AN INVESTIGATION OF THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN KENYA, A CASE STUDY OF COFFEE RESEARCH FOUNDATION IN RUIRU.

BY

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Declaration

This is my original work and has not been presented elsewhere either for the award of diploma or degree

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Dedication

This research project is dedicated first to the Almighty God who gave me the physical and mental strength to do it. Dedication also goes to my supervisor for his intellectual support, family and friends for their financial and moral support. It is also dedicated to the employees of Coffee Research Foundation who have played a vital role in its success.
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List of Abbreviations and Acronyms

CBK--------------------------------------------------Coffee Board of Kenya
CRF--------------------------------------------------Coffee Research Foundation
HOD--------------------------------------------------Head of Department
KSH--------------------------------------------------Kenya shilling
PS--------------------------------------------------Permanent Secretary
SPSS--------------------------------------------------Statistical Package for Social Sciences
Operational Definitions

Leader- a person who influences a group of people towards a specific result. An individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of the organization or society.

Leadership – is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

Leadership style — the manner and approach of providing direction, implementing plans and motivating people

Job performance – refers to behavior that is expected to contribute to organizational success.

The followers are other members of the group led by a leader.

Autocratic leadership style – is a situation whereby the leader does not delegate or share authority or power or consult with the subordinates

Bureaucratic leadership style - a situation whereby decision, authority and power is transmitted through the organizational hierarchy. Everything is done according to procedure and policy.

Democratic leadership style - decision, authority and power is shared as workers are consulted and allowed to participate in decision making through collective dialogue, discussion and open communication with their leaders

Laissez faire (free reign) - the workers are given freedom to decide what to do with minimal or absolutely no supervision. Decision, authority and power rest with the workers and the leadership has less or no influence

Employee Turnover intention – the rate at which employees are willing to leave the organization

Employee Motivation - level of employee enthusiasm or degree of morale or urge to do a particular job

Employee Productivity - the effectiveness of an employee to perform or bear the intended results by meeting organizational objectives or targets

Employee Commitment - the level of employee interest or obligation to accomplish a particular task.
The purpose of the research project was to carry out research to find out the influence of leadership style on employees performance in Kenya with a case study of Coffee Research Foundation (CRF) in Ruiru. The research paid special attention to the influence of leadership style to employee performance in CRF, Ruiru. It sought to find out whether there was a relationship between the leadership style practiced in CRF and the performance of the employees. The research sought to find out whether the leadership style adopted in CRF influenced employees performance in terms of their productivity, turn over intention, motivation and commitment to offer effective and quality services. The target population was the 200 employees of CRF. A Sample of 100 employees was selected for the study. The employees who responded were 90. Data was collected by conducting face to face interviews and administering questionnaires with a specified time limit to be filled. The questionnaires were administered by the researcher and some by the help of the research assistants. The data was collected from the top, middle and lower management as well as from the subordinates. Data was further collected from the three departments in CRF to find out whether the leadership style adopted positively or negatively influenced the performance of the employees. The collected data was analyzed using SPSS. The data was presented using tables and pie charts. The research expected to find a relationship between the employees' performance and the leadership style adopted by the organization. If the leadership style was effective the researcher expected to find an efficient and effective staff committed to provide the best quality, reliable, adequate and appropriate services and vice versa. The research found majority of the respondents being on the view that there was a relationship between the leadership style adopted and the performance level of the employees. The research found out that majority of the respondents were on the view that the leadership style adopted by CRF influenced positively to employee motivation, commitment and productivity. It however influenced negatively to employee turnover intention. The research findings are helpful to policy makers, the government, university lecturers and students, and the CRF staff as it provides important resource of reference. The government and the policy makers can use the findings of this research project to make the requisite adjustments in order to improve service delivery. The research may also help the human resource managers to know the leadership style gap existing in their institutions and provide the requisite training and development to the management staff to improve their leadership skills which can largely contribute to improved performance in institutions of Kenya. The research project report is helpful to the CRF management as it exposes the leadership deficit which the human resource managers of CRF may find as potential area for further training and development of their management staff in order to facilitate improved performance of employees and coffee industry in Kenya.
Chapter One

1.0: Background of the study

Leadership refers to the ability to influence thoughts and behavior of others to perform their duties willingly, competently and devotedly. This enables the organization to achieve its goals. Leadership behavior can be explained by the way leaders and employees relate. A good relationship between leaders and employees facilitates high performance in the organization. The Leadership style adopted in an organization will depend on the expertise of the followers, the nature of the task to be performed, maturity of followers and the relationship between leaders and followers.

