership styles on organizational performance.

Additionally, the chapter includes a correlation analysis to illustrate the relationships among the variables, with the results presented in figures and tables.

4.1 Respondents' Response Rate

The sample size comprised one hundred fifty-three (153) employees from the County Government of Kakamega. Out of the one hundred fifty-three (153) staff members who received the Google Forms link, one hundred fourteen (114) completed the survey. This results in a response rate of 74.51%. According to Latwal (2020), a response rate of 50% is deemed average, 60% to 70% is considered adequate, and anything above 70% is classified as excellent and sufficient for drawing inferences and conclusions about the target population. Therefore, the response rate of 74.51% is adequate for making valid inferences and conclusions.

4.2 Participant Demographics

The demographics of the participants included factors such as gender, age range, highest level of education, job position, and length of employment in the organization.

4.2.1. Gender Distribution

Participants were asked to indicate their gender. The results are displayed in Figure 4.1.

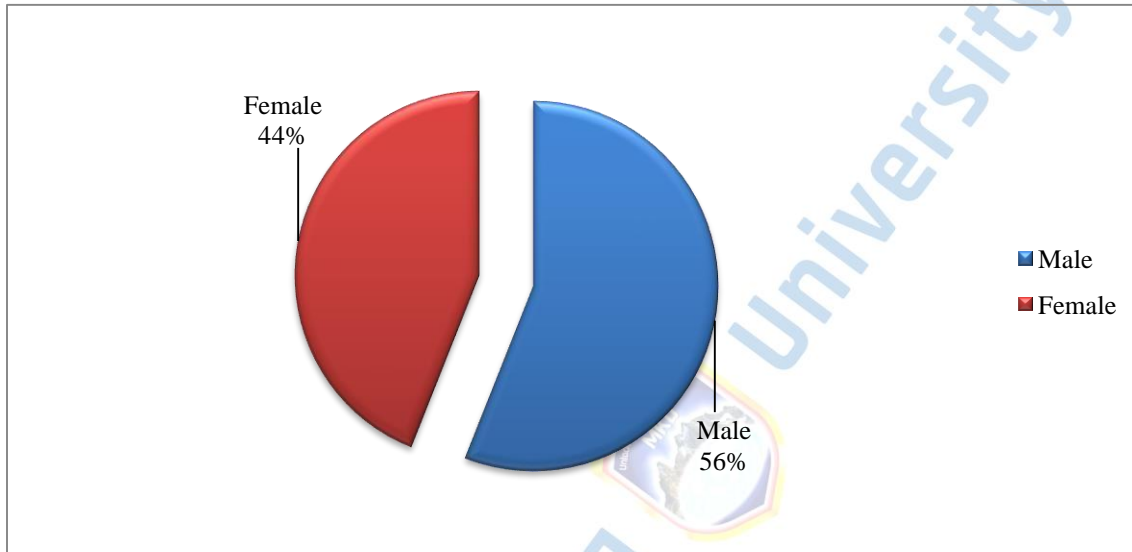


Figure 4. 1: Gender Distribution

From the findings, 56% of the participants were male, and 44% indicated female.

It indicates that most of the participants in the study were male.

4.2.2 Age Distribution

The participants were also asked to specify their age bracket. The results are shown in Figure 4.2.

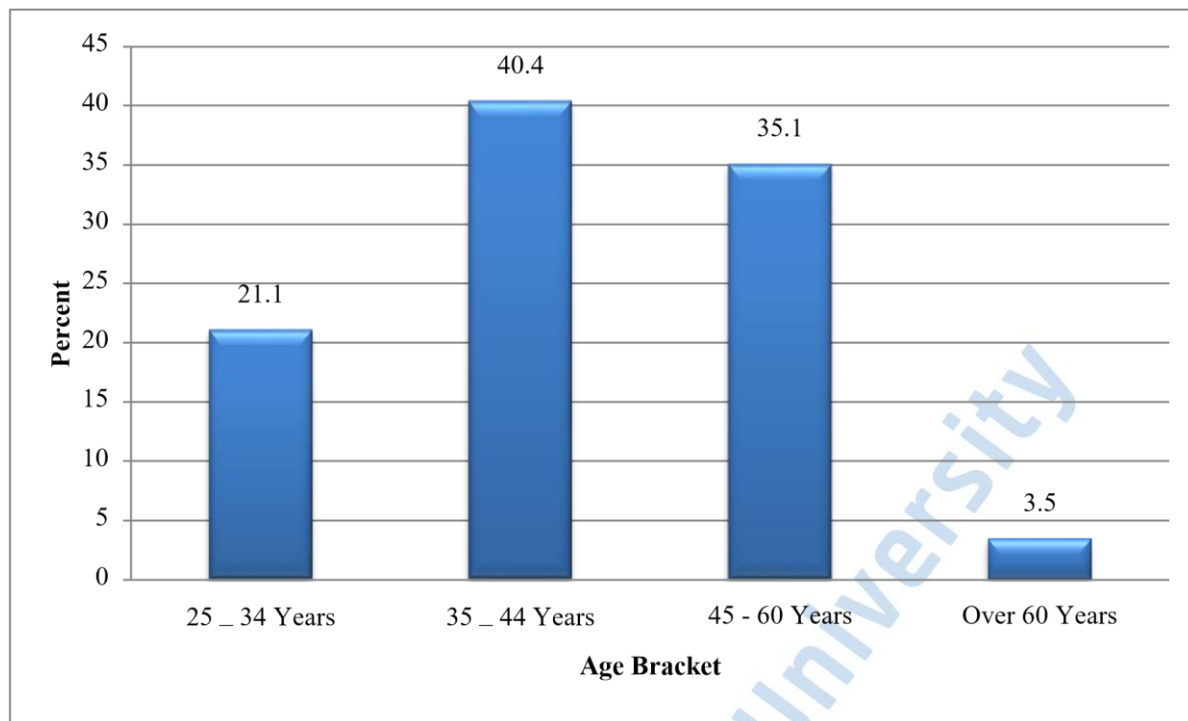


Figure 4. 2: Age Distribution

The results showed that 40.4% of the participants were of age between 35 and 44 years, 35.1% were aged between 45 and 60, 21% were aged between 25 and 34, and 3.5% were above 60 years old. It indicates that most participants were between 35 and 44 years old.

