

EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: CASE OF TECHNICAL UNIVERSITY OF KENYA

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Abstract

The Kenyan University system has been troubled with a myriad of challenges which have seen the national universities ranked poorly worldwide due to inappropriate leadership and administrative directives at the universities thus there was exigent need to carry out investigation into the leadership styles that prevalently affects employee performance in the universities. Therefore, the key object of the study was to establish the effects of leadership styles on performance of employees with reference to the Technical University of Kenya (TUK). This study was conducted based on three theories, the goal setting theory, situational contingency theory and the Transformational and Transactional theory. A population of 185 respondents from administrative, technical, teaching and support staff at the Technical University of Kenya was sampled by stratified random sampling technique to ensure objectivity and reduce biases. The primary data from the respondents was collected by use questionnaire through descriptive research design. SPSS was employed for data analysis to derive indices to test and ascertain the postulated connection linking the independent variable to the dependent variable. The results obtained from this noble study were judged against the findings of the previous studies to give empirical basis of much needed intellectual references of the research stance. The leadership styles under study were measured using the Multi factor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1995). To fit the context of the study, the MLQ was modified. Yousef (2000) scale was used to measure employee performance. Descriptive and inferential statistical techniques were used for data analysis. The findings showed that the most exhibited style at TUK is transformational leadership followed by the transactional leadership style and laissez-faire with autocratic being the least used. Employee performance is above average.

Key Words: Autocratic Leadership style, Employee Performance, Laisses faire, Leadership style, Transactional Leadership style, Transformative Leadership style, University

1.1 Introduction

To ensure employees total engagement at their workplace, it calls for managers and leaders to be effective. Effective leadership is key in realizing progress in institutional performance. Performance, signifying result is seen to be of three dimensions focusing on; individual growth and achievement of self-transcendence, growth of one's subordinates through empowerment which stimulates them to attain full potential and realize their life purpose and lastly, giving the focal point to organizational goals embracing growth, competitiveness and enhancing sustainability (Minja, 2013).

The concept of leadership has been given significant institutional and public attention both in developing and developed world. Fundamental postulations are embedded on the environment of leadership as a vital tool to organizations' successes or failure. This thought is core when structuring and managing our organizations. This comes with surprise that most institutions engage seriously in a battle for leadership talent. Besides, leadership succession is seen to be a key boardroom topic (House & Aditya 2007).

Few decades ago we have witnessed organizations with relatively significant success with various kinds of leadership models. A leading example is the Kouzes & Posner's (2003) model which offered five discrete practices that an outstanding leader apply to sway employees' performance. The model comprises of key elements of the exemplary leadership.

The five distinct practices evident in exemplary leadership include but not limited to: "strive to challenge the process: seeking and seizing challenging prospects to change, innovate, grow, and improve, having the readiness to take risks and always learn from mistakes; inspiring a commonly shared vision: soliciting followers' support in the shared vision through appealing to the supporters' interests, aspirations, and values; permitting others to act on one's behalf: accomplishing common goals by creation of mutual trust, developing competence, empowering followers, allocating critical tasks, and offering continuous support: being a role model and always consistent with the shared values; Finally, encouraging the heart: giving recognition for success and celebrating achievements. The big question is whether leadership is more important than for instance, managing brand effectively or a vigilantly designed institutional structure or even whether one ought to just see the value leadership on trust" (Bass, 2007).

1.1.1 Employee Performance

Organizations' survival in this extremely competitive environment is pegged on the enhancement of job performance of their employees. Performance is indeed a multidimensional issue. Additionally, it is an extremely key criterion that defines failures or successes of an organization. Performance is "the attainment of actions' outcomes with aid of employee's skills who accomplish in some given situation" Bizhan, et al. (2013). Job performance is the behavior of employees and the term "job performance results" or results to refer to the outcome from these behaviors. In general, employee job performance can be defined to mean the net value of employee general behaviors that affects, either negatively or positively, to the realization of the set organization's goal(s) (Sougui *et al.*, 2015).

Therefore, employee's performance is seen to be output coming from the employees work and intention with reference to the organization's objectives and goals. Employee is expected to work efficiently, effectively and with enthusiasm. Employee's work performance is measured by employing various techniques of PAS. In this context, worker execution is seen as the consequence of particular patterns of implementation actions intended to fulfill a given target pegged on a few models. This has a connotation that employee execution is a conduct with straightforwardly perceptible and associated activities, besides, mental activities or products like answers or even choices, which consequently in hierarchical results in form of achievement of wanted objectives.

1.1.2 Leadership Styles

The necessity to come up with superior leadership styles is increasingly becoming key in all organizations as management in today's world is all about management in times of rapid change (Sougui *et al.*, 2015). Leadership can be viewed as a process in which an individual considered to the leader, influences a set of other individuals in order to attain a common goal or objective, Minja (2013). Therefore, leadership style is the broad way a leader relates with his or her juniors to achieve

the desired objectives sequentially. The degrees to which managers delegate authority, form of power he employs and their comparative concern for interpersonal relationships or job orientation, all are inclined to reflect the managers' leadership styles (Mawoli *et al.*, 2013).