The influence of leadership style to employees' performance is important because problems of leadership have characterized the society today. In every society there must be a leader and followers. Good leadership is a basic necessity in any society that needs progress. According to Beutelsmann Stiftung (2012, P.7) administrative structures exist throughout the country, yet reforms to the civil service is urgently required.

There has been employees' unrest in Kenya which could be attributed to the exercise of inappropriate leadership styles and thus a research into leadership styles effectiveness may be necessary in finding a lasting solution to such problems that impede the society. Kubai (2004, p. 4) argues that this is a result of poor leadership skills by heads of institutions. This is a culture which has contributed to great business losses and destruction of property across all sectors of the Kenyan economy. The topic on leadership style was chosen as an effort to find out whether performance of employees could be attributed to the exercise of leadership styles and thus advice the management of CRF accordingly. The research was also a deliberate effort to restore confidence in Kenyan institutions. It tried to find out whether deficit in leadership style effectiveness and skills could be the key problem which contributes to the mayhem and madness evidenced in the Kenyan society. Have leaders ceased to be effective? The research may be a possible weapon of awakening the Kenyan policy makers not to take leadership for granted. The research sought to find out the influence of leadership style to employees performance since this is a matter of concern to the current generation if Kenyans are serious to find a solution to end the menace evident in their institutions.
This research focuses on Ruiru, Coffee Research Foundation in Kiambu County. Coffee research in Kenya started in 1908 with the appointment of an Entomologist. In those early years coffee research was undertaken at the Scotts Laboratories (currently the National Agricultural Laboratories) in the outskirts of Nairobi. In 1944 the government purchased the Jacaranda Estate near Ruiru and established the Coffee Research Station. In 1963, after considering requests by coffee farmers, the Government handed direct responsibility for the coffee research to the farmers. This change of responsibility culminated in the incorporation of Coffee Research Foundation as a company limited by guarantee on August 19, 1964. Thus the Foundation became a State Corporation under the Ministry of Agriculture.

The foundation has the technical, farms and substations, and service departments as the three main departments with each having several sections. The management comprises of the Board of Directors, Chairman’s Message, and Directors message and management team. The principal objective of the Foundation is to promote research into and investigate all issues relating to coffee and other agricultural and commercial systems as are associated with coffee and on matters ancillary thereto. In order to discharge its mandate, the Foundation has established research stations across the country. The substations are located at Mariene (Meru), Kisii, Kitale and Koru (Kipkelion). The Foundation also runs a demonstration plot at Namwela in Bungoma. In addition it provides credible and responsive technical advisory and training services. Coffee Research Foundation is funded mainly through a levy on coffee sales. However, in most of the years, funds from the levy have not adequately covered the Foundation’s budget. Towards overcoming this challenge, the Foundation has stepped up efforts to raise funds from internal commercial activities, services, external grants and collaborative projects.

Coffee Research Foundation is important because some Kenyans rely on coffee production as a source of their livelihood. According to information from CRF website the vision of the foundation is to be an excellent global institution of research and development for sustainable wealth creation in the coffee industry. The mission of the foundation is to research, develop and disseminate modern and innovative technologies through efficient utilization of resources for the prosperity of stakeholders in the coffee industry. The goal of the foundation is to improve the welfare of the coffee growers, create jobs and wealth through enhanced productivity and efficiency in the coffee industry. The foundation is run by a Board of Directors which
compromises of 6 members appointed under the state corporations act. Other members are PS Ministry of Agriculture, PS Ministry of Finance and one representative from public universities offering agricultural course. Thus, CRF is an institution which the researcher believed can greatly contribute to the success of coffee production in Kenya because it has a mandate of undertaking research of new able varieties of coffee that befits the changing ecological climatic conditions, research on diseases and pests and their control, research on processing, production and even marketing. CRF is capable of informing farmers and coming up with viable information which can largely contribute to the success of coffee production in Kenya.