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4.2.3 Education Levels

The participants were requested to denote their highest possible level of education. The results are presented in Figure 4.3.

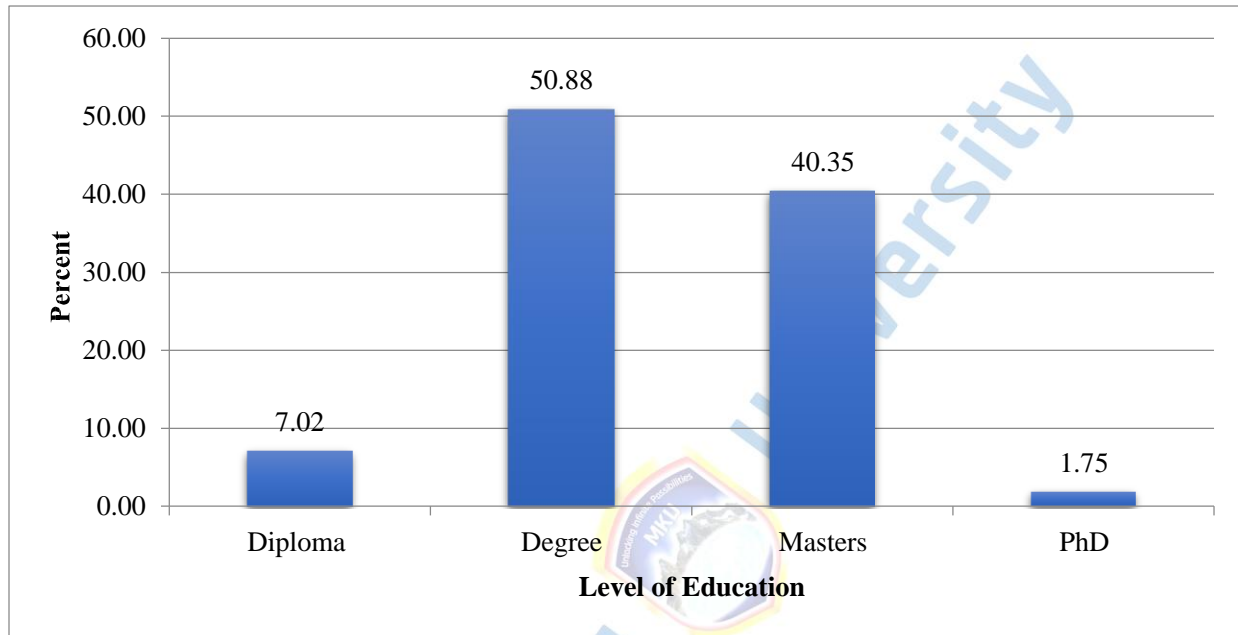


Figure 4. 3: Education Levels

According to the findings, 50.88% of participants reported that they had a Bachelor's degree as their highest level of education, 40.35% that they had a Master's degree, and 7.02% that they were diploma holders. On the other hand, 1.75% stated that they held a PhD. These statistics demonstrate that most of the County Government of Kakamega headquarters employees have a Bachelor's degree as their most advanced form of education.

4.2.4 Job Levels at the County Government.

The respondents were additionally required to specify their work level inside the organization. The findings are shown in Figure 4.4

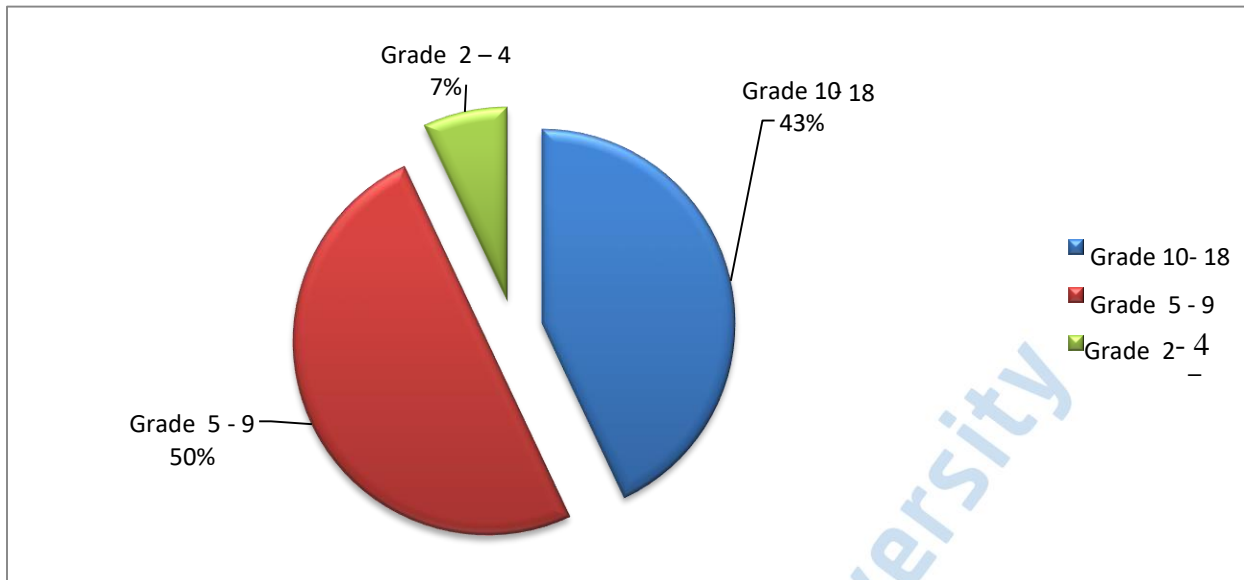


Figure 4. 4: Job Levels at the County Government

From the findings, 50% of the participants specified that their job level falls under grade CPSB 5 to CPSB 9, which is the middle-level management employees from Job Group P to Job group K 43% indicated that they fall under grades CPSB 10 to CPSB 18 are the lower job groups from Job Group J to Job Group A, and 7% indicated that they fall under grades CPSB 2 to CPSB 4, who are senior management staff from Job Group Q to Job Group S. This shows that the job categories of most of the personnel working in the headquarters at County Government of Kakamega are between grade CPSB 5 and CPSB 9.

