

## Influence of Leadership Styles on Employees' Performance: A Study of Turkana County, Kenya

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### Abstract

*Leadership is key to good performance since it coordinates both utilization of human and other resources in the organization, good leader motivates employees and motivated employees does not only increase his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization's general performance and making it more profitable. The aim of this study was to explore the relationship between the leadership styles and performance of the Turkana County. The study adopted a mixed method approach and employs an exploratory survey design. Questionnaires were used to gather data from the employees Turkana County. Simple and multiple Regression Analysis was used to determine whether a relationship exists between the independent and dependent variables. On the other hand, qualitative data from the interview guide was analyzed by content analysis; this involved selecting and grouping the data according to emerging themes in line with objectives of the study. The study revealed that there is no perfect leadership style but according to this study the following leadership styles influenced employee's performance; affiliative leadership 49.5%, authoritative leadership style 52.2% of employee's performance and therefore it was concluded that the two leadership styles influences county government employees style in Turkana County and therefore the two styles should be adopted and not each style on its own.*

**Keywords:** Leadership, Style, Affiliative, Authoritative, Performance

### Background of Study

In today's society, flow of life depends on effective leadership in several aspects such as; organizations development, survival of community, work function and effective performance. Organizations have been established to address social needs and group activities. Moreover, the current global economy is constantly driven by innovation, performance and profitability. Batista-Taranet *et al* (2009) note that due to globalization, companies are changing their structure in order to compete in the bigger global arena.

A number of studies have discussed the impact of leadership on employee performance. Wang, Tsui and Xin (2010) analyzed the 125 Chinese firms to study the role of leadership on employee and thus organizational performance. Their study identified two types of leadership behaviors, relational behavior and task behavior. In this study, performance is measured as profitability, sales growth, market share, and competitive status. They found that leader's task related behavior is directly related to organizational performance. Further, Wang, *et al.* (2011) analyzed the 548 participants in Pakistan to study the role of leadership on organizational performance. Their study also identified two types of leadership behaviors. These are relational leadership, and task leadership. In their study, organizational performance is measured in terms of innovation propensity. Their study found that leader's task related behavior is key for achieving organizational performance.

Over the years, leadership has presented a major challenge to practitioners and researchers alike (Northhouse, 2013). The term leadership is a highly valued phenomenon that is very complex and is a process that is similar to management in many ways as it involves influence and requires working with people, which management requires as well (Northhouse, 2013). Ologbo & Saudah (2011) asserts that a manager's leadership style and support considerably add to employee engagement. Leadership is not "one size fits all" thing; often, a manager must adapt their style to fit a situation or a specific group and this is why it is useful to gain a thorough understanding of various leadership styles; after all, the more approaches the manager is familiar with, the more tools they will be able to use to lead effectively (Murray, 2013).

In Africa, Mohammed, Yusuf, Sanni, Ifeyinwa, Bature, & Kazeem (2014), used the path- goal theory of leadership to study the relationship between leadership styles and employees' performance. They focused on selected business organizations in federal capital territory of Abuja, Nigeria. The study was carried out to determine the relationship between leadership style and employee performance in the identified organizations. The findings showed that there was a significant relationship between leadership style and employee performance in an organization. This study has observed that leaders and leadership style in organizations have affected the ability of their employees to achieve corporate goals and objectives (Menz, 2012). The study recommended that for superior employee performance to be attained, a good reward system must be put in place (Northouse, 2014). The research concluded that leadership has a significant effect on workers' performance and organization growth.

In Kenya, Otieno, Waiganjo & Njeru (2015) used the path-goal theory to study the relationship between labor relations practices and employee performance in Kenya's horticultural sector. The study had the objective of establishing the relationship between employee communication, involvement, and relationship and performance and then determining the moderating effect of leadership styles on the employee performance in the horticultural sector in Kenya. The study found that employee engagement was one of the strategies used by organizations in the horticultural sector to improve their performance. Wanjala (2014), in her study on the influence of leadership style on employees' job performance in the hospitality industry looked at the case of Safari Park hotel. The purpose of this study was to investigate the leadership styles of managers and how it affected the employee job performance. The study found out that the democratic and transformational leadership styles were prevalent at the Safari Park Hotel more than the directive style. The study revealed that the leadership style of a manager affects the employee job performance either negatively or positively.

It has been argued by Ng'ethe *et al.*, (2012) that the role of leaders and their leadership styles are crucial in employee retention. This assertion is on the premise that leadership styles can either motivate or discourage employees, which in turn causes employees' increase or decrease in their level of performance and propensity for retention in the organization (Rochelle, 2012), which will be the main aim of this study to establish the influence of leadership style on employee's performance in the county governments in Kenya.

### **Problem Statement**

Jing & Avery (2011), concluded that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret making direct comparisons virtually impossible. They identify the need for more studies on this subject as a priority. In Africa, Mohammed, Yusuf & Sanni (2014), stated that although progress has been made in understanding leadership traits, there is need to realize that much is not known about how a leadership style can be applied effectively to enhance employee performance, thus gaps and unanswered questions remain. In Kenya, Koech & Namusonge (2012) identified that literature available on the subject of leadership styles and performance on Kenyan companies is limited and inconclusive, thus need for more studies that can contribute to growing body of literature investigating leadership influence on employees performance, scholars have noted that academic research lags behind and this is particularly notable with respect to the role of leadership in employee performance especially in the county government leadership and its influence on employees performance a gap that this study seeks to fill.

### **Methodology**

The study adopted a descriptive correlational approach. Descriptive research designs help provide answers to the questions of who, what, when, where, and how associated with a particular research problem. The design was deemed suitable because this study focused on establishing the extent to which leadership styles (independent variable) affect employee performance (dependent variable). Both the elements of qualitative and quantitative data were derived through this research design. Target population was employees of Turkana County in Kenya, which will form the unit of analysis. In this study the target population was 599 county employees, this was Senior managers and Technical Staff in the county. However, the sample was selected randomly from each cadre of level II employees also all level I employees were interviewed and there the study sample was 30% which 344 respondents were sampled randomly to form the study sample. Questionnaires and interview schedules were utilized in data collection. Descriptive statistics such as measures of central tendency were used to describe levels of dispersion. Findings were presented using tables and figures.