The research sought to find out whether there is any leadership style deficit and thus inform the management to undertake precaution by undertaking the requisite measures and solutions to avoid any possible under performance. It was a deliberate effort to avoid any likely hood of CRF facing unrest which has been a Kenya culture and style of forcing the management to address their issues which if not tackled can lead to great losses to farmers and CRF institution. It was also a deliberate effort to improve the quality of services delivered by the management of CRF which can lead to improved production of coffee in Kenya. The research could have focused entirely on other different institutions but logistics, financial and manpower constraints among others did not allow.

According to Condliffe K. et al (2008,p.18) coffee is facing a decline in production in Kenya. The research was an effort to find out whether the leadership of CRF is contributing towards averting the status quo. The research sought to find out whether the performance of employees in CRF was influenced enough by the leadership to provide quality and effective services. Obviously, as a country Kenyan aims to move forward in service delivery and consequently that’s why the topic is of importance to CRF.

The dictatorial leadership which some leaders in our Kenyan society seem to embrace should be a thing of the past and instead dialogue and participative communication ought to be embraced. Leaders need to be equipped with varied styles of leadership to know which, when and what style to embrace to effectively handle the problem at hand.
1.1: Statement of the Problem

Leadership is an indispensable requisite for the success of any organization. This research tries to find out the impact of a leadership style on the performance of employees in Kenya based on a case study of Coffee Research Foundation, Ruiru.

Since an organization requires a leader to shape the behavior of employees and lead them to the desired direction. This research sought to find out to what extend leadership style in CRF affected the performance level of the employees. It sought to find out whether there was a relationship between the leadership style practiced and the performance level of the employees in terms of their production, motivation, commitment and turn over intention.

Coffee is a major cash crop in Kenya which has experienced reduced production for the last decade. According to Karoga, J. et al. (2000) coffee production has declined due to high production costs, inefficiencies and conflicts of interest at CBK and cooperatives, coffee berry disease prevalence and declining soil fertility. According to Kasirye E. (2005) these shortcomings could partly be attributed to lack of requisite advisory services, training, publication and research of which CRF is mandated to carry out. Hence the study is a deliberate effort to restore confidence in coffee production in the light of research on the effect of leadership style to employee performance in Coffee Research Foundation.

According to Oluoch K. W. et al. (1999) agriculture accounts for about one-third of the gross domestic product, employs more than two-thirds of the labour force and accounts for almost 70% of the export earnings (excluding refined petroleum). It generates the bulk of the country's food requirements and provides significant proportion of raw materials for the agricultural based industrial sector.

According to Kamau M. et al. (2011) over 98 percent of the coffee produced in Kenya is exported (with an annual export output of approximately 1 million bags) and only 1 to 2% is consumed locally. Six million people are employed in the coffee industry (CBK, 2010) and because it is a labour intensive crop enterprise, it remains an important source of employment in rural Kenya. In spite of the central role it has played in the county’s development, coffee production has steadily declined over the years; from an all time high of about 130,000 metric
tons in 1987/88 to a low of about 40,000 metric tonnes of green coffee in 2008, partly due to a declining productivity.

According to Kimemia J. (director of CRF) in 2008 Kenyan coffee production was affected by unpredictable rainfall patterns and excessive droughts. According to Candliffe K. (2008 p.18) the performance of Coffee has been steadily declining in terms of both output and quality since its peak in 1987. Phillippe V. (2012) argues that in the 1990s, the global crisis in coffee prices led to the rapid decline of coffee production. The causes of this decline are: the high cost of production, low productivity, reducing soil fertility, increased pest pressure and diseases and lack of market knowledge skills by farmers' cooperatives.