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most of the personnel working in the headquarters at County Government of Kakamega are between grade CPSB 5 and CPSB 9.

4.2.5 Tenure in County Government

Participants in the survey were asked to identify how long they had worked for CGK. The findings are displayed in Figure 4.5.

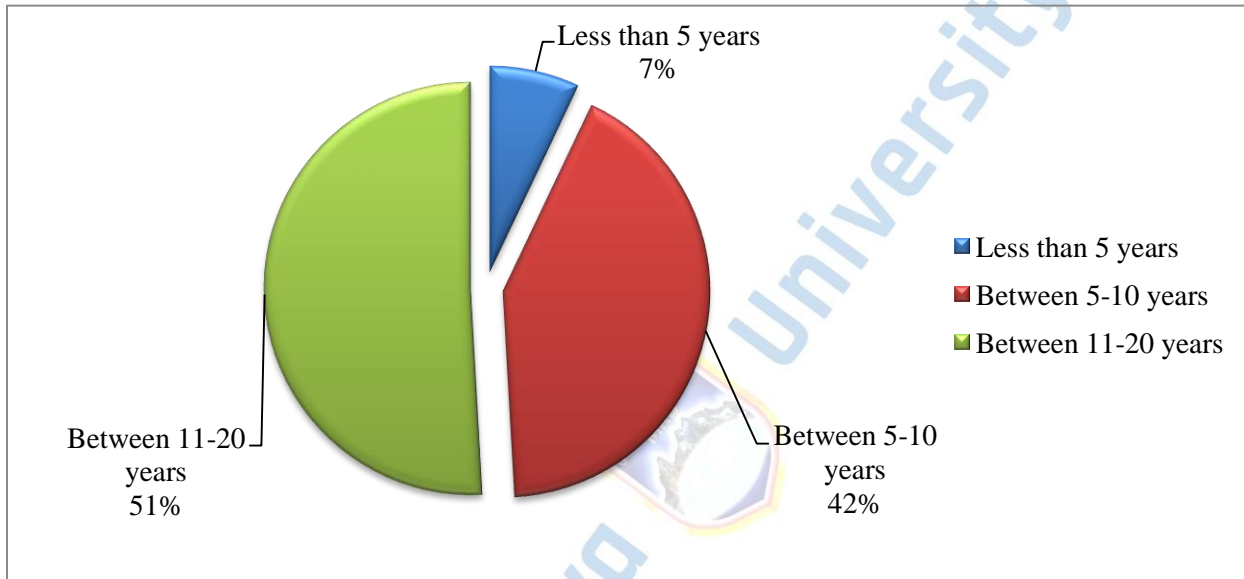


Figure 4. 5: Tenure in County Government

According to the data (Figure 4.5), 51% of the participants had worked for the County Government for 11 to 20 years, 42% for 5 to 10 years, and 7% for less than five years. These findings suggest that most of the County Government of Kakamega staff had been employed between 11 and 20 years, predating the onset of devolution.

4.4 Descriptive Statistics

Closed questions and items measured on a 5-point Likert scale—one representing strongly disagree, two disagree, three representing neutrality, four representing agree, and five representing strongly agree—constituted the independent variables and the dependent variable.

4.4.1 Transformational Leadership

Participants were asked to rank their level of agreement with some statements on the autocratic leadership style and the effectiveness of the Kakamega County Government.

The findings are displayed in Table 4.4.

Table 4. 1: Transformational Leadership at Kakamega County Government

Statements	1	2	3	4	5	Mean	Deviation Std.
My Supervisor motivates me to accomplish my goal	2.6	5.3	28.9	28.1	35.1	3.877	1.040
	5.3	14.0	14.0	42.1	24.6	3.666	1.149
My supervisor helps our team define and achieve objectives	5.3	2.5	20.2	61.4	10.5	3.693	.893
Quality and Excellence is embraced in the organization							
Innovation and Creativity are encouraged	2.6	7.9	15.8	38.6	35.1	3.956	1.033
	0.0	5.3	10.5	38.6	45.6	4.245	.847
The organization provides individualized support and development							
My leader leads by example	0.0	0.0	13.2	34.2	52.6	4.394	.711

The respondents indicated that their leader exemplifies effective leadership, reflected by a mean score of 4.394 (SD = 0.711). This aligns with the observations of Kalsoom, Khan, and Zubair

(2018), who emphasized the importance of leaders setting an example. Additionally, participants reported a mean of 4.245 (SD = 0.847) in agreement that the organization offers personalized support and development opportunities. They also agreed, with a mean of 3.956 (SD = 1.033), that the organization fosters innovation and creativity. Furthermore, respondents felt motivated by their supervisor to achieve their goals, resulting in a mean score of 3.877 (SD = 1.040). They agreed that the organization values quality and excellence, with a mean of 3.693 (SD = 0.893). Finally, the respondents reported a mean of 3.666 (SD = 1.149) in agreement that their supervisor assists the team in defining and reaching their objectives. These results are consistent with the findings of Asimwe and Sikalieh (2016), who noted the crucial role leaders play in guiding their teams to establish and achieve goals.

4.4.2 Servant Leadership

Regarding the transformational leadership style at Kakamega County, participants were asked to express their level of agreement with various statements. The results are presented in Table 4.2.

Table 4. 2: Servant Leadership at Kakamega County Government

Statements	1	2	3	4	5	Mean	Std. Deviation
My superior sincerely cares about my personal growth and well-being.	0.0	0.0	3.5	75.4	21.1	4.175	.465
	5.3	7.7	13.2	35.1	38.6	3.938	1.146
My superior steps in to help when needed..	0.0	2.6	13.2	49.1	35.1	4.166	.751
My superior appreciates colleagues' efforts and competence.							

My superior has faith in my ability to do the tasks assigned to me. 0.0 2.6 7.9 75.4 14.0 4.008 .572

The respondents indicated agreement that their supervisor genuinely cares about their well-being and personal development, reflected in a mean score of 4.175 (SD = 0.465). This finding aligns with the research of Ojokuku, Odetayo, and Sajuyigbe (2012), which emphasized that supervisors should support both the performance and well-being of their employees. Additionally, respondents reported a mean of 4.166 (SD = 0.751), indicating that they believe their supervisor appreciates the contributions and expertise of team members. This is consistent with the findings of Jaroliya and Gyanchandani (2021), who noted that supervisors who value team contributions can enhance performance. The results also showed that respondents, with a mean of 4.008 (SD = 0.572), agreed that their supervisor trusts them to carry out assigned responsibilities. Furthermore, they expressed agreement, with a mean of 3.938 (SD = 1.146), that their supervisor is willing to offer assistance when needed. These results are in line with Cavazotte, Moreno, and Bernardo's (2013) findings, which highlighted that transformational leaders support their employees in achieving their goals.