Recently studies have shown the significance of leadership within organizations and key to note is on human resources which is the principal asset of any given organization; the main drivers of organizations are usually employees, they give life to the organizations and provide goals (Shafi *et al.*, 2013). It is very important that leaders give workers with the much needed direction besides the psychological satisfaction to yield the best from them. Indeed, effective leadership is very critical for any organization to realize its set objectives. Paracha *et al.* (2012), lounds that a key role in achieving goals and employee performance boosting is played by the leaders.

According to Ojokuku *et al.*, (2012) and Mawoli *et al.*, (2013), "Leadership style is viewed as the net display of traits, skills and behaviors that leaders use when interrelating with their inferiors." We will be looking at four leadership styles. These include; autocratic, laissez fair, transformational and transactional leadership styles.

Autocratic leader orders and thereby expects strict compliance, he or she is rigid and always positive and often leads by the capability to withhold or give rewards and even punishment (Mawoli *et al.*, 2013). Autocratic leaders don't entertain suggestions or even to a smaller extent initiative from their juniors. This style of leadership is used when leaders notify their employees what they want accomplished and the manner in which they want it done, without listening to any advice from their followers (Mawoli *et al.*, 2013). The authoritarian leaders always have sufficient authority to have their will compelled on followers and do not vacillate in doing so when necessary. Almost all the subjects of authoritative leaders may be seen waiting for the foreseeable organizational collapse that such leadership tends to produce hence subsequent elimination of the leader (Michael, 2010).

Transformational leadership approach can be defined as a leadership behavior that tend to change and to inspire followers hence making their performance way above expectations while exceeding self-interest for the benefit of the organization, Minja (2010). Transformational leaders are pronounced to promote confidence, intellectual development, enthusiasm and team spirit among their followers, hence encouraging the followers to be more engrossed on mutual wellbeing and attainment of organizational goals"

Transformational leadership is being recommended because of its innovative in addition to productive as well as its supportive nature. Knowledge can easily be shared amongst employees when organizations are using transformational leadership style, Abu et al. (2016), further, they publicized that transformational leaders are leaders who brings about change, innovation and even cultivate all staff in an organization.

Laissez Faire Leadership is "that style of leadership where the authority and power is given to employees to determine the goals; the manager provides little or no direction to employees" (Richard and Robert, 2009). Simply put, in laissez-faire leadership no interface exists between the followers and leaders. Such leaders are seen to avoid responsibilities, are not cognizant of followers needs, do not give feedback, and always delay decision-making (Munirat & Yusuf 2017).

Laissez-faire leadership is stated to be either the best or even the worst among leadership styles (Goodnight, 2011). Laissez-faire leaders allow their subordinate the power to make decisions in regard to their work (Chaudhry & Javed, 2012). This type of leadership can also come about when managers have insufficient control over the staff (Ngozi et al., 2013).

Transactional leadership is pegged on rewards or punishments exchange dependent on job performance (Munirat and Yusuf 2017). Extreme form of Transactional leadership may be taken as an autocratic leadership style especially when the leader has lots of power over their followers with reference to making staff abide to management decisions. The transactional leadership stringently

follows the bee line, that is, prefers to maintain a specified framework in order to realize maximum employee's performance (Khan and Nawaz, 2017).

1.2 Statement of Research Problem

The problem prompting this study is that universities as institutions of higher learning are recognized, all over the world, as embodying knowledge, the knowledge meant to solve economic, social and political problems by informing public policy (Chan, 2016) yet these very institutions are faced with a myriad of problems including frequent workers strike, go slows, high employee turnouts which negatively affect employee performance as time and other resources are lost (Oduor, 2018; Wasonga, 2017; Wakaya, 2018). Universities are in plenty of both theories and policies that inform their leadership selection processes and their policy directions accordingly. Conversely, frequent staff go slows and strikes, poor governance, declining quality, degenerating infrastructure; rigid management structures pose major challenges to the provision of quality education in the universities and these could be connected to the inability of the administrators to nurture effective, conducive, productive and harmonious working relations in these institutions of higher learning (UNDP, 2015).

Kehinde and Banjo (2014) insisted on the key role played by managers in organizations is leadership. They further reiterated that in today's competitive world, organizations tend to spread out globally and in the process they frequently face lots of challenges in endeavoring to meet their objectives and chasing to be more successful than others pegged on leadership. The independent variable (IV) in this study is leadership styles and undeniably Richard et al (2010) postulates that leadership is the ability to influence people towards attainment of organizational goals and the problem resulting to this study may be subsumed as cropping from the application of leadership styles inappropriately hence responsible for poor interpersonal working bonds between employees and university management.

1.3 Research Objective

This study was guided by the following objectives:

- i. To establish the effect of transformational leadership on employee performance at the Technical University of Kenya.
- ii. To determine the effect of transactional leadership on employee performance at the Technical University of Kenya.
- iii. To examine the effect of laissez-faire leadership style on employee performance at the Technical University of Kenya.
- iv. To investigate the effect of autocratic leadership on employee performance at the Technical University of Kenya.