According to Kasirye. E. (2005) CRF along with CBK have the responsibility for regulation of coffee sector. The CRF role is training, research liaison and advisory. It derives its mandate from the coffee act, 2001 which empowers CRF to conduct research, including research on quality factors, provide advisory services, training and to produce publications as well as make recommendations regarding the quality of inputs like chemicals and seeds. According to the ministry of agriculture, although CRF has undergone a retrenchment exercise that reduced staff by 500, out of the original 700, down to 200 without any new recruitment, there is an ongoing job evaluation by an independent consultant. The purpose is to restructure CRF such that it conforms to its broad mission, “to research, develop and disseminate research findings.”

1.2: Research Objectives

The study intended to investigate the influence of leadership style on employees’ performance in Kenya, with reference to Ruiru Coffee Research Foundation.

General objective

To highlight the relevance of leadership style on employees performance.

Specific objective

1. To investigate the influence of leadership style on employees performance.
2. To find out how the leadership style adopted influences the performance level of the employees in terms of their productivity, motivation, commitment and turnover intention.
3. To find out the real causes influencing performance level of employees.
4. To design a leadership style framework for efficient and effective employee performance.
1.3: Research Questions

1. What type of influence will leadership style have on performance?
2. What impact does leadership style have on employee labor turnover intention, productivity, motivation and commitment?
3. What are the real factors influencing performance level of employees?
4. Is it possible to develop a reliable leadership style framework for efficient and effective employees’ performance?

1.4: The Scope of the Study.

The research was carried out at Coffee Research Foundation in Ruiru. The research was investigating the influence of leadership style on employee performance in Ruiru CRF. The research was seeking to find out whether the performance level in terms of productivity, turnover intention, motivation and commitment was influenced by the leadership style adopted. It further sought to find out whether the decline in coffee production in Kenya could be attributed to the effect of leadership style on employee performance in CRF. The research sought responses from 100 employees sampled from the 200 employees of CRF inclusive of the management employees and their subordinates. The 100 sampled employees included one director, two managers, twenty supervisors, three HODS and seventy four subordinates. Sampling process was based on age, gender, level of experience, position and level of education.

The research employed the survey method through which responses were solicited through questionnaires and face to face interviews from varied employees in departments and branches. The research solicited majority of the respondents from the CRF technical and service departments. Responses from the other department (farms and sub stations) were few because of constraint on the researcher on proximity, logistics, finance and other manpower limitations.

The research sought to find out whether the advisory services from CRF could be a potential factor influencing performance of Coffee sector and whether the leadership style employed in an institution can affect the performance of its employees. The fact that some respondents were reluctant to respond to the questionnaires may have negatively affected or interfered with the success of the study.
1.5: The Significance of the Study.

The study is significant to the management employees working in CRF as the findings exposed the weaknesses of leadership styles adopted and provided suggestions of improvements. The human resource manager will find the study report useful during implementation of the requisite training needs on leadership styles thus enhancing employees' performance. The study will be of significance to other administrators and managers of different organizations as it will build their potential to explore and adopt the best leadership style in their organization. The research exposed how employees respond to the different leadership styles and their contributions to performance. Thus findings of this study may act as guidelines on which leadership style should be adopted that may greatly contribute towards the achievement of institutions corporate goals. The research will help the future researchers as it will act as source of information to them on leadership hence enriching the literature review of future studies. It will also act as a reference to the academicians thereby encouraging future researchers on the same. The recommendations of this research are helpful to the managers, universities and policy makers in designing and implementing the requisite leadership techniques for performance improvement.

1.6: Limitations of the Study

1.6.1: Weather Conditions

There were no unfavorable weather conditions as anticipated such as rain which could have led to a difficult access to the organization.

1.6.2: Time factor

The researcher is an employee working in the private sector in Nairobi and getting enough ample time to conduct the interviews was a limitation. Thus, time was another shortcoming which might have led to collecting insufficient information. The researcher was helped by the research assistants to collect data in order overcome this challenge.