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when needed. These results are in line with Cavazotte, Moreno, and Bernardo's (2013) findings, which highlighted that transformational leaders support their employees in achieving their goals.

4.4.3 Transactional Leadership

Regarding the transactional leadership style at Kakamega County, participants were asked to express their level of agreement with various statements. The results are shown in Table 4.3.

Table 4. 3: Transactional Leadership at Kakamega County Government

Statements	1	2	3	4	5	Mean	Std. Deviation
My supervisor offers awards and recognition when we reach our objectives.	2.6	5.3	21.9	52.6	17.5	3.771	.892
My supervisor has set rules and guidelines for directing work operations.	2.6	7.9	22.8	35.1	31.6	3.850	1.041
My supervisor prioritizes efficiency and production over innovative thinking and creativity.	28.1	43.9	17.5	7.0	3.5	2.140	1.020
My supervisor preserves the status quo rather than attempting new techniques.	20.0	23.7	42.1	14.0	0.0	2.500	.970

Respondents agreed, with a mean score of 3.850 (SD = 1.041), that their supervisors had established policies and guidelines to govern work operations. This finding is consistent with Shah and Hamid (2015), who noted that effective leaders create procedures and regulations to help guide their team members in their roles. Additionally, respondents agreed, with a mean of 3.771 (SD = 0.892), that their supervisor offers incentives and rewards for achieving targets. This supports Maheshwari's (2021) assertion that leaders should reward employees who meet their goals. However, respondents disagreed, with a mean of 2.500 (SD = 0.970), with the statement suggesting that their supervisor prefers to maintain the status quo rather than explore new methods.

Furthermore, they disagreed with the idea that their supervisor places a higher value on production and efficiency than on originality and innovation, reflected in a mean score of 2.140 (SD = 1.020). These findings align with Jaroliya and Gyanchandani's (2021) argument that while supervisors should emphasize efficiency and productivity, they should not do so at the expense of innovation and creativity.

4.4.4 Laissez-faire Leadership

This study aimed to explore how laissez-faire leadership influences employee performance in Kakamega County. Five statements were developed to conceptualize laissez-faire leadership. Respondents rated these statements on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The descriptive statistics for these ratings are presented in Table 4.5.

Table 4. 4 Results on Lazier Faire Leadership

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
My manager delays decisionmaking	48	28	63	36	5	3	45	26	13	8
My manager is often absent when needed	31	18	39	22	26	15	66	38	12	7
My manager does challenge the status quo	31	18	46	26	33	19	40	23	24	14
My manager interferes with my work when problems arise	24	14	47	27	27	16	52	30	24	14
My manager gives me insightful suggestions on what I can do to improve	45	26	62	36	25	14	27	16	15	9
Average		21		29		13		27		10

The table illustrates how respondents rated the outcome of laissez-faire leadership on employee contentment in Kakamega County based on the statements provided. For example:

On the statement "My manager delays decision making," 111 (64%) disagreed, 5 (3%) were neutral, and 58 (34%) agreed.

On the statement "My manager is often absent when needed," 70 (44%) disagreed, 26 (15%) were neutral, and 78 (45%) agreed.

On the statement "My manager does not challenge the status quo," 77 (44%) disagreed, 26 (15%) were neutral, and 64 (37%) agreed.

On the statement, "My manager interferes with my work when problems arise," 71 (41%) disagreed, 27 (16%) were neutral, and 76 (44%) agreed.

On average, 63% disagreed, while 37% agreed with the statements regarding the effect of laissez-faire leadership on employee contentment in Kakamega County.

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4.4.5 Organizational Performance

The County Government of Kakamega PC Evaluation Composite Scores between 2017 and 2021 were obtained from secondary data. The findings are shown in Table 4.4.

Table 4. 5: Measures of Organizational Performance

Financial Years	PC Evaluation Composite Scores	Grading
2017 – 2018	3.2150	Good
2018 - 2019	3.2540	Good
2019 - 2020	2.98360	Very Good
2020 - 2021	3.1100	Good
Average	3.1400	Good

From the findings, the average County Government of Kakamega PC Evaluation Composite Score between 2017 and 2021 was 3.1400, graded as good.

The County Government of Kakamega employee satisfaction index between 2017 and 2021 was obtained from secondary data. Table 4.5 presents the findings.

Table 4. 6: Employee Satisfaction

Years	Employee Satisfaction
2018	62
2019	65

2020	67
2021	69
2022	71

From the results, the employee satisfaction index at the County Government of Kakamega in 2018 was 62%, which increased to 65% in 2019, 67% in 2020, 69% in 2021 and 71% in 2022. It shows that the employee satisfaction index at the County Government of Kakamega had been increasing between 2018 and 2022.

4.5 Inferential Statistics

A Pearson correlation analysis was used to determine the degree to which the association between both independent and dependent variables ranged. This study interprets associations as follows: A correlation of 0.80 - 1.00 is considered robust, 0.60 - 0.79 is considered strong, 0.40 - 0.59 is considered moderate, and 0.20 - 0.39 is considered weak. Table 4.6 highlights the findings.

Table 4. 7: Correlation Coefficients

	Organizational Leadership	Servant Leadership style	Transformational Leadership style	Transactional Leadership style	Performance Leadership Style
Organizational Leadership	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	114			
Servant Leadership style	Pearson Correlation	.877**	1		
	Sig. (2-tailed)	.000			

	N	114	114		
Transformational leadership style	Pearson	.882**	.062	1	
	Correlation				
	Sig. (2-tailed)	.000	.161		
	N	114	114	114	
Transactional Leadership Style	Pearson	.841**	.107	.152	1
	Correlation				
	Sig. (2-tailed)	.000	.100	.101	
	N	114	114	114	114

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

Source: Research Data (2023) The findings indicate a strong positive correlation ($r = 0.877$, p -value = 0.000) between the effectiveness of the Kakamega County Government and the servant leadership style, with the p -value being well below the 0.05 threshold, confirming the significance of this relationship. This supports Lee et al.'s (2020) claim that servant leadership enhances both individual and team outcomes, including creativity and task performance.