## **Questions**

This paper sought to answer two research questions which were; what is the relationship between affinitive leadership and employee performance in Turkana County, Kenya? And what are the relationship between authoritative leadership and staff performance in Turkana County?

## **Theoretical Review Theoretical foundations of leadership**

This paper was pegged on two theories; Likert leadership theory and fielder's theory. High producing departments in an organization are those managed through consultative and participative leadership style. The fielder's theory, this theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance.

### **Likert Leadership Theory**

Likert propounded this theory. According to Likert (1967) basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of leadership effectiveness. Based on this model, there are four possible leadership systems.

Namely:

- i. Exploitative and authoritative
- ii. Benevolent and authoritative
- iii. Consultative
- iv. Participative

With respect to the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them. Benevolent and authoritative leadership style operates with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure. The third system is the consultative style. The manager set goals and targets after due consultation with the subordinates. Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry out work with minimal supervision and correction.

The fourth style is the participative style. This is the last and most supported leadership style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore, set goals and decisions may not be favored on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance. This style holds friendly interaction between managers and subordinates. Conclusively, Likert's studies show that leaders in organizational departments used the first and second styles of leadership mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded that system IV of leadership is the best form of leadership in almost all work situations. However, other theorists, who are of the opinion that no leadership style fit all situations, have opposed this assertion.

### **Fiedler's Theory**

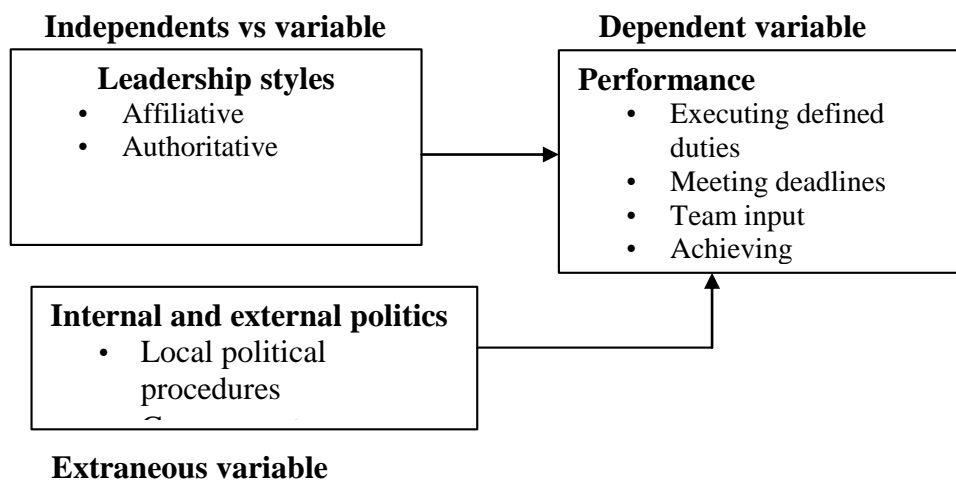
Among the first researchers to develop such a theory called a 'contingency theory' was Fred Fielder. Fiedler's (1964) contingency theory directed the study variables by the assertion that; the leader's ability to lead is contingent upon various situational factors, including the leaders preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors. This theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance. According to Certo (2000), Fiedler came out that each leader has a preferred leadership style, which maybe people oriented or task oriented.

It continues that whether people-oriented or task-oriented leaders perform better depends on three characteristics of the situation: leader-member relations, task structure, and the position power of the leader. The extent to which the leader has the support and loyalty of group members is what is called Leader-member relations. Task structure refers to any specified procedures that employees should follow in carrying out the task. Position power also refers to the formal authority granted to the leader by the organization. The first assumption here is that; an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviors. However, this assumption did not cater for the inherent change in human behaviors that necessitated different approaches in management and thus this left a gap in the researcher's field to try and bridge the gap by testing for the impact of this assumption to employee behavioral scenarios in performance.

The second assumption here is that any leadership style depends on a specific situation; by this Fiedler implied that; the behavioral patterns of the leader will help him / her acquire competences needed for effectiveness in using the styles in their relevant situations and thus effectiveness in performance. However, the second assumption in this theory left a lot to be desired, since situations were determined by both external and internal factors that affected the way employees responded to the situations presented to them. It was believed by most respondents that approaches hugely influenced leadership styles that matched different situations but the challenge was for the team leaders to know which leadership styles to use.

### Conceptual Framework

Figure 1: Conceptual Frame work



Source: Developed basing Cole (1997).

Conceptual framework represents how the independent variables; Affinitive and Authoritative. dependent variable; Executing defined duties, Meeting deadlines, Team input and achieving departmental goals. The following is a diagrammatic representation of the relationships.

### Leadership in the public sector

Unlike in the private sector, the public sector faced with a lot of challenges and differences, major differences relate to values, structure, legal framework, interest representation, purpose, culture and impact of decisions (Ticlaui, *et al*, 2010). Add to this the specific environment of public administration which is traditionally regarded as a system characterized by inertia, rigidity, and immovability (Hintea, 2008) and the fact that, modern public administration faces tremendous politic, economic, technologic, and social challenges. Often enough, hostility towards reform comes from civil servants themselves because they see the changes as a threat to their own jobs. Recent study on governmental agencies (Hintea, Hudrea & Balica, 2011) showed that ministries still prefer ex-ante control over ex-post, a possible sign of a rather paternalistic culture with little preference for autonomy. It is obvious that organizational culture plays an important role in the effectiveness of the reform process, and as things stand at present, there are low chances to create an open culture that encourages change without leaders up for such a challenge.

### ***Affinitive Leadership Styles***

People come first-informal-long conversations-emphasizes personal development-sympathetic-approving accepting-friendly. **Laissez-faire** involves giving group members the freedom to make decisions; Transformative leaders encourage followers to boost the level of their morale, motivation, beliefs, perceptions, and coalition. Servant leaders demonstrate a sense of moral responsibility and respect for followers as they inspire followers to grow and to develop.