1.6.3: Sample size

All the employees were not interviewed since the researcher was delimited by finance; manpower and time in effort to reach out to all the employees. Some employees were also on leave while others were engaged elsewhere and this even complicated the problem. The researcher adopted stratified random sampling to overcome this challenge.
1.6.4: Uncooperative respondents

Some respondents were reluctant to answer the questionnaires which might have contributed to biases and gathering of inadequate data. However, majority of the sampled employees responded to the questionnaires and the interviews as the researcher assured them of the confidentiality and safety of their information. He assured them that the information collected will only be used for the academic purpose of this research in order to persuade them to respond to the questionnaires and the interviews.

1.7: The Assumptions of the Study

The study was based on the following basic assumptions;

* That the information received through questionnaires was reliable source for effective study.

All workers in the organization were aware of leadership styles and their possible effect on performance and effective operation.

That time would be enough to carry out the study in majority of the departments in the organization.

That the respondents would be co-operative and willing to provide reliable information
Chapter two

2.0: Literature Review

2.1: Introduction

Leadership is the ability of superior to influence the behavior of his subordinates and persuade them to follow a particular course of action. An organization requires a leader to shape the behavior of the employees and lead them to the desired direction. Good leadership style is a key to improved organizational performance. Performance is the organizations' ability to attain its goals by using resource in an efficient and effective manner.

According to Pandey (2005, p.34) a leader should be intelligent enough to examine problems in the right perspective and to make right decisions at the right time in the interest of the organization. He should be objective (i.e., free of bias) in dealing with his subordinates and should have full knowledge of the work performed under his supervision. The leader should develop and maintain personal relations with his followers. He must have confidence in his own ability to lead others and have the required will-power to meet the needs of every situation by adopting a suitable leadership style. He should have the ability to look at things from other point of view and capacity to appreciate others. The leader needs to have a sense of responsibility towards the attainment of organizational goals so that he can be a living example in front of his followers. He must be aware of his strength and weaknesses in relation to his subordinates and should know how others perceive him as a leader.

2.2.2: Trait Theories:

Similar in some ways to "Great Man" theories, trait theories assume that people inherit certain qualities and traits that make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics shared by leaders.
2.2.3: Contingency Theories:
Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.

2.2.4: Situational Theories:
Situational theories propose that leaders choose the best course of action based upon situational variables. Different styles of leadership may be more appropriate for certain types of decision making (Paul Hersey and Kenneth Blanchard, 2008). They argued that the most effective leadership style varies according to the level of maturity of the follower and demand of the situation. They argued that the leadership style should change as the employee mature in the job. They defined maturity not as age or psychological stability but as employee ability to accept responsibility and desire for achievement through education training, experience and skills related to a particular task.

2.2.5: Behavioral Theories:
Behavioral theories of leadership are based upon the belief that great leaders are made, not born. Rooted in behaviorism, this leadership theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation.

2.2.6: Participative Theories:
It suggests that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

2.2.7: Transactional Theories:
It focuses on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishments.

2.2.8: Transformational Theories:
It focuses upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members, see the importance and higher good of the task. These leaders focus on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.
2.2.9: Path goal theory

This theory was developed by Robert House in 1996. It is based on the believe that managers can facilitate job performance by showing employees how their performance directly affect their desired rewards. According to this theory, effective job performance results if the manager assists the employees in performing job effectively and rewarding them for effective performance. According to Path goal, leader behavior is acceptable when employees view it as a source of satisfaction or paving way for future satisfaction. In addition leader behavior motivates to the extent in which it reduces road blocks that interfere with goals accomplishment and provides guidance needed by employees while tying meaningful rewards to goal accomplishment.

2.3.0: Leadership Styles

Four of the most basic leadership styles are: Autocratic, Bureaucratic, Laissez-faire and Democratic. This research will briefly define each style and describe the situations in which each one might be used.

2.3.1 Autocratic Leadership Style

It is one in which the leader retains as much power and decision-making authority as possible. It’s where the manager does not consult employees nor are they allowed giving any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

It is the most effective style to use especially when new and untrained employees who do not know which tasks to perform or which procedures to follow.