Furthermore, the research revealed a positive correlation ($r = 0.882$, p -value = 0.000) between the effectiveness of the Kakamega County Government and its transformational leadership style. The significance of this correlation is underscored by the p -value (0.000), which is less than 0.05. These findings corroborate Ojokuku, Odetayo, and Sajuyigbe's (2012) assertion that transformational leadership enhances employee performance and align with Donkor et al.'s (2021) results indicating that transformational leadership positively impacts employee productivity.

Additionally, the study identified a favorable correlation ($r = 0.841$, $p\text{-value} = 0.000$) between the transactional leadership style and the performance of the County Government of Kakamega. This correlation is significant, as the $p\text{-value}$ (0.000) is just below the 0.05 cutoff. These results are consistent with Kalsoom, Khan, and Zubair (2018), who found a positive relationship between worker productivity and transactional leadership. They also align with Asimwe and Sikalieh's (2016) findings that transactional leadership is strongly and positively associated with the growth of small and medium enterprises (SMEs) and overall successful partnerships.

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CHAPTER FIVE:

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This section describes the study's results, conclusions, and suggestions. The study's overall goal was to determine the impact of various leadership styles on the efficiency of organizations.

5.1 Summary

This section outlines the findings of the study based on its objectives. It closely examined the operations of the Kakamega County Government concerning the impacts of servant leadership, transformational leadership, transactional leadership, and laissez-faire leadership styles. It was noted that, in addition to these four styles, other leadership approaches are also utilized within Kakamega County.

5.1.1 Servant Leadership and Performance

The research concluded that the servant leadership style has a positive influence on performance at the Kakamega County Government headquarters. It was observed that leaders often make decisions independently without requiring input from others. Additionally, team members are not frequently reprimanded or penalized for mistakes. The study also revealed that most employees do not feel insecure in their positions and that leaders provide clear guidance to their staff. Furthermore, employees are capable of performing well even in the absence of direct supervision and are able to make decisions based on their judgment while considering their supervisor's expectations. However, the study indicated that when leaders fail to motivate their followers, neglect individual needs, and avoid providing guidance and responsibilities, it can lead to a lack of direction within the organization. This type of leadership, which lacks rewards or constructive feedback and leaves developmental needs to individual self-management, contributes to low job satisfaction among employees.

5.1.2 Transformational Leadership and Performance

The study found a favorable correlation between the County Government of Kakamega headquarters' performance and its transactional leadership style. According to the report, CGK executives should ensure that the goals and objectives are explicitly and unambiguously specified.

To improve the organization's effectiveness, executives must encourage collaboration and teamwork. Supervisors at County Government of Kakamega should also emphasize productivity and efficiency to boost sales and profits for the whole organization.

5.1.3 Transactional Leadership and Performance

According to the study, the County Government of Kenya performs better when a transactional leadership style is used in their headquarters. Furthermore, the survey discovered that supervisors at County Government of Kenya have set procedures and standards to guide work processes. Furthermore, the survey discovered that County Government of Kenya supervisors provide incentives and awards to juniors when they meet their targets.

The survey revealed that the County Government of Kakamega supervisors prioritize efficiency and productivity over creativity and innovation.

5.1.4 Laissez-faire Leadership and Performance

Laissez-faire leaders are seen as passive, where leaders abdicate responsibility, delay decisions, and often give no feedback, influencing employee job satisfaction thus affecting performance in a negative manner. This study concludes that when a leader fails to inspire individuals or meet their specific demands and avoids giving leadership responsibilities and direction, it results in low levels of job performance. Leaders are encouraged therefore to involve their juniors in decision making on matters that affect them.

5.1.5 Summary on Management Support

Research indicates that a high level of managerial support encourages employees to perform at their best and contribute to organizational goals. Employees tend to feel more comfortable and less constrained in their roles, which increases their willingness to assist others and take initiative (Rhoades & Eisenberger, 2002; Coyle-Shapiro & Conway, 2005). When employees perceive a commitment from management, they are more likely to mirror that commitment, thereby

enhancing their own dedication to the organization's strategic direction. This study identified managerial support as a key element in the relationship between leadership styles and employee job satisfaction within the County Government of Kakamega. Regression analysis revealed that the laissez-faire leadership style accounted for some variance in employee job satisfaction. Thus, when employees receive support from management, they feel a responsibility that extends beyond mere compliance; they demonstrate increased commitment to the organization and exhibit behaviors that align with organizational goals. Employees tend to adjust their attitudes and behaviors based on the extent of managerial support they perceive within the organization. In this context, different leadership styles significantly influence how employees experience managerial support.

5.2 Conclusions

The study concludes that servant leadership positively impacts staff productivity at the County Government of Kakamega headquarters. The findings suggest that servant leaders prioritize their employees' well-being and development, fostering a supportive and encouraging workplace where employees feel valued and motivated. Additionally, servant leaders empower their team members by delegating authority and decision-making responsibilities. Similarly, transformational leadership is found to have a favorable effect on productivity at the County Government of Kakamega headquarters. The results indicate that supervisors genuinely care about the personal growth and well-being of their employees, appreciate team contributions, and consistently offer assistance when needed. Furthermore, the study concludes that transactional leadership significantly enhances productivity at the County Government headquarters. The findings imply that supervisors have established clear protocols and guidelines to manage operations effectively.

Moreover, the County Government provides incentives and rewards for employees who meet their targets, emphasizing efficiency and productivity while maintaining a balance with creativity and innovation. Conversely, the study suggests that laissez-faire leadership may not be suitable for the County Government of Kakamega or other public institutions. This leadership style, characterized by minimal direction and interaction, is ineffective for individuals requiring supervision or those new to their roles, although it may benefit experienced professionals who need little oversight.