1.4 Research Questions

The study sought to answer the following questions;

- i. What is the effect of transformational leadership style on employee performance at the Technical University of Kenya?
- ii. How does transactional leadership style affect employee performance at the Technical University of Kenya?
- iii. What is the effect of laissez -faire leadership style on employee performance at the Technical University of Kenya?
- iv. How does Autocratic leadership style affect employee performance at the Technical University of Kenya?

1.5 Assumption of the Study

This study was based on the following assumptions:

- i. That transformational leadership style affects employee performance at the Technical University of Kenya
- ii. That transactional leadership style affects employee performance in at the Technical University of Kenya
- iii. That laissez-faire leadership style affects employee performance at the Technical University of Kenya.
- iv. That autocratic leadership style positively affects employee performance at the Technical University of Kenya

1.6 Significance of the study

This study contributes to the Employee performance and leadership literature. The study discoveries will be valuable to upcoming scholars, academicians and students concentrating on the various leadership styles and their impacts and significance of on worker execution.

Having asserted the connection between employee execution and leadership style, the Technical Universities is in a superior position to utilize the discoveries of this research to create leadership programmes that will see pioneers get applicable leadership aptitudes for viable management and organizational execution. For those managers tasked with development of leadership policies, this study is also very helpful as it provides insights on leadership styles, media, barriers to leadership and how to address them as well as design and delivery of different types of messages.

The findings from this study are key in aiding leaders in the identification of best and most fitting leadership style(s) to apply in significant circumstances for group viability and increased staff efficiency.

1.7 Scope

The scope of this study extended to all the employees excluding the management. The employees were further categorized as administrative, technical, teaching and support staff at the Technical University of Kenya. The study sought to establish the influence of leadership styles which included transactional, transformational, Autocratic, and laissez faire on employee performance at the Technical University of Kenya during the financial year 2018/2019.

2.1 Literature Review

2.1.1 Transformational Leadership and Employee Performance

Munirat and Yusuf (2017) conducted a research on the effects of leadership style on employee performance in Nigerian universities by a cross sectional survey they obtained a sample size of 388 comprising of staff from five universities across Nigerian states through random sampling. This study revealed that in the universities was a significant influence of interpersonal relationship to performance of employees along the organizational hierarchy.

Kehinde and Banjo (2014) tested how styles of leadership impact on performance of employee: this was a case study in the Petroleum Resources department; they found out that transformational leadership as a style of leadership offers operational results in any organization simply because it makes employees motivated in going beyond average expectations, appealing to followers' moral values and touches higher order needs generating the commitment and enhancing passion of followers in achieving the set mission and upholding the values of any organization in question. Besides, transformational leadership implants faith and pride in the followers, communicates personal respect, expedites followers to think creatively and in the process, inspires

the followers to accept challenging goals and the current and future mission and objectives of the organization willingly. Kehinde and Banjo (2014) recommends transformational leadership as a good and or appropriate leadership style for organizations wishing to successfully compete and mentor subordinates for management of the firm in future. Recently, as a determining factor on employee behavior and hence performance, leadership has been given a supreme attention both in the academia and practitioners worlds.

Ojokuku, *et al.* (2012) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. This study had 60 respondents as its sample size. The study comprised of twenty banks randomly picked in Nigerian Ibadan state. They used structured questionnaire in data collection from the respondents who included; heads of accountants, heads of operations, and branch managers. Inferential statistical tools were used and a hypothesis was formulated in data analysis. Besides, the study used regression analysis to determine the significance level of effect, leadership style had on followers and hence performance. The study concluded a positive and negative connection between execution and leadership style. Further, this examination presumed that both transformational and equitable leadership styles have constructive outcome on adherents' execution, and are therefore very much recommended to banks especially in the current environment of global competition.

2.1.2 Transactional Leadership and Employee Performance

Investigating the relationship between leadership styles and performance of employee in the telecom sector of Lahore, Pakistan Rathore *et al* (2017), triangulated a cross sectional survey and focal group interviews as to validate the research findings. They used the technique of random sampling with 360 questionnaires having been distributed to respondents in the designated companies in Lahore, Pakistan. Out of the distributed, 249 usable questionnaires at a response rate of sixty nine percent were later received. Indicated in the result of the study were that transactional leadership is significantly related with the employee performance.

Malcalm and Tamatey (2017) examined in the Ghanaian Public Sector, leadership style effects on employee performance. In their study, they used mixed method approach with descriptive linear regression method in determining leadership styles effect on employee performance. They considered three styles of leadership which include; laissez faire, transformational and transactional with effect to employee performance of organizational citizenship behavior (OCB) and In-Role Performance (IRP). 921 staffs were the research population representing the entire fraternity of the Ghana Atomic Energy Commission (GAEC). Purposive and simple random sampling techniques were employed in the study. Three distinctive questionnaires were employed to gather data on leadership style and employee performance both quantitatively and qualitatively. SPSS software was used to calculate simple linear regressions to test the hypothesis. The results from their analysis show that all the leadership styles do not have any effect on employee performance. However, the leaders were found to be exhibiting a mixture of transformational and transactional leadership attributes.