The autocratic leadership style should not be used when: Employees become tense, fearful, or resentful, employees expect to have their opinions heard, employees begin depending on their manager to make all their decisions and where there is low employee morale, high turnover and absenteeism and work stoppage.

2.3.2 Bureaucratic Leadership Style

Bureaucratic leadership is where the leader manages "by the book" everything must be done according to procedure or policy. If it isn't covered by the book, the manager refers to the next level above him or her. This manager is really more of a police officer than a leader. He or she enforces the rules.
This style can be effective when: Employees are performing routine tasks over and over, employees need to understand certain standards or procedures; employees are working with dangerous or delicate equipment that requires a definite set of procedures to operate, safety or security training is being conducted and when employees are performing tasks that require handling cash.

This style is ineffective when: employees form work habits that are hard to break, if especially the managers are no longer useful, employees lose their interest in their jobs and in their fellow workers and when employees do only what is expected of them and no more.

2.3.3 Democratic Leadership Style

The democratic leadership style is also called the participative style as it encourages employees to be part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision.

Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically the democratic leader: Develops plans to help employees evaluate their own performance, allows employees to establish goals, encourages employees to grow on the job and be promoted, recognizes and encourages achievement.

Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

The democratic leadership style is most effective when: the leader wants to keep employees informed about matters that affect them, the leader wants employees to share in decision-making and problem-solving duties, the leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction, there is a large or complex problem that requires lots of input to solve, changes must be made or problems solved that affect employees or groups of employees and when one wants to encourage team building and participation,
Democratic leadership should not be used when: There is not enough time to get everyone's input, it's easier and more cost-effective for the manager to make the decision, the manager feels threatened by this type of leadership and when employee safety is a critical concern.

2.3.4 Laissez-Faire Leadership Style

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

This is an effective style to use when: Employees are highly skilled, experienced, and educated. Employees have pride in their work and have the drive to do it successfully on their own or when outside experts such as staff specialists or consultants are being used. Employees are trustworthy and experienced.

This style should not be used when: It makes employees feel insecure at the unavailability of a manager. The leader cannot provide regular feedback to let employees know how well they are doing. Leaders are unable to thank employees for their good work. The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

2.4.0 Abraham Maslow Theory of Motivation

He was interested in why employees work and what motivates them to work. He indicated that human beings do what they do because they have needs which have to be satisfied. These are; physiological, security, social, self esteem and self actualization needs.

Physiological needs are the basic needs for sustaining human life such as food, shelter, clothing, rest and water. Leaders need to identify and meet these needs to influence employees' performance. This is through provision of fringe benefits, healthy working environment, fair wages and reducing overburdening of the employees to overcome this challenge. Security needs are connected with the fear of losing job and benefits. CRF employees need protection from this fear. The social needs include affiliation, sense of belonging, acceptance and friendship. The management of CRF should show love, encourage social groups and show affection to its employees. Esteem needs include respect, appreciation, self competence and intelligence. The CRF should satisfy this. Self actualization is the desire to become what one is capable of
becoming. It is a 'growth' need. A person feels that he should accomplish something in his life by utilizing his potentials to the maximum.

2.5: Empirical Review.

In 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. While further research has identified more specific types of leadership, this early study was very influential and established three major leadership styles. In the study, school children were assigned to one of three groups with an authoritarian, democratic or laissez-fair leader. The children were then led in an arts and crafts project while researchers observed the behavior of children in response to the different styles of leadership.

Researchers found that decision-making was less creative under authoritarian leadership. Lewin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial.

Lewin’s study found that participative leadership, also known as democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin’s study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality.

Researchers found that children under delegate leadership, also known as laissez-fair leadership, were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation and were unable to work independently.