The democratic leadership is also known as participative leadership style. It is a leadership style that encourages employees to participate in decision-making process in the organization. While charismatic leadership style is the leadership style that has his influence springing mainly from the personality of the leader

### ***Laissez-faire and Employee Performance***

Laissez-faire is a French phrasing which means “leave it be”. It describes leaders who allow their people to work on their own (Alan, 2013). The term laissez-faire was originally used relative to mercantilism, and is defined in economics and politics as an economic system that functions best when there is no interference by government, and is considered a “natural” economic order that procures the maximum well-being for the individual and extends to the community (Ronald, 2011). The laissez-faire leadership style is also known as the “hands-off style”. Kendoa (2013) posits that laissez-faire leadership involves giving group members the freedom to make decisions. Muhammad & Usman (2012) assert that laissez faire style of leadership gives more opportunities and least possible guidance to employees in decision making in the organization.

Alan (2013) stressed that a laissez-faire leadership style can be effective if the leader monitors performance and gives feedback to team members regularly. The leadership style is most likely to be effective when individual team members are experienced, highly skilled, trustworthy, motivated and capable of working on their own. Swarup (2013) suggested that laissez-faire leadership style should not be used when: it makes employees feel unsure at the unavailability of a manager, the manger cannot provide regular feedback to let employees know how well they are doing, managers are unable to appreciate employees for their good work, and the manager does not understand his responsibilities and is hoping that the employees can cover for him.

The laissez-faire leadership style has been criticized for its negative effect in the organization. Alan (2013) opined that the leadership style can be damaging if the team members do not manage their time well or if they do not possess the knowledge, skills, or motivation to do their work effectively. Ronald (2011) argued that laissez-faire leadership style can lead to anarchy, chaos, and inefficiency. In spite of these identified downsides of laissez-faire leadership style; some positive aspect of the leadership style has also been sported by Alan (2013). He posits that the main benefit of laissez-faire leadership style is that it gives team members much autonomy; it can lead to high job satisfaction and also increased productivity in the organization. This suggests that if employees under laissez-faire leadership feel satisfied on their job, it behoves that such a leadership style could improve employees’ performance. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics because the employees need to be monitored and the level of personal drive and discipline is challenged.

### ***Transformational Leadership Style***

Transformational leadership is observed when leaders encouraged followers to boost the level of their morale, motivation, beliefs, perceptions, and coalition with the objectives of the organization. Burns stresses further that a transformational leader needs to have a solid understanding of the necessary goals to be successful and be articulate in explaining those goals and the method through which they are to be achieved (Rich, 2013). In the views of Melvyn, *et al* (2011), transformational leadership may be seen as encouraging followers to carry out their work in a promotion- based manner, and accordingly elicit fit for those who prefer to use promotional means of self-regulation. Transformational leadership style has been proven to be the most effective style of leadership (Obasan & Hassan, 2014). Transformational leadership serves to change the status quo by articulating to the followers the problems in the current system and a compelling vision of what a new organization could beachieved. There are four components of transformational leadership that are prescribed by scholars. These are: charismatic, inspirational motivation, intellectual stimulation, and individual consideration (Obiwuru *et al.*, 2011). A person with this leadership style is one who inspires his or her team members with a shared vision of the future.

They are able to alter the beliefs and attitudes of their followers and inspire them to subordinate their own interests for the good of the organization. Transformational leaders are highly visible and spend a lot of time communicating. Again, these leaders are able to facilitate new understandings by inspiring or altering awareness of issues which easily translate into excited and inspired followers who are willing to put forth exceptional efforts to achieve specific goals. Hill, Seo, Kang, & Taylor, (2012) they discussed the effects of transformational leadership on the normative commitment of employee towards their organization. According to the survey, it was shown that different hierarchical levels in an organization bring a little difficulty when a change needs to be implemented within the firm. Whereas, if direct manager follows transformational approach and encourages the employees towards the change in a more positive way then there are more chances of less change resistance and high adaptability. Joo, Jun Yoon, & Jeung, (2012) presented in his study that employees are more satisfied and committed to their organizations when there is a friendly environment, their leader has the courage to share his vision and articulate the mission in a friendly and good atmosphere. Most of the employees expect their leader to allow them to participate and share thoughts when making a decision as a whole.

### ***Servant Leadership***

According to Greenleaf & Spears (2002), servant leadership is demonstrated in a leader's desire to motivate and guide followers, offer hope, and provide a more caring experience through established quality relationships. Whetstone (2002) added that the imperative servant leaders desire to serve the needs and desires of followers must supersede the leader's personal interests. Servant leaders demonstrate a sense of moral responsibility and respect for followers as they inspire followers to grow and to develop (Greenleaf, 1997).

### ***Democratic Leadership Style***

The democratic leadership is also known as participative leadership style. It is a leadership style that encourages employees to participate in decision-making process in the organization. A democratic manager keeps his employees informed about everything that affects their work and shares decision-making and problem solving responsibilities (Swarup, 2013). Ushie *et al.*, (2010) state that in a democratic leadership style, the manager delegates' authority to subordinates while retaining the ultimate responsibility. In the various views of Zervas& David (2013) and Iheriohanma *et al.* (2014), democratic leadership style tends to foster responsibility, flexibility, and high morale that will result to improved employees' performance.

Despite the benefits associated with democratic leadership style, it is still fraught with some pitfalls. Donna (2011) stressed that the democratic leadership is marked by several drawbacks that must be overcome to ensure its effectiveness in the organization. He pointed out five basic challenges of the democratic leadership style to include: competency, crises, consensus, pseudo-participation, and adherence. He further concluded that overcoming these five negatives of the democratic leadership style will allow organizations to fully benefit from the advantages of this management style such as higher employee performance, satisfaction and better retention rates.

### ***Charismatic Leadership Style***

The concept is derived from the Greek word charisma which means "divinely inspired gift" (Stephen, 2013). Charismatic leadership style is the leadership style that has his influence springing mainly from the personality of the leader (Eze, 2010). David (2013) stated that in a charismatic leadership style, leadership is achieved through setting an example, rather than through instruction or intentional staff development, establishment of high standards, and through impart enthusiasm. Evidences abound on the positive correlation between charismatic leadership and enhanced organizational performance (Conger, Kanungo, and Menon, 2000). Alan (2013) opined that charismatic leadership style is related to transformational leadership. This is because these inspire enthusiasm in their teams and are energetic in motivating others to move forward. This excitement and commitment from the team is an enormous benefit both to the individual and the organization.