5.3 Recommendations

Based on the study's findings, the researcher recommends a thorough exploration of the relationship between employee job performance and leadership styles. To achieve organizational goals, effective leadership traits must be fostered to encourage employees in reaching their individual objectives. Leadership inconsistencies, where managers lack essential development mechanisms, can lead to low job satisfaction among employees. Management styles that are toxic or destructive adversely affect both organizational performance and employee well-being (Chukwura, 2017). Transactional leadership, which prioritizes task completion over interpersonal relationships, often results in disengaged employees who seek personal recognition rather than acknowledging valuable team contributions. Such an environment leads to a lack of alignment with the organization's vision and can generate resistance to change.

On the other hand, transformational leaders are characterized by their ability to elevate their followers' interests, stimulate awareness, and encourage them to prioritize the organization's wellbeing over their own. This people-oriented approach fosters emotional connections between leaders and employees, enabling transformational leaders to build trust through relationshipbuilding processes.

Laissez-faire leadership, recognized as a passive style marked by avoidance and indecisiveness, should be avoided. It is often seen as an absence of leadership, with leaders who postpone decisions and fail to provide feedback. This approach can result in low job satisfaction as employees are left to manage their own development without guidance.

Therefore, organizations should adopt a leadership style that fosters employee inclusion in management processes, ensuring that they understand the organizational goals, objectives, vision, and mission.

The study found a positive relationship between servant leadership styles and employee productivity at the County Government of Kakamega headquarters. It is recommended that the County Government support team members by rewarding their achievements and promoting collaboration to enhance overall team performance.

Additionally, the study identified a favorable relationship between transformational leadership and operations at the County Government of Kakamega headquarters. It is recommended that the County Government foster a supportive environment where team members share responsibilities and prioritize organizational benefits over personal interests, thereby promoting creativity and improving performance.

The research also established a positive correlation between the performance of the County Government of Kakamega headquarters and its transactional leadership style. Executives are urged to clearly define goals and objectives and to encourage teamwork and collaboration to enhance overall effectiveness. Emphasis on productivity and efficiency by supervisors can lead to increased sales and organizational success.

The study recommends that County Governments adopt transformational leadership to improve organizational performance, with Kakamega County serving as a model. Other counties should consider implementing similar leadership styles.

Moreover, it is essential to recognize that factors beyond leadership styles, such as technology, communication, motivation, and stakeholder engagement, also significantly influence organizational performance. For example:

Employee Motivation and Engagement: Transformational leadership tends to inspire and motivate employees, leading to higher engagement and commitment.

Communication: Leadership styles that promote open communication encourage feedback and collaboration, resulting in better problem-solving and innovation.

Decision-Making: While autocratic leaders may make quick decisions, they can stifle creativity. In contrast, inclusive leaders facilitate diverse perspectives, enhancing decision quality.

Adaptability: Leaders who adopt a flexible style can better navigate change. Situational leadership allows adjustments based on team needs, improving resilience.

Organizational Culture: Leadership sets the cultural tone; supportive and ethical leaders foster a positive environment, enhancing employee satisfaction and reducing turnover.

Therefore organizations should adopt a leadership style which can make employees feel part of the organization by being incorporated in overall management of the organization where they should understand the organizational goals, objectives, vision and mission.

This study has found positive relationship between all leadership styles and employee job performance among employees in the County Government of Kakamega. However this study should have to considered several other factors that influence performance in counties in across

Kenya. This study found that the variance explained by the leadership styles to be about 47%. This percentage is comparatively low which implies that apart from leadership styles there are other important factors which influence employee job performance.

5.4 Recommendations for Further Studies

The study focused on how various leadership styles impact organizational performance specifically at the County Government of Kakamega headquarters. Therefore, further research is recommended to examine the influence of leadership styles on staff performance in the twelve sub-counties of Kakamega and in other counties across Kenya. Additionally, future studies should explore other factors that may affect performance at the County Government of Kakamega, as this will help improve service delivery in county governments.

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Appendix 1: Research tools

a) Questionnaires

Dear Participant,

This questionnaire is designed to gather data regarding the leadership styles and operation of organizations within the Kakamega County Government. Please keep in mind that your comments will be kept strictly personal and anonymous, and the content collected from this questionnaire will be used purely for educational reasons. Please fill in the blanks or choose the relevant response from the selections.

DO NOT INCLUDE YOUR NAME ON THE FORM.

Section A: Background Information

Gender: Male { } Female { } Others (specify) { } Prefer not to say { }

1. Age

24 – 33 Years { } 34 – 45 Years { } 46 - 59 Years { } 60 Years and above { }

2. Highest possible education level attained

Diploma { } Degree (undergraduate) { } Masters { } Ph.D. { } Others (specify) { }

3. Specify the Job Level that you occupy in the Organization

CPSB 01 { } CPSB 02 - 03 { } CPSB 04 -06 { } CPSB 07 – 09 { } Others (specify) { }

4. Tenure the organization employed you

Less than four years { } Between 4-9 years { } Between 10-19 years { } 20 years and above { }

Section B: Servant

Please indicate your level of agreement with the following statements on a scale of 1 to 5.

1- Strongly disagree, 2- Disagree. 3. Neutral, 4- Agree; 5- Strongly agree.

Statement	1	2	3	4	5
I make decisions without consulting anyone.					
I feel uncertain about my job and require guidance from my superior.					
I instruct others to follow my methods rather than their own					
I believe in my judgment and do not consider others' opinions.					
Team members are reprimanded or punished for mistakes.					
Employees cannot perform without close supervision.					

Section C: Transactional

Please indicate your level of agreement with the following statements on a scale of 1 to 5.

1- Strongly disagree, 2- Disagree. 3. Neutral, 4- Agree; 5- Strongly agree.

Statement	1	2	3	4	5
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My supervisor genuinely cares about my well-being and personal growth.					
My supervisor assists when needed.					
My supervisor respects and values the contributions and proficiency of team members.					
My supervisor trusts that I will fulfill delegated obligations.					

Section D: Transformational

Please indicate your level of agreement with the following statements on a scale of 1 to 5.

1- Strongly disagree, 2- Disagree. 3. Neutral, 4- Agree; 5- Strongly agree.

Statement	1	2	3	4	5
My superior provides incentives and rewards for achieving targets.					
My superior has renowned protocols and strategies to model work progressions.					
My superior prioritizes efficiency and productiveness over creative thinking and invention.					
My superior maintains the status quo preferably than exploring new approaches.					

