

THE RELATIONSHIP BETWEEN MANAGEMENT LEADERSHIP STYLES AND EMPLOYEE
PERFORMANCE IN NON- GOVERNMENTAL ORGANIZATIONS IN TURKANA CENTRAL,
KENYA

BY

EMATHE AUGUSTINE BONAVENTURE, BA
MBA/L/0I32

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ABSTRACT

There lacks adequate empirical literature that establishes the relationship between leadership styles and performance of employees. Through leadership, organizations are able to formulate right policies to influence employee to become effective. Organizations especially NGOs find it difficult to establish the most appropriate leadership style(s) to achieve this goal therefore the need to carry out a study on the relationship between management leadership styles and employee performance in NGOs. The purpose of this study was to establish the relationship between management leadership styles and employee performance in NGOs in Turkana Central, Kenya. The specific objectives of the study were: to establish the effect of transformational leadership style on the performance of employees; to find out the effect of transactional leadership style on the performance of employees; to assess the effect of participatory leadership style on the performance of employees and to establish the effect of laissez faire leadership style on the performance of employees in NGOs in Turkana Central, Kenya. The study reviewed different leadership theories, reviewed previous literature on the leadership styles and employees' performance as well as coming up with a conceptual framework for the study. The study adopted descriptive research design targeting a population of 900 respondents from 18 NGOs in Turkana County. The study used stratified sampling technique in selecting 90 respondents from the 18 NGOs in Turkana Central which represent 10% of the target population. A simple random sampling was employed for the purpose of selecting these respondents in these strata. Questionnaires were used as the main data collection instruments. The data was collected through administering the questionnaires to the respondents at their places of work through a drop and pick method. The gathered data was analyzed using descriptive, inferential as well as content analysis this was done with the use of Statistical Package for Social Sciences (SPSS, Version 21) and findings presented on tables as well as narrative form for the open end questions. Inferential statistics using multiple regression analysis was applied to establish the relationship between the research variables using Pearson correlations as well as regression coefficients. The study found that transformational leadership, transactional leadership style, participative leadership and laissez faire leadership affect the performance of NGOs employees to great extent. The study as well found a significant positive relationship between leadership styles and employees performance. The leadership styles could predict 19.2% of the employees' performance. Transformational leadership had a positive and significant effect on Performance of employees ($\beta = 0.334$); Transactional leadership and Performance of employees was ($\beta = 0.308$); Participative leadership ($\beta = 0.502$) and Laissez- faire leadership ($\beta = 0.196$). The study finally found that there are challenges such as lack of funds and internal politics that inhibits the implementation of an appropriate leadership style. The study concluded that different leadership styles have different effect on the performance of employees in NGOs in Turkana central with participative leadership style showing that it has the greatest influence on the performance of employees in the NGOs in Turkana Central. The study recommended that the organization need to allocate adequate resources in order to encourage employees to be more innovative and creative; employees need to be rewarded better to ensure that employees are motivated and meet the standard set through transformational leadership; participative leadership be embraced in organizations to enhance better decision making; laissez faire leadership be employed to enable employees make decisions on their own at some points which will encourage delegation of duties that helps in building trust among employees in the organizations. The study recommends for the combination of different leadership styles since the different leadership styles have different influence on the employees performance as the use of only one type of leadership style will not be appropriate in maximizing employees' performance.