2.2.3 Laissez-Faire Leadership and Employee Performance

A research was conducted by Gimuguni, *et al* (2014) on the effects of leadership styles which include; laissez-faire, autocratic and democratic styles and how they affect performance of employees in Mbale local government. They uncovered that in Mbale local government, pioneers utilize the totalitarian style of leadership in influencing employees to carry out their obligations, however laissez-fair style of authority ruled Mbale local leadership which prompting delays in employees meeting work due dates. The findings additionally uncovered that the local government

has seen execution enhanced as far as better workforces, fast of achievement of work, timeliness and effectiveness due to democratic leadership. It was in this way concluded that there is a significant and high positive relationship between the three leadership styles and employee performance and that Mbale local government tries to integrate the three leadership styles though autocratic and laissez faire dominated.

2.2.4 Autocratic Leadership and Employee performance

Basit *et al* (2017) did a study trying to establish the impact of leadership style on employee performance. In the study, 100 respondents were the sample size obtained from one of the private organizations in Selangor-Malaysia by means of convenience sampling technique. The study employed quantitative approaches. In the questionnaire, a five-point likert scale was used in determining the impact of styles of leadership on performance of employee. In the analysis of questionnaires, SPSS was used. Descriptive statistics indicated that most significant value related to employee performance is democratic leadership style trailed by laissez-faire leadership style in the second position and lastly, followed by autocratic leadership style in the third position. In their regression coefficient analysis, they found out that employee performance is significantly and positively impacted by democratic and laissez-faire leadership styles. Autocratic leadership style on the other hand is revealed to impact on employee performance negatively.

Mawoli *et al* (2013) examined how job performance is affected by different leadership styles among health workers at Federal Medical Centre, Bida. From a study population of 1400 staff of FMC as at the time of conducting their research, a sample size of 82 respondents was drawn. Stratified random sampling method was used. Three different hypotheses were stated and tested with linear regression analytical too. It was found that autocratic, democratic and laissez-faire leadership styles are used by different heads of units, sections and departments to produce different job performance. Specifically, democratic leadership style had been found to have a significant impact on the job performance among health workers while autocratic and laissez-faire leadership styles have less or no significant impact on the job performance of health workers.

Consequently, the reviewed literature manifests a great scholarly findings touching on the topic; effects of leadership style on employee execution which is seen to be cutting across various countries and sectors and leadership styles is seen to be explaining significantly various execution results both at individual and even authoritative level. Evidently, no one leadership style suits all situations and hence application of diverse styles should be used by a category or level of employees. Therefore, based on these facts, this study intends to come up with a leadership framework that cuts across the hierarchical levels of organizations by use of MLQ that would benefit their interventions and programs for leadership development.

2.3 Theoretical Framework

2.3.1 Goal Setting Theory

This theory postulates performance in organizations to be enhanced by setting of goals. Employees and leaders in an organization tend to be directed by goals towards given performance targets. Performance standards are also provided by organizational goals; hence performance standards are what are assessed to ascertain accomplishment of the organizational objectives. Organizations' Leaders should set challenging and specific goals for them to provide stimulation and meaning to employees. With reference to House (2007), organizational leaders may use extra challenging goals to stimulate employees to better performance in various areas including individual responsibilities thereby enhancing organizational performance. Smart goals ought to be set right from individual then team and lastly at organization level. Applying the goal setting theories, leaders

tend to enhance their subordinates' commitment towards performance by smart goals that are challenging. Such smart and challenging goals will offer ingenuity and learning opportunities besides stimulating the employees' creative thinking. Therefore, Goal setting theory postulates that cognizant in addition to well defined or smart goals are key if a manager is to achieve particular standards for his or her employees and at large, for the organization (Bass, 1985).

2.3.2 Situational Contingency Theory

In this theory, effectiveness of leadership is determined by the interface between the leader's personality and the characteristic of the prevailing situation. Cheng and Chan (2002) posit that contingency pegged on the supposition that the connection of organizational outcomes and leadership style is regulated by situational factors connected to the prevailing environment; hence the organizational outcome or results can never be simply predicted by the applied leadership style, except when variables of the situational are well-known

A triple of models is seen in this approach to leadership; situational leadership theory by Hersey and Blanchard (1969): co-worker theory by Fiedler's (1967) and lastly the path-goal theory by House's (1971). Borrowing from this leadership approach and the illustrated triple models, inference can be made that there is no one leadership style that favors in all the situations. Success is dependent on various variables, which includes the preferred style of a given leader, the behaviors and competence of the followers, and lastly the situation aspects. To situational factors, effectual leadership demands that individual's leadership style is adapted, additionally; control in this context is contingent on a triple of factors which are the leaders' position, power or authority, the extent of the task structure and lastly the relationship between the followers and their leader.

2.3.3 Transformational and Transactional Theory

A great extent of research covering transformational – transactional leadership theory has been in emergence, close to over three decades now. Transformational theories have their centre of attention on the links created between followers and their leaders. Transformational leadership is all about the ability of the leader to create a motivated group of followers who rise beyond their personal goals for the benefit of the entire organization (Bass, 1985; Murphy & Drodge, 2004).