Section E: Laissez faire

Please indicate your level of agreement with the following statements on a scale of 1 to 5.

1- Strongly disagree, 2- Disagree. 3. Neutral, 4- Agree; 5- Strongly agree.

Statement	1	2	3	4	5

Laissez-faire leadership ensures alignment in the organization's direction.					
Laissez-faire leadership aids in assessing organizational performance against goals.					
My superior guarantees that employees are aware of being involved and driven to work.					
My superior supports the continuing personal and professional improvement of staff.					

Link to Google form questionnaire

https://docs.google.com/forms/d/e/1FAIpQLScb7sLB_5ljbcvcg-zCaWHNsnI8TLnoc1FVslpnFf-Lz2B-Iw/viewform?pli=1

Key Informant Interview Guide

Make some recommendations on what can be done to improve employee job performance by the County Government of Kakamega.

Intrinsic Factors

CEC's

- 1) How does CGK enforce creativity among employees with regard to Job Performance?
- 2) How do you maintain competition and make employees to strive to do the best?
- 3) What initiatives have you put in place to ensure adequate job varieties at the working environment?

- 4) What initiatives have you put in place to ensure adequate growth and recognition amongst employees at the workplace?
- 5) What does CGK do to ensure that the jobs employees are performing are interesting?
- 6) How does CGK ensure that the jobs are challenging?

Extrinsic Factors

CEC's

- 1) What does CGK do to ensure that there are no salary differentials for those employees performing the same roles?
- 2) What measures are put in place to ensure that work conditions are a priority at the workplace?
- 3) How does CGK enforce organizational policies
- 4) How does CGK integrate interpersonal relations?
- 5) What measures are put in place to foster appropriate supervision at the workplace?

Thank you for your time and participation!

a) Respondent consent

Dear Respondent,

RE: Consent for Provision of Academic Data

I am Rose Pammi Busolo, currently enrolled at Mount Kenya University, studying towards a Master of Business Administration degree focusing on Human Resource Management.

As a result of this request, you consent to contribute to providing data intended solely for academic purposes. My research topic revolves around the 'Impact of Leadership Styles on Organizational Performance,' explicitly examining the County Government of Kakamega case. Rest assured, any material shared will be kept confidential and utilized exclusively for academic purposes without affecting your operations.

Your cooperation in this matter would be greatly valued.

Sincerely,



Rose Pammi Busolo

Contact 0720339342

b) Consent Form

I..... willingly accept to research "Impact of Leadership Styles on Organizational Performance, Kakamega County."

- I comprehend that regardless of whether I agree to participate now, I may discontinue at any time or refuse to respond to any inquiry without repercussion.
- I accept that I can withdraw my consent to use information gathered within two weeks following the completion of the interview, and the content will be annihilated.
- The research’s purpose and the scope of the study were described to me, and I was allowed to ask questions concerning the survey.
- I realize that involvement is providing honest feedback on the leadership styles utilized by various leaders in my company, which will not result in my exploitation.
- I recognize that involvement in this project will not bring instant advantages.
- The knowledge I submit will be kept confidential.
- I agree that my identity will be kept anonymous in any report that utilizes the results of this survey.
- Signed consent forms will be held until the examination board approves the dissertation results.
- Given freedom of information guidelines, I have the right to view the data I provided at any period while it is held in the manner indicated above.

Research participant’s signature.....Date.....

I conclude that the individual provided informed consent for taking part in this study on the impact of leadership styles on organizational performance at Kakamega County.

Signature of researcher.....Date.....

Name of Researcher:- Rose Pammi Busolo



Appendix 2: ERC Certificate



REF: MKU/ISERC/3745

Date: 29 May 2024

TO: ROSE PAMMI BUSOLO

REG: MBA/2021/83726

Dear Sir/Madam,

RE: THE LEADERSHIP STYLES' IMPACT ON ORGANIZATIONAL PERFORMANCE IN THE KAKAMEGA COUNTY GOVERNMENT

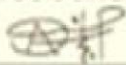
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2789**. The approval period is **29/05/2024 - 28/05/2025**.

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

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 112-0100, Thika

Appendix 3: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2021/83726
30th May, 2024

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

Dear Sir/Madam,


RE: ROSE PAMMI BUSOLO - REGISTRATION NO. MBA/2021/83726

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"The Leadership Styles' Impact on Organizational Performance in the Kakamega County Government."** 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 **June, 2024 and August, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karega, **Pro** of the Director,
Director, Graduate Studies Graduate Studies
Proc.

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Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix 4: Research License



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 ensure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

- 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 in
- The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - Endanger national security
 - Adversely affect the lives of Kenyans
 - Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Terrestrial Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - Result in exploitation of intellectual property rights of communities in Kenya
 - Adversely affect the environment
 - Adversely affect the rights of communities
 - Endanger public safety and national cohesion
 - Plagiarize someone else's work
- The License is valid for the proposed research, location and specified period.
- The licensee any rights thereunder are non-transferable
- 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.
- The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
- Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
- The Licensee does not give authority to transfer research materials.
- The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
- 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.
- The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
- 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.
- 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.
- 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.
- 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 Wayaki Way, Upper Kabete,
P. O. Box 10823 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix 5: Authorization Letters

REPUBLIC OF KENYA
COUNTY GOVERNMENT OF KAKAMEGA



OFFICE OF THE GOVERNOR
COUNTY SECRETARY AND HEAD OF PUBLIC SERVICE

Telephone: 056-31850/31852/31853
Website: www.kakamega.go.ke
E-mail: countysecretary@kakamega.go.ke

County Government of Kakamega
P.O. Box 36-50100
KAKAMEGA

When replying please Quote

Ref No: CGK/OCS/GEN.CRR./04/ VOL.6/42

Date: 14th June, 2024

Rose Pammi Busolo
Mount Kenya University

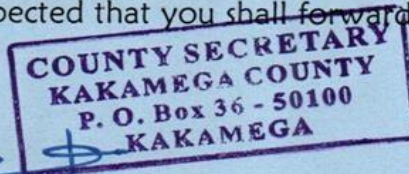
RE: RESEARCH AUTHORIZATION

The above subject matter refers.