The above review has revealed the positive and negative aspects of charismatic leadership. For an organization that wants to retain its critical and talented workforce, it is therefore suggested that the socialized charismatic leadership is encouraged. This is because an effective socialized charismatic leader can revolutionize an organization and inspire employees to enhanced performance (Stephen, 2013), unlike the personalized charismatic leader that focuses on his personal advancement and interest. Such feeling of invincibility by the personalized

charismatic leader can easily breed frustration, revolution and apathy among the most talented employees, thereby ruining the employees' interest and organizational goals, this in turn can hamper performance.

### ***Leadership and Performance***

Northouse (2013) asserts that ineffective or inappropriate leadership styles can directly affect the performance and retention of employees in contemporary organizations. According Dale Carnegie Training (2012), argues that leadership enables employees connect with organization and those who emotionally connect in a positive way with an organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and reducing turnover costs.

Lee &Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.Fenwick & Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

Leadership also promotes justice, organizational justice is important because employees who have a perception of organizational fairness are reported to have a higher level of work performance, trust in their supervisor, psychological ownership and organizational commitment (Cheung, 2013).

Also leaders who consider work life balance promote performance Work-life balance benefits have the potential to simultaneously improve an employee's quality of life of and organizational effectiveness (Peters &Heusinkveld, 2010). However, according Koubova and Buchko (2013) involvement in multiple roles, be it a family role, work role or some other roles may have either a negative or positive effect on job performance.

Suleman *et al.*, (2011) in their contribution, posit that leadership and its effectiveness is the primary focus for organization to achieve the organizational goals and to create organizational commitment in their employees.Sifuna (2012) found out that in many African Universities that leaders are not recruited and awarded for their leadership potential but for their academic qualifications, research, teaching and community service and rarely receive critical training in strategic planning, budgeting, human resource development and faculty management.

From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to re-examine the proposed leadership-performance relationship and, thus, contribute meaningfully to the body of growing literature and knowledge in this area of study especially in relation to county governance in Kenya.

### ***Authoritative Leadership Styles***

Authoritative leader is determined, self-confident, initiating sets individual tasks, independent, ambitious, rewards & punish, controls and task comes first. In this study authoiritative styles includes; Autocratic Leadership, Authoritative and Transactional Leadership Style which will be discussed under this section.

### ***Autocratic Leadership Style***

This leadership style is often classified as the classical approach (Swarup, 2013). It is a style of leadership where a manager is the most powerful entity, the primary decision maker and authority (Gordon, 2013). This style of leadership is based on the traditional premise that leaders are good managers who direct and control their people. Those followers (employees) are obedient subordinates who follow orders (Ali, Ismael, Mohamed & Davoud, 2011). This position is supported by Gordon (2013) that employees under autocratic leadership style are expected to follow the orders of their manager even if they do not agree or do not receive any explanation. She argued that in order to motivate employees, managers using autocratic leadership styles often employ a set of rewards and punishments that are highly structured.

Zervas and David (2013) posit that an autocratic leader accomplishes ends through imparting a clear, compelling vision, sees to it that the vision is built into strategic planning, and that it guides action throughout the organization.

They stress that autocratic leaders provide clear directions, monitor progress closely, and convince subordinates of the position of management. Gordon (2013) stated that organizations with an autocratic style of leadership have instances of employee absenteeism and unusually high turnover. She maintained that employees' problems with autocratic leadership include the idea that managers do not trust their employees, the fact that managers often use punishment or threat to motivate employees, and the fact that employees' input is generally not valued. She further stressed that autocratic leadership often has a negative effect on employees' morale. She went further to state that when talented employees are confronted with an autocratic leader, they become more passive, aggressive, and often tend to leave the organization and, in some cases, the employees may also feel resentful and look for ways to get their managers in trouble, a situation which may lead to paranoia on the part of the manager. Ushie *et al.*, (2010) in support of this position, posit that autocratic leadership style creates two types of behaviour. It makes workers to be either aggressive or apathetic and withdrawn. In the overall assessment of the characteristics of autocratic leadership style, it implies that an organization with this style of leadership will witness a high level of employees' discontent which its resultant effect will be employees'.

Low performance and turnover in the organization. This is because in this knowledge - based economy, employees prefer organizations that will offer them the opportunity for creativity and innovativeness in order to show case their critical talents and skills. This is pertinent because one of the principles of organizational effectiveness is team work and sharing of ideas which help to ossify the bond of relationship and increase productivity in organizations. When employees are provided with such participatory opportunities in workplace, they intend to perform in their optimal level and stay in such organization.

#### ***Authoritative leadership style and Employee Performance***

In this style, the leader has absolute power over his staff or team workers have little opportunity for making suggestions, even if these would be in the team or organization's interest, (Armstrong 2002). The leader tells the workers to come along with him and should be a change catalyst. And Cole (2000) also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self-confidence and many more. If applied in its suitable situation, it brings about effectiveness in performance

#### ***Transactional Leadership***

Transactional leader approaches followers with an eye to exchanging one thing for another; transactional leaders identify what the followers want from their work and try to offer that in exchange for accomplishing organizational objectives; in other words, transactional leaders rely on follower's self-interest for motivation. As long as the followers do their job, the rewards or promises of rewards are fulfilled by the leader (Bass, 2008: 50). Transactional leaders display behaviors associated with both constructive and corrective aspects. The constructive behavior style is labeled contingent reward and the corrective style is labeled management-by exception. Contingent reward involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved.

### ***Findings***

#### **Regression Analysis and Overall Model**

Regression analysis is a statistical tool for the investigation of relationship between variables. Usually, the investigator seeks to maintain the casual effect of a variable upon another. Regression analysis allows you to model, examine and explore spatial relationship, and can help explain the factors behind observed spatial patterns. Regression analysis is also used for prediction

#### **Regression Analysis and ANOVA Test**

The overall model for the construct employee's performance was tested. The findings are indicated in the Table 4.13 shows the coefficient of determination R Square= 0.495 and R=.566 at 0.05 at significance level. The coefficient of determination indicated that 49.5% of the variation on Employees performance is explained by leadership styles. This shows that there existed a strong positive correlation coefficient between leadership style and employee's performance. The tests of Beta coefficient show that the significant relationship between Affiliative leadership and employees performance is positive.