Bass (1985) conceived transformational leadership style to coming from a deeply held personal value which is nonnegotiable and that appeal to the followers' sense of ethical compulsion and ideals of moral being. Idealized influence, individualized consideration, inspirational motivation, and fourthly, intellectual stimulation are four brands of transformational leadership characteristics that Bass declared.

Transactional theories on their hand have their center of attention on the role of organization, supervision and the resultant performance of a group and see leadership as founded on a system that appreciates reward and punishment for meeting or failing to meet given objectives respectively. Further, in transactional Theories leaders tend to appeal self-interests of the subordinates and have since been recognized in last studies that leaders practicing transactional leadership endeavor to satisfy their subordinates' current needs through bargain and exchange (Bass, 1985; Chan 2005). Where the interested parties that is both the followers and their leaders focus on accomplishing the performance level negotiated.

2.4 Conceptual framework

Independent variable (IV)

Dependent Variable (DV)

Style of Leadership

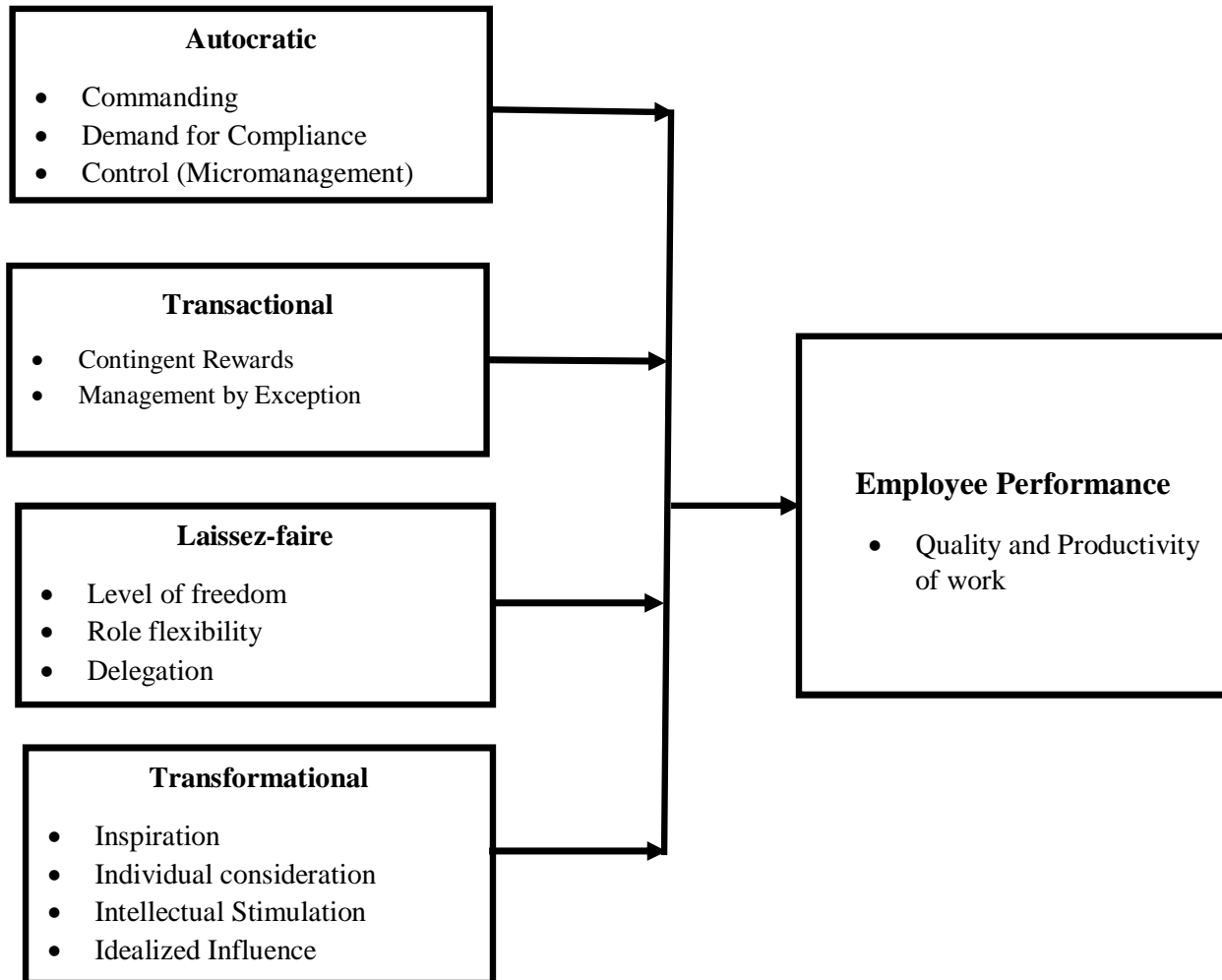


Figure 2.1 Conceptual Framework

3.1 Methodology

Descriptive research design was used since it offers a good understanding and description of the occurrence of phenomena under study. The analyzed data that was collected from a substantial population with a heterogeneous characteristic. Data presented quantitatively.