Following your authorization letter Ref. No.NACOSTI/P/24/36723 dated 14th June, 2024 by NACOSTI to undertake research on **"The Leadership Styles Impact on Organizational Performance at Kakamega County"** for the period ending 14th June 2025. I am pleased to inform you that you have been authorized to carry out the research on the same in Kakamega County.

It is therefore expected that you shall forward a copy of the thesis to this office.

Thank you.



Dr. Lawrence Omuhaka, CBS
County Secretary and Head of Public Service

Copy to: H.E. the Governor

REPUBLIC OF KENYA



MINISTRY OF EDUCATION
STATE DEPARTMENT FOR BASIC EDUCATION

Telephone:
Fax:
E-mail: wespropde@yahoo.com
When replying please quote our Ref.

County Director of Education
Kakamega County
P. O. BOX 137 - 50100
KAKAMEGA

REF: KAKA/C/GA/29/17/VOL.VI/320

19th June, 2024

MS. ROSE PAMMI BUSOLO
MOUNT KENYA UNIVERSITY

RE: RESEARCH AUTHORIZATION

Reference is made to a letter from NACOSTI Ref No: NACOSTI/P/24/36723 dated 14th June, 2024 concerning subject matter.

This is to inform you that you have been authorized to carry out research on '**The Leadership Styles/impact of Organisational Performance at, Kakamega County**' for the period ending 14th June, 2025.

Please accord him/her any necessary assistance he/she may require.


FOR
COUNTY DIRECTOR OF EDUCATION
KAKAMEGA COUNTY

PP
HELLEN NYANG'AU
COUNTY DIRECTOR OF EDUCATION
KAKAMEGA COUNTY

Copy to:

Regional Director of Education
WESTERN REGION

Appendix 6: Turnitin report



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Submission ID trn:oid::1:3064084912

Rose Pammi Busolo

THE LEADERSHIP STYLES' ON ORGANIZATIONAL PERFORMANCE IN THE KAKAMEGA COUNTY GOVERNMENT

Masters2024
 Masters2024
 Mount Kenya University

Document Details

Submission ID
trn:oid::1:3064084912

Submission Date
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110 Pages

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Page 1 of 118 - Cover Page

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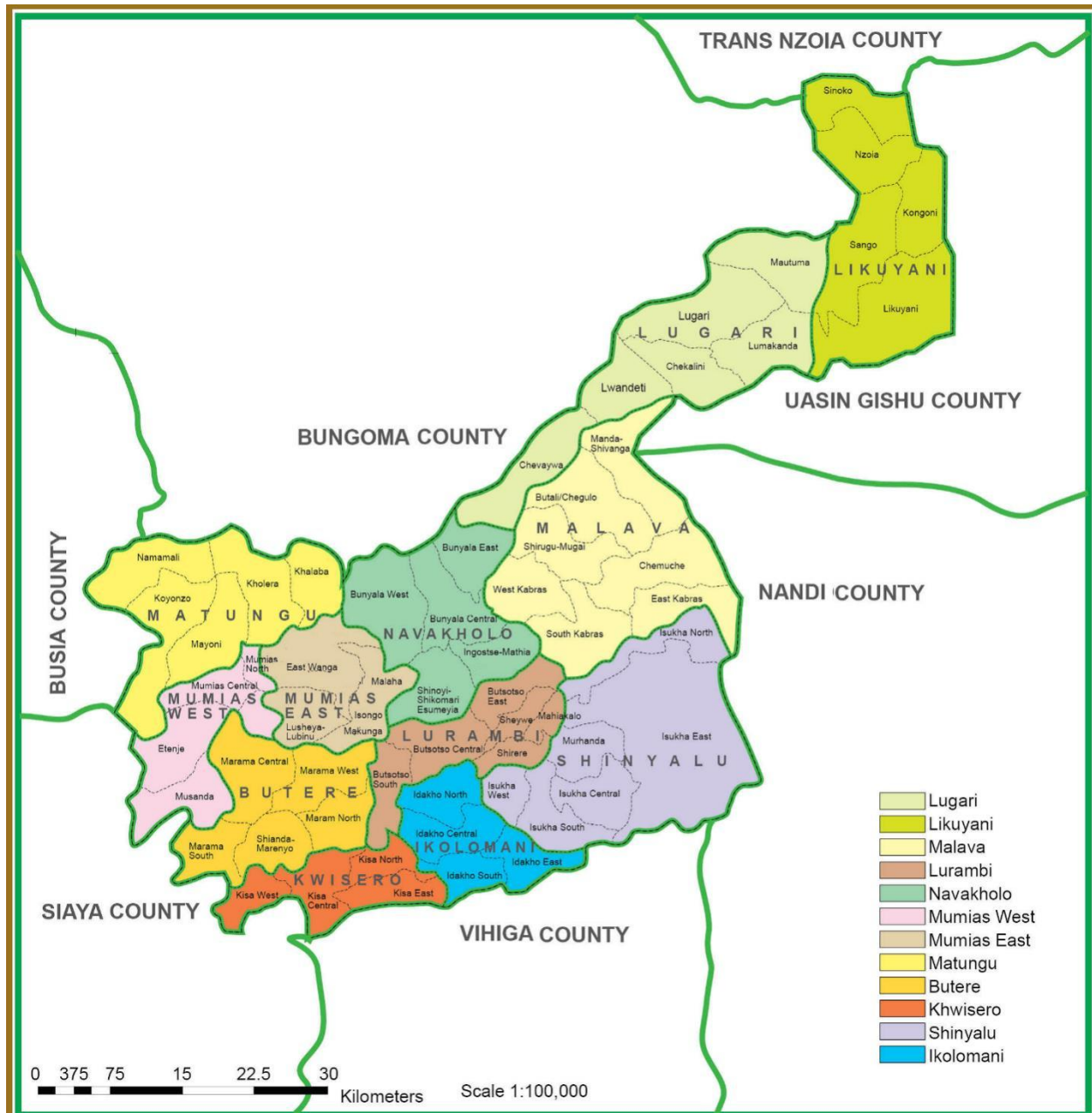
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Appendix 7: Map of Kakamega County



Administratively, Kakamega County is divided into twelve sub counties, sixty wards, one hundred and eighty seven Village Units and four hundred Community Administrative Areas.

Politically, it comprises of twelve constituencies and sixty wards.