The significance coefficient of customer service level 0.00 is significantly greater than zero since the t-statistics 6.774 is greater than 0.05, this demonstrates that leadership styles has a positive effect on employee's performance.

**Table 1:1 Model summary for Affiliative leadership style**

| <b>Model Summary</b>  |      |          |                 |                           |
|---|------|----------|-----------------|---------------------------|
| Model   | R    | R Square | Adjusted Square | Std Error of the Estimate |
|   | .566 | .495     | .826            | .999                      |
| <b>Predictors: ( constant) Affiliative leadership style</b> |      |          |                 |                           |

#### ANOVA for construct Affiliative styles

The results of Analysis of variance (ANOVA) for regression coefficients are as shown below. The analysis results revealed that the significance of F statistics is 0.00 which is less than 0.05. This implies that there is a significant relationship between affiliative leadership styles and employees' performance.

**Table 2:2 ANOVA for construct affiliative leadership styles**

| Model  | Sum of Squares | Df  | Mean of Square | F   | Sig  |
|--|----------------|-----|----------------|-----|------|
| Regression                                       | 138.400        | 1   | 138.400        | 9.5 | .000 |
| Residual   | 325.445        | 332 | 2.410          |     |      |
| Total  | 463.845        | 333 |                |     |      |
| Predictors: (Constant) leadership styles         |                |     |                |     |      |
| <b>Dependent Variable: Employees Performance</b> |                |     |                |     |      |

#### Regression analysis for construct Authoritative leadership style

The regression model of Authoritative leadership with a coefficient of determination of  $R^2 = 0.522$  and  $R = 0.272$  at 0.05 significance level. The coefficient of determination indicates that 52.2 % of the variation on employee's performance is influenced by Authoritative leadership style. This shows that there exists a positive relationship between Authoritative leadership and employee's performance. The test of beta coefficient shows that there is a significant relationship between Authoritative leadership style and employees performance as positive. The coefficient significance effect as 0.191 is significantly greater than zero since the significance of t-statistics 0.00 is less than 0.05. This demonstrates high level of Authoritative leadership style as having a positive effect on employee's performance.

**Table 3:3 Model summary for Authoritative leadership**

| <b>Model Summary</b>                                   |      |          |                 |                           |
|--|------|----------|-----------------|---------------------------|
| Model  | R    | R Square | Adjusted Square | Std Error of the Estimate |
|  | .272 | .522     | .191            | 0.9362                    |
| <b>Predictors: (constant) Authoritative leadership</b> |      |          |                 |                           |

#### ANOVA for construct Authoritative leadership

The results of Analysis of variance (ANOVA) for regression coefficients. The analysis results revealed that the significance of F statistics is 0.00 which is less than 0.05. This implies that there is a significant relationship between Authoritative leadership and employee's performance.

**Table 4:4 ANOVA for construct Authoritative leadership**

| Model  | Sum of Squares | Df  | Mean of Square | F   | Sig   |
|--|----------------|-----|----------------|-----|-------|
| Regression                                       | 18.605         | 1   | 18.605         | 8.5 | .0001 |
| Residual   | 465.814        | 332 | 3.450          |     |       |
| Total  | 484.419        | 333 |                |     |       |
| Predictors: (Constant) Authoritative leadership  |                |     |                |     |       |
| <b>Dependent Variable: Employees Performance</b> |                |     |                |     |       |

## ***Discussion of Findings***

All the results have mean  $>4$ , which implies that all statements are true. According to survey 84.9% agree that it is true that their leader encourage them to take initiative, 67% agree that it is also true to say that their leaders let their employees do the work the way they believe is the best. To support this results study conducted by Mokgolo *et al* (2012) in the South African public service to determine whether transformational leadership has a beneficial relationship with three variables, subordinate leadership acceptance, job performance and job satisfaction, established a positive correlation between transformational leadership and the three variables. The study however did not examine other constructs related to the effectiveness and outcomes of organizations like employee commitment or organizational characteristics as proposed in this study. This is in agreement with the findings of other studies. In a study involving 156 employees from 11 manufacturing companies in Malaysia, Lo *et al.* (2010) found a positive direct relationship between transformational leadership and three components of commitment (affective, normative, and continuance commitment). Aghashahi, Davarpanah, Omar & Sarli, (2013) examined the statistical relationship between leadership styles and organizational commitment components and found a positive direct relationship of transformational leadership style with affective and normative commitment in the context of service industry.

Muchiri, Cooksey & Walumbwa (2012) also investigated the same relationship in local government councils in Australia and found that transformational leadership predicted affective-normative commitment. From the interviews it was revealed that 15 management staff felt that the structure of the organization influences the leader's ability to influence in Turkana County. This study results are in line with Walter and Bruch (2010) findings who studied the role of organizational structure in the transformational leadership style that they conceptualized as transformational leadership climate. They defined transformational leadership climate as the way the transformational leadership style was practiced by senior managers throughout the organization. Walter and Bruch used two dimensions of structure formalization and centralization. The respondents in the study were employees from 125 organizations in Germany representing diverse industries of different sizes. The results showed that centralization was negatively related to transformational leadership while formalization had a positive relationship. Normative commitment changes according to the present situation of any company. Because it is based on the 'should or should not' approach then if, the management is not doing justice with the employee then it is the right of the employee to raise his/her voice for the rights. Otherwise, these employees can be non-productive if not treated well by the organization. Therefore, it is the duty of any company to treat its employees in a way that they like and enjoy to work for the organization (Lub, Nije, Matthijs, Blomme, & Schalk, 2012).