The target populations were the 1860 employees of the Technical university of Kenya. These was categorized as teaching, technical, administrative and support staff.

Stratified random sampling technique was employed to get a representative sample of 185 given that the population at Technical University of Kenya is heterogeneous in nature. The sample size was sum of 10% representation from every stratum as guided by Kothari (2000) recommendation.

The research instruments that were used in this study were of structured questionnaires. Questionnaires were administered to the sampled respondents through drop and pick later to give the respondents ample time and privacy to fill them.

Data analysis was done using both descriptive and inferential statistical. Descriptive statistics provided the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. In inferential statistics, Pearson's correlation and multiple regression analysis were used to assess both relationships and effects as per the assumptions of the study.

4.1. Research Findings and Discussions

The researcher allotted out questionnaires to each of the 185 staff who were sampled for the study. 150 questionnaires were received from the respondents. This represented a response rate of 81 %. Hence the data collected was in a position to enable the researchers get at a satisfactory conclusion regarding the study.

4.3 Descriptive Statistics

4.3.1 Descriptive Analysis of Leadership Styles

The tables present results of leadership styles. The mean and standard deviation (S.D.) of the dimensions of the leadership styles were calculated, to establish the respondents, assessment of which extent immediate supervisors practiced these leadership styles.

Table 4.5 Transformational Leadership Descriptive Statistics

	Mean	S.D.
Idealized Influence	3.513	0.802
Individual consideration	3.673	0.781
Inspirational motivation	3.740	0.839
Intellectual simulation	3.54	0.652
Transformational leadership (overall)	3.708	0.768

Source: Field data, 2019

The respondents agreed that inspirational motivation is displayed by their leaders at TUK. This is justified by the mean of 3.740 and standard deviation of 0.839. Besides, it was agreed that transformational leadership individual consideration attribute is also displayed by leaders at the Technical University of Kenya as was represented by a mean of 3.673 and standard deviation of 0.781. Further, it was agreed that Intellectual stimulation attribute of transformational is being displayed by leaders at the Technical University of Kenya as is justified by a mean of 3.54 and standard deviation of 0.652.

Idealized influence attribute of transformational leadership with a mean of 3.513 and standard deviation of 0.802 indicated an agreement of its application by leaders at TUK. Overall the transformational leadership style scored a mean of 3.708 and Std of 0.768 meaning that most supervisors at TUK display this leadership style as depicted from the respondents.

Table 4.6 Descriptive Statistics on Transactional Leadership

	Mean	S.D.
Contingent reward	3.073	0.677
Management by Exception	3.627	0.902
Transactional leadership (overall)	3.35	0.789

Source: Field data, 2019

Table 4.6 presents the mean and standard deviation from respondents' assessment of whether transactional leadership style was practiced by their immediate supervisors. Management by exception had standard deviation of 0.902 and a mean of 3.627, meaning that it was agreed leaders at TUK practice transaction leadership by displaying management by exception. Whereas contingent reward is not as much practiced by leaders at TUK as is indicated by a standard deviation of 0.677 and mean of 3.073. The results show that Transactional leadership style with an overall mean score of 3.35 and standard deviation of 0.789 is also practiced by the immediate supervisors at TUK. In fact, it is important to note that the mean score was above the midpoint. These statistics indeed show that supervisors at Technical University of Kenya apply transactional leadership.

Table 4.6 Descriptive Statistics on Authoritative Leadership

	Mean	S.D.
My supervisor gives orders and clarifies procedures	3.4	0.645
My supervisor believes employees need to be closely monitored otherwise they are not likely to do their work be supervised	3.4	0.645
My supervisor is the chief judge of the of employees achievements	2.98	0.999
My supervisor believes that most employees in the general population are lazy	2.24	1.097
The leadership demands for compliance of the laid down procedures	1.833	1.006
Performance requirements are designed according to the leader's needs.	2.5	0.888
The leadership given direction is final.	2.76	0.817
Autocratic leadership (overall)	2.730	0.871

Source: Field data, 2019

Table 4.6 presents the mean and standard deviation of the respondent's assessment of Authoritative leadership style presence in the immediate supervisors. The respondents were neutral to the autocratic attributes that supervisors believes there should be close monitoring to employees otherwise they would not do their work and that the supervisors gives orders and clarifies procedures as both are represented by a mean of 3.4 and standard deviation of 0.645. The study disagreed to the application of all the other attributes of autocratic leadership which included having the leadership given direction as final and performance being designed as per the leader's needs as indicated by a mean of 2.76 and standard deviation of 0.817 and a mean of 2.5 and a standard deviation of 0.888 respectively.