Managers interviewed 7 of them agree that transformative leaders are influential in county governance, which is supported by past research for example Aboshaiqah *et al* (2015) also looked at the link between leadership and employee performance among hospital nurses and report that the transformational and transactional leadership styles are significantly positively related to employee performance while laissez-faire is significantly negatively correlated to employee performance. Significant positive relationship between both transformational and transactional leadership styles and employee performance is also reported in Pradeep and Prabhu (2011) in India, and in Kehinde & Banjo (2014) and Ejere and Abasilim (2013), both in Nigeria. Other studies in Africa are Tsigu and Rao (2012) and Gimuguni *et al* (2014) in Ethiopian banking industry and Ugandan local government authorities respectively.

From study 66.9% of the respondents assign tasks and let the respondents handle it, 63.6% agree that their leaders trust them to exercise good judgment in work, 63.6% agreed that their leaders allow them to set their own ways of doing things, 69% agree that their leaders are friendly and approachable. Ghafoor *et al.*, (2011) studied transformational leadership, employee engagement and performance among 270 employees and managers of telecom companies in Pakistan. His findings indicated significant relationship between transformational leadership, employee engagement practices and employee performance.

According to 53.1% agree that their leaders puts their suggestions that they make into actions, 49.2% agree that their leaders treat them as equals, past study shows that engagement is critical and treating employees as equal in engagement, Kala (2014) conducted a study on the relationship between leadership styles and employee engagement using 150 employees from diverse sectors in Coimbatore. The study concludes that leadership styles influence employee engagement and has significant relationship with all the factors in the job engagement. Specifically, transformational leadership was found to be significantly related to employee engagement.

51.6% agree that their leaders refuse to explain their actions, 59.1% agree that their leaders encourage them to use the uniform procedures, 53.7% agree that their leaders decide what shall be done and how to be done, 70.2% agree that their leaders assign them particular tasks while 70.8% agree that their leaders maintain definite standards of performance. Studies that have investigated the relationship between transformational leadership on follower outcomes of job satisfaction, organizational commitment and OCB have reported positive results (Yang, 2012) similar to those reported in this study. The transformational-transactional theory states that leaders who are supportive provide an appropriate model, clarify their vision, foster common goals, and set challenging targets among workers have more satisfied and committed workers who engage in OCB. The results of this study support this theory.

It was further shown that according to 75.4% their leaders try their own ideas, 75% agree that their leaders ensure that they understand their roles while 60.6% agree that their leaders give them complete freedom in decision making and solving of problems. This finding is in agreement with Bhatia (2013) who acknowledged that one key way of satisfying the needs of subordinates is through motivation. Every employee needs a strategic reward system for employees that address compensation, benefits, recognition and appreciation. A good system should recognize and reward two types of employee activity, performance and behavior (Omvir & Singh, 2011). Performance is the easiest to address because of the direct link between the initial goals a leader sets for the employees and the final outcome that is achieved (Nerkar & Chopde, 2011). The findings of this study show a positive and statistically significant relationship between transformational leadership and employee outcomes, hence, confirming results obtained in previous studies.

Theory and past research agree that affiliative leadership enhances the development of followers, challenging them to be innovative, sharing their vision, inspiring them to perform beyond their expectations and motivating them to maintain high moral standards. The positive results of this study have confirmed this proposition in the case of the top leadership in Counties in Kenya, Turkana. In general, it can be concluded that most of the respondents agree with statements asked Mean > 4.0. According to 36.6% employees their leader instil pride on others due to their association, n=141(68.4%) agree that their leader goes beyond self-interest for the good of the group, 68.4% agree that their leader displays sense of power and confidence, 34.8% agree that their leaders do not make personal sacrifices for the benefit of the others, 59.7% agree that their leader is inspirational, 60.3% agree that the leader speaks enthusiastically about what needs to be done with conviction.

It was also shown that 49.7% agree that their leader believe that organization goals can be achieved without any influence from them, 62.4% agree that their leader articulates for a compelling vision for the future, 59.1% agree that their leader articulate intellectual stimulation among employees, Nusair *et al* (2012) posit that, rapid environmental changes and uncertainties call for a flexible and determined leadership which can inspire employees to participate enthusiastically to achieve organizational goals and that a weak leadership results in having weak and unmotivated employees who are not effective in their performance. To effectively deal with transformation, followers must share the leader's vision and be willing to commit themselves to accomplishing it. In relation to transformative leaders 9 interviewed employees agree that transformative leaders challenge the employees to be innovative and involved in daily management activities, this is echoed by Tims *et al.*, (2011) who further support that transformational leaders create a culture of active thinking through intellectual stimulation, and this culture encourages followers to become more involved in the organization.

According to 57.3% agree that their leaders re-examines critical assumptions to questions as to whether they are appropriate, 32.4% agree that their leader does not impose decisions, 30.9% agree that leader does not consider individual consideration, 29.7% disagree that their leader treats others as individuals rather than as members of a group, 33.3% disagreed when asked if their leader was a dictator with no empathy, the above low percentage of people supporting the statements shows that it does not significantly contribute to performance. From interviews it was revealed that autocratic leaders coerce the employees and therefore does not create good working environment as supported by 12 employees. This is supported by past study by Michael (2010) who argued that there is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Michael, 2010).

From interviews it was revealed that 8 employees agree that autocratic leaders influence the performance positively, which is in line with Ipas (2012) reports that autocratic leadership to be the most used style by managers in the hotel industry arguing that it is perceived as a style that yields the most results. From the study they also agree that leaders never supportive while 75.7% strongly agree that their leader re-examines critical assumptions to question whether they are appropriate. Zhang (2010) study conducted a study on the relationship between perceived leadership style and employee engagement among 439 sales assistants in Sidney Australia support the current study assumptions. The results showed that employee engagement is associated with an employees' perception of leadership style in his or her direct supervisor, negatively when classical or transactional leadership styles are perceived and positively in the case of visionary or organic leadership. As suggested by Jin (2010), transformational leadership integrates the elements of "empathy, compassion, sensitivity, relationship building, and innovation. It fosters a climate of trust, nurtures employees' confidence, and encourages their individual development.