The study also established that the employees disagreed that leaders are the chief judge of their performance and also disagreed that their supervisors believe that employees are lazy as indicated by a mean of 2.98; standard deviation of 0.999 and a mean of 2.24, and a standard deviation of

1.097 respectively. It was also disagreeable that TUK leadership demands for compliance of the laid down procedures as represented with the lowest mean of 1.833 and standard deviation of 1.006. Overall authoritative leadership upon assessing the seven statements had a mean score of 2.730 and a standard deviation of 0.871. This mean is below the midpoint and indicates that respondents disagreed that their supervisors use authoritative leadership. The results suggest that less exhibited style by immediate supervisors at TUK is Authoritative leadership style.

Table 4.7 Descriptive Statistics on Laissez Faire Leadership

	Mean	S.D.
Manager provides freedom to people under his control in doing their tasks	3.753	0.777
My supervisor stays out of the way as I do my work	3.753	0.777
Manager allows people under his control to use their individual judgments for solving problems	3.507	1.079
Manager frees people to have job rotation and allow them to circulate in different occupations.	2.627	1.072
Manager delegate the authority to the staff to do some of the tasks.	1.94	0.884
Manager allows employees themselves adjust the speed of their works.	2.347	0.803
Laissez faire leadership (overall)	2.988	0.898

Source: Field data, 2019

Table 4.7 presents the mean and standard deviation of the results from respondents' laissez faire leadership style assessment. This was assessed by six items. The study found out that employees agreed that managers provide freedom to their subordinates, supervisors stay out of their way as they do their work and that Managers allow them to use their individual judgments in solving problems. However, the respondents disagreed that managers free them to have job rotation and allow them to circulate in different occupations.

They further disagreed that managers delegate the authority to the staff to do some of the tasks and that managers allow employees to themselves adjust the speed of their work as indicated by the mean scores and respective standard deviations on the table above. Overall Laissez faire leadership upon assessing the six statements had a mean score of 2.988 and a standard deviation of 0.898. This mean is below the midpoint and indicates that respondents disagree that their supervisors utilize laissez faire leadership. Hence from the leadership styles analysis results, it can be concluded that at TUK, immediate supervisors mostly exhibit transformational leadership style followed by the transactional leadership style. The results also show that laissez-faire leadership style is practiced slightly below the average. However, authoritative leadership style is also exhibited way below the average.

4.3.2 Descriptive Analysis of Employee Performance

Table 4.8 Descriptive Statistics on Employee Performance

	Mean	S.D.
How do you rate quality of your performance	3.48	0.817
How do you rate your productivity on the job?	3.253	0.677
Employee performance score.	3.367	0.747

Source: Field data, 2019

Employee performance (self-rated) was captured by two constructs; each for self-assessment of the quality and productivity. Table 4.8 presents results of the analysis of employee performance. The results show that quality was highly rated with a mean of 3.48 and a standard deviation of 0.817 meaning that employees agreed that their performance was high. While productivity attribute of performance had a mean of 3.253 and a standard deviation of 0.677 also indicating that productivity was rated above average. Overall employee performance had a mean score of 3.367 indicating above average or high performance. This was then subjected to further analysis in the next section to determine whether performance is affected by the employees' perception of the leadership style of the immediate supervisor.

4.3.3 Multiple Regression Analysis

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 ^a	.396	.388	.426022

a. **Predictors:** (Constant), Autocratic leadership, Laissez faire leadership, Transformational leadership, Transactional leadership

b. **Dependent Variable:** General Employee performance

The multiple regression analysis was carried out to estimate the effect of leadership styles (independent variables) on employees' performance (dependent variable). Results are presented in Tables 4.10-4.12. Table 4.10 presents a summary of the model in which the item of interest is the adjusted R^2 statistics, which is .388. This means that leadership styles accounts for up to 38.8% of the variation in employees' performance. The rest of the variation which is up to 61.2% of employee performance is explained by other factors.

Table 4.11 Model Fit Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.017	4	9.504	52.366	.000 ^b
Residual	26.317	145	.181		
Total	64.333	149			

a. Dependent Variable: General Employee performance

b. Predictors: (Constant), Autocratic leadership, Laissez faire leadership, Transformational leadership, Transactional leadership

Table 4.11 presents the analysis of variance (ANOVA) results. It is also known as model fit results. Of interest in this table are the F-statistics and its associated sig. value. The results show that the F-statistics is 52.366% ($p < 0.05$). This therefore suggest that the model is significant.

Table 4.12 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.541	.631		.856	.393
1 Transformational leadership	1.034	.154	.363	6.729	.000
Transactional leadership	.175	.068	.139	2.578	.011
Laissez faire leadership	.064	.047	.073	1.361	.175
Autocratic leadership	-.653	.056	-.621	-11.666	.000

Table 4.12 presents the results on the coefficients of the regression model. The coefficients result shown that transformational leadership positively predict employee performance, standardized $B = .363$, $p = .000$ ($p < 0.05$). These results mean that performance of employees whose immediate supervisor exhibited transformational leadership characteristics increased significantly by 36.3 percent. If supervisors exhibited more transformational leadership, the employees will have higher employee performance. As predicted, this result supported assumption number one that Transformational leadership positively affects employee performance. The results of transformational leadership were consistent with most of results on previous studies reviewed in chapter two. See as example, studies like Munirat and Yusuf (2017), Kehinde and Banjo (2014) and Ojokuku, *et al.* (2012)

The results also shown that transactional leadership positively influences employee performance, standardized $B = .139$, $p = .011$ ($p < 0.05$), meaning that performance of employees whose immediate supervisor exhibited transactional leadership style increased significantly by 13.9 percent. Transactional leadership positively affects employee performance and therefore the second assumption of this study which stated that the transactional leadership style positively affects employee performance at the Technical university of Kenya was supported. These findings are also consistent with the many studies reviewed in chapter two in which it was reported that transactional leadership style significantly positively affected employees' performance. For example, studies by Rathore *et al.* (2017), Kehinde and Banjo (2014) but contradicts Malcarm and Tamatey (2017) who concluded in their study that no leadership style has any effect on employee performance.

It was also seen that autocratic leadership significantly negatively predicts employees' performance with standardized $B = -.621$, $p = .000$ ($p < 0.05$), meaning that performance of employees whose immediate supervisor exhibited autocratic leadership style decreased significantly by 62.1 percent. This suggests that the study's fourth assumption that "the Autocratic leadership style positively affects employee performance at Technical university of Kenya" could not be supported. Furthermore, the study findings are inconsistent with those reported earlier in Gimuguni,

et al (2014) whom reported positive relationship between autocratic leadership styles and employees' performance.

Lastly, Laissez-faire styles are insignificantly and positively affect employee performance given that standardized $B = .073$, $p = .175$ ($p > 0.05$). These results are consistent with the study's third assumption which stated that "the laissez-faire leadership style affects employee performance at the Technical university of Kenya". The results lend weak support to the previous evidence which reported positive relationship, for example. Gimuguni, et al (2014), Basit *et al* (2017) and Mawoli *et al.* (2013).

5.0 Summary, Conclusions and Recommendations

5.1 Summary of Key Findings

The findings show that Transformational leadership style is the most exhibited style at the Technical University of Kenya followed by the transactional leadership style and laissez-faire. Employee performance is above average. In general, employees' performance is seen to increase when management applies transformational leadership. Transformational leadership positively predicted employee performance. If supervisors exhibited more transformational leadership, the employees will have higher employee performance. As predicted, this result supported assumption number one that Transformational leadership positively affects employee performance. If well applied, it may help solve the myriad of problems including frequent workers strike, go slows, high employee turnouts which negatively affect employee performance as time and other resources are lost in Universities

Transactional leadership positively affects employee performance and therefore the second assumption of this study which stated that the transactional leadership style positively affects employee performance at the Technical university of Kenya was supported. Transactional leadership style is the second most practiced by some of the immediate supervisors at TUK. In fact, it is important to note that the mean score was above the midpoint. These statistics indeed show that supervisors at Technical University of Kenya apply transactional leadership.

Authoritative leadership was found to have negative effect on employees' performance. This suggests that the study's fourth assumption that "the Autocratic leadership style positively affects employee performance at Technical university of Kenya" could not be supported. The results suggest that Authoritative leadership style is less exhibited by immediate supervisors at TUK and ranked fourth in the list leadership styles used at TUK.

Lastly, the study found that laissez-faire leadership styles are insignificantly and positively affect employee performance. The results also show that laissez-faire leadership style is practiced slightly below the average at TUK. These results are consistent with the study's third assumption which stated that "the laissez-faire leadership style affects employee performance at the Technical university of Kenya".

5.2 Conclusions

This study concludes that application of transformational leadership style by a supervisor greatly increases employee performance as seen at the Technical University of Kenya.

Further, application of transactional leadership style is also seen to influence employee performance positively at the Technical University of Kenya. Management by exception affects employees' performance positively.

Laissez-faire leadership style is seen as tending to no leadership as employee performance is seen to be insignificantly influenced by application of this leadership style at the Technical University of Kenya.

The application of autocratic leadership style reduces employee performance at the Technical University of Kenya.

From the study findings it can be further concluded that supervisors who are driven by the desire to achieve better performance from their employees should try a mixture of leadership styles depending on the nature of the desired outcome but always should try to keep the autocratic leadership style at its bare minimum or better still apply none of it.

5.3 Recommendations

5.3.1 Policy Implication

Leaders should have an inspiring vision which will help challenge employees out of their comfort zone by stimulating their intellect. This will happen when a leader expresses individual consideration towards the subordinates thus enhancing idealized Influence over the employees for improved performance. Further, management by exception should be embraced as a key leadership attribute to improve employee performance.

5.3.2 Contribution of the Study to New Knowledge

The study tried to close a gap in current literature in which studies of leadership styles and employee performance in the education sector which had not been fully and efficiently explored. Thus, the study added empirical evidence on the topic by providing evidence from a frontier market's education sector. The results have shown that some leadership style attributes have a positive while others negative influence on the relationship between leadership and performance. Further, the study has revealed a situation where we find autocratic leadership style contrary to most finding having a great effect on employee performance. This debate should continue beyond this study. Previous study in education was that of Munirat and Yusuf (2017) as across-sectional study on five universities across Nigerian states.

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