When asked the common leadership style the interviewed 11 of them agree that the county government employees adopt main the democratic or laissez faire style, past studies support this view for example study by Gimuguni, *et al* (2014) concluded that there is a moderate high positive and significant relationship between the three leadership styles (autocratic, laissez-faire, democratic), and performance in Mbale local government. The researchers revealed further findings that Mbale local government leaders use autocratic style of leadership to influence employees to perform their duties, but laissez-faire style of leadership dominated Mbale local leadership which could have caused delay in meeting deadlines. The findings also revealed that the local government has realized some performance in terms of increased work forces, high speed of accomplishment of work, effectiveness and timeliness due to democratic leadership. It was therefore concluded that Mbale local government tries to integrate the three leadership styles though autocratic and laissez faire dominated.

### **Conclusion**

The affiliative leaders influence the performance of employees because they; allow employees work in manner that they believe, develop trust on them and allow them to be innovative. This leader is approachable, treat employees with respect and encourage them to follow laid down procedures so as to maintain the needed standards but also try new ideas as well. The employees make their decisions and implement them. The authoritative leaders make employees feel pride for being associated with them since they display sense of power, make personal sacrifices and always think for betterment of the whole group.

This kind of leader always thinks of the organization goals and talk in encouraging manner about them. They also stimulate the employees intellectually, re-examines ways of doing things and treat everyone as an individual rather than group and shows empathy when necessary and therefore influence on the performance of employees.

### **Recommendations**

Leadership styles are critical in addressing the poor performance experienced in the county governments. Specifically, the study recommends that:

- i. Affiliative leaders should be careful on matters that the employees should be involved in and they should seek to encourage employees to work towards achieve both individual and organizations goals
- ii. Authoritative leaders should not appear to be forceful or dictator because the employees' may rebel or reject if they feel that the leader is forcing them to do things against their wish and therefore they should combine forcefulness with diplomacy

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## Appendices

### Affiliative leadership and Employee Performance

**Table 5: The Relationship between Affiliative leadership and Employee Performance**

|  | Very untrue | Untrue   | Somewhat untrue | Neither true nor untrue | Somewhat true | True      | Very true | NR      | Mean        | Stdv        | Sig. (2-tailed) |
|--|-------------|----------|-----------------|-------------------------|---------------|-----------|-----------|---------|-------------|-------------|-----------------|
| My leader likes to encourage initiative in us                              | 1(.3)       | 7(2.1)   | 2(.6)           | 9(2.7)                  | 28(8.4)       | 137(41.1) | 146(43.8) | 3(.9)   | <b>6.18</b> | <b>1.04</b> | <b>.000</b>     |
| My leader let us do our work in the way we think best                      | 3(.9)       | 13(3.9)  | 7(2.1)          | 28(8.4)                 | 59(17.7)      | 134(40.2) | 86(25.8)  | 3(.9)   | <b>5.65</b> | <b>1.31</b> | <b>.000</b>     |
| My leader will assign us task, and then let us handle it                   | 2(.6)       | 9(2.7)   | 13(3.9)         | 21(6.3)                 | 60(18)        | 110(33)   | 113(33.9) | 5(15.5) | <b>5.77</b> | <b>1.30</b> | <b>.000</b>     |
| My leader trusts us in exercising good judgment                            | 2(.6)       | 3(.9)    | 18(5.4)         | 33(9.9)                 | 57(17.1)      | 136(40.8) | 76(22.8)  | 8(2.4)  | <b>5.62</b> | <b>1.22</b> | <b>.000</b>     |
| My leader permits us to set our own ways of doing things                   | 7(2.1)      | 15(4.5)  | 21(6.3)         | 41(12.3)                | 76(22.8)      | 91(27.3)  | 75(22.5)  | 7(2.1)  | <b>5.26</b> | <b>1.51</b> | <b>.000</b>     |
| My leader is friendly and approachable                                     | 1(.3)       | 8(2.4)   | 9(2.7)          | 32(9.6)                 | 47(14.1)      | 109(32.7) | 121(36.3) | 6(1.8)  | <b>5.83</b> | <b>1.26</b> | <b>.000</b>     |
| My leader puts suggestions made by us into actions                         | 2(.6)       | 12(3.6)  | 26(7.8)         | 33(9.9)                 | 78(23.4)      | 90(27)    | 87(26.1)  | 5(1.5)  | <b>5.41</b> | <b>1.42</b> | <b>.000</b>     |
| My leader treats us as his/her equal                                       | 4(1.2)      | 18(5.4)  | 31(9.3)         | 39(11.7)                | 75(22.5)      | 102(30.6) | 62(18.6)  | 2(.6)   | <b>5.17</b> | <b>1.49</b> | <b>.000</b>     |
| My leader refuses to explain his or her actions                            | 32(9.6)     | 43(12.9) | 38(11.4)        | 62(18.6)                | 50(15)        | 72(21.6)  | 30(9)     | 6(1.8)  | <b>4.20</b> | <b>1.83</b> | <b>.054</b>     |
| My leader is very reluctant to allow us any freedom of action              | 31(9.3)     | 76(22.8) | 28(8.4)         | 52(15.6)                | 51(15.3)      | 61(18.3)  | 29(8.7)   | 1(.3)   | <b>4.15</b> | <b>3.91</b> | <b>.490</b>     |
| My leader encourages the use of uniform procedures                         | 5(1.5)      | 21(6.3)  | 25(7.5)         | 27(8.1)                 | 54(16.2)      | 133(39.9) | 64(19.2)  | 4(1.2)  | <b>5.31</b> | <b>1.52</b> | <b>.000</b>     |
| My leader decides what shall be done and how it shall be done              | 4(1.2)      | 21(6.3)  | 25(7.5)         | 39(11.7)                | 58(17.4)      | 109(32.7) | 70(21)    | 2(.6)   | <b>5.27</b> | <b>1.55</b> | <b>.000</b>     |
| My leader assigns us to particular task                                    |             | 8(2.4)   | 15(4.5)         | 26(7.8)                 | 47(14.1)      | 138(41.4) | 96(28.8)  | 3(.9)   | <b>5.76</b> | <b>1.22</b> | <b>.000</b>     |
| My leader maintains definite standards of performance                      |             | 17(5.1)  | 7(2.1)          | 22(6.6)                 | 49(14.7)      | 113(33.9) | 123(36.9) | 2(.6)   | <b>5.82</b> | <b>1.33</b> | <b>.000</b>     |
| My leader tries out his/her own ideas on us                                | 13(3.9)     | 15(4.5)  | 7(2.1)          | 16(4.8)                 | 77(4.8)       | 144(43.2) | 53(15.9)  | 3(.9)   | <b>5.40</b> | <b>1.48</b> | <b>.000</b>     |
| My leader ensures that we understand our roles                             | 1(.3)       | 11(3.3)  | 4(1.2)          | 17(5.1)                 | 46(13.8)      | 142(42.6) | 108(32.4) | 4(1.2)  | <b>5.89</b> | <b>1.17</b> | <b>.000</b>     |
| My leader gives us complete freedom in decision making and problem solving | 5(1.5)      | 21(6.3)  | 9(2.7)          | 29(8.7)                 | 63(18.9)      | 112(33.6) | 90(27)    | 4(1.2)  | <b>5.49</b> | <b>1.48</b> | <b>.000</b>     |

*Key= Mean <4, Untrue >4 True, t- test value = 4, 95% Confidence Interval of the Difference*



**Authoritative Leadership**

The survey second objective was to establish how authoritative leadership style influences on performance of employees. The table 2 presents the study results as collected and analysed.

**Table 6: Authoritative Leadership**

|  | Strongly disagree | disagree | Slightly disagree | Neither agree nor disagree | Slightly agree | Agree     | Strongly agree | NR      | Mean        | Stdv        | Sig. (2-tailed) |
|--|-------------------|----------|-------------------|----------------------------|----------------|-----------|----------------|---------|-------------|-------------|-----------------|
| My leader does not instill pride in others for being associated with them                  | 13(3.9)           | 51(15.3) | 22(6.6)           | 48(14.4)                   | 61(18.3)       | 79(23.7)  | 43(12.9)       | 16(4.8) | <b>4.58</b> | <b>1.78</b> | <b>.000</b>     |
| My leader goes beyond self-interest for the good of the group                              | 12(3.6)           | 26(7.8)  | 26(7.8)           | 59(17.7)                   | 61(18.3)       | 103(30.9) | 38(11.4)       | 8(2.4)  | <b>4.82</b> | <b>1.60</b> | <b>.000</b>     |
| My leader displays sense of power and confidence   |                   | 16(4.8)  | 11(3.3)           | 9(8.7)                     | 39(11.7)       | 123(36.9) | 105(31.5)      | 10(3)   | <b>5.72</b> | <b>1.35</b> | <b>.000</b>     |
| My leader does not make personal sacrifices for others benefit                             | 29(8.7)           | 46(13.8) | 19(5.7)           | 77(23.1)                   | 39(11.7)       | 74(22.2)  | 42(12.6)       | 7(2.1)  | <b>4.35</b> | <b>1.87</b> | <b>.001</b>     |
| My leader is an inspirational motivation   | 6(1.8)            | 9(2.7)   | 25(7.5)           | 36(10.8)                   | 49(14.7)       | 122(36.6) | 77(23.1)       | 9(2.7)  | <b>5.43</b> | <b>1.45</b> | <b>.000</b>     |
| My leader talks enthusiastically about what needs to be done with conviction               | 2(.6)             | 11(3.3)  | 15(4.5)           | 33(9.9)                    | 58(17.4)       | 115(34.5) | 86(25.8)       | 13(1.2) | <b>5.59</b> | <b>1.36</b> | <b>.000</b>     |
| My leader expresses confidence that goals will be achieved without influence               | 14(4.2)           | 13(3.9)  | 40(12)            | 39(11.7)                   | 53(15.9)       | 96(28.8)  | 69(20.7)       | 9(2.7)  | <b>5.06</b> | <b>1.68</b> | <b>.000</b>     |
| My leader articulates a compelling vision for the future                                   | 1(.3)             | 18(5.4)  | 9(2.7)            | 36(10.8)                   | 52(15.6)       | 130(39)   | 78(23.4)       | 9(2.7)  | <b>5.63</b> | <b>1.16</b> | <b>.000</b>     |
| My leader articulate intellectual stimulation  | 7(2.1)            | 7(2.1)   | 13(3.9)           | 27(8.1)                    | 71(21.3)       | 132(39.6) | 65(19.5)       | 11(3.3) | <b>5.72</b> | <b>3.62</b> | <b>.000</b>     |
| My leader re-examines critical assumptions to questions as to whether they are appropriate | 5(1.5)            | 12(3.6)  | 16(4.8)           | 38(11.4)                   | 64(19.2)       | 121(36.3) | 70(21)         | 7(2.1)  | <b>5.50</b> | <b>1.33</b> | <b>.000</b>     |
| My leader does not impose decisions  | 20(6)             | 62(18.6) | 31(9.3)           | 45(13.5)                   | 59(17.7)       | 88(26.4)  | 20(6)          | 8(2.4)  | <b>5.41</b> | <b>1.40</b> | <b>.000</b>     |
| Individual consideration is not considered by my leader                                    | 19(5.7)           | 55(16.5) | 29(8.7)           | 66(19.8)                   | 48(14.4)       | 82(24.6)  | 21(6.3)        | 13(3.9) | <b>5.68</b> | <b>1.18</b> | <b>.000</b>     |
| My leader treats others as individuals rather than as members of a group                   | 13(3.9)           | 73(21.9) | 26(7.8)           | 63(18.9)                   | 63(18.9)       | 57(17.1)  | 31(9.3)        | 7(2.1)  | <b>4.93</b> | <b>1.71</b> | <b>.000</b>     |
| My leader is a dictator with no empathy and is never supportive                            | 50(15)            | 84(25.2) | 27(8.1)           | 50(15)                     | 46(13.8)       | 37(11.1)  | 32(9.6)        | 7(2.1)  | <b>4.25</b> | <b>1.78</b> | <b>.013</b>     |
| Re-examines critical assumptions to question whether they are appropriate                  |                   | 4(1.2)   | 5(1.5)            | 8(2.4)                     | 48(14.4)       | 167(50.2) | 85(25.5)       | 16(4.8) | <b>4.25</b> | <b>1.74</b> | <b>.012</b>     |

**Key= Mean <4, Untrue >4 True, t- test value = 4, 95% Confidence Interval of the Difference**