Jikandar W. (2010) examined the different leadership styles on employees’ performance in Pakistan. The primary focus of this study was to investigate the impact of leadership style on employees’ performance. The study used quantitative approach to measure the impacts of leadership on performance. Data was collected through structured questionnaire in which respondents were issued with close-ended questionnaires. The study found out that the relationship between employees’ performance with democratic style was statistically significant. It concluded that if the leader involves the employees in decision making process, having friendly relationship with them and decrease their stress at work place, he can maximize their performance.
According to Rezael.H. D and Safa.M (2010. P.39) Participative leadership significantly impacts on employees’ commitment to service quality. The study found that directive leadership style has negative influences on employees’ commitment to quality while Participative leadership style has positive effect on employee commitment.

According to Oluseyi S.A and Hammed T.A (2009) leadership effectiveness has the strongest correlation with employees’ performance. This study found that leadership effectiveness is the most influential on employees’ performance. This study indicated that leadership effectiveness is the most potent contributor to employees’ performance.

According to Koigi N. and Amords. C. (2013) the organizational performance of Kenyan public enterprises has been reported to below expectations. There is a need to investigate the need of improving this performance. The study posits that transformational leadership influences organizational performance positively while self deceptive narcissistic leadership influences organizational performance negatively.

According to a research by Ngethe J.M et al. (2012) leadership style influences academic staff retention in Kenyan public universities. The research found a significant relationship between the leadership style adopted and the academic staff retention. Thus there is need to embrace leadership style that promotes staff retention for institutions to thrive. The leaders should be responsive to staff issues since responding to staff issues promptly shows that the leaders care and thus encourage intention to stay longer in the organization. Academic staff should be recognized as critical resource that can significantly contribute to institutions ability to compete locally and globally.

Sang C.L and Yean L.T. (2011) recognizes employee turnover as a key issue faced by organizations regardless of their locations, sizes and nature of their business. All parties in the organization play crucial role in promoting human capital to achieve competitive advantage. Thus high employee’s turnover definitely will defeat this objective. Leadership styles and job satisfaction have been identified in this study as the major contributors to employees’ turnover intention.

Hsien C.L and Chrang T.H (2011) study found that leadership style has significant influence on job stress. Job stress has positive relationship with turnover intention. Leadership style has
negative influence of turn over intention. Successful interaction between leaders and their followers are central to the overall functioning of a company.

There is a void of literature on the influence of leadership style to employee performance in Kenya which this research aimed to breach by carrying out research on the influence of leadership style to employee performance in Kenya with a case study of CRF.

2.6: Conceptual Framework

This research is inspired by Kurt Lewin theory of leadership. It sought find out whether the leadership style(s) practiced either democratic, autocratic, free reign or bureaucratic may positively or negatively contribute to employees’ performance in terms of productivity, turnover intention, motivation and commitment. It tried to establish whether there is a relationship between the leadership style adopted and the performance level of the employees.

Figure 1

![Diagram showing the independent and dependent variables in the conceptual framework.]

- **Independent variables**
  - Employee productivity
  - Employee turnover intention
  - Employee motivation
  - Employee commitment

- **Dependent variable**
  - Leadership style
Chapter three

3.0: Methodology

3.1 Introduction
This chapter describes the research design, the target population, sampling strategy, data collection tools, research instruments and data analysis procedures. It also states the extent to which the study has relied on qualitative and quantitative methodology.

3.2 The study area
The research was designed to investigate the influence of leadership style on employee performance in Kenya with a case study of CRF. The target population was the 200 employees of CRF. A sample of 100 employees which is approximately 50% of the population was used to collect the necessary data. Questionnaires were self administered with help of the research assistants. The research has paid special attention to CRF, Ruiru which is located in a rural area. The terms and conditions of employment were permanent, contract and casual basis.

3.3 Research design
A survey method was employed in which data was collected from employees working in the three departments of Ruiru CRF. A research was carried out in which data was collected from 90 employees out of the 100 sampled employees from CRF in Ruiru. The research was investigating the influence of leadership style to employees' performance level in terms of their production, turn over intention, motivation and commitment at CRF. The relationship between the independent and dependant variables was examined to find out how leadership style influences employees performance level in Ruiru CRF.

3.4 The target population
The target population was the entire 200 people employed in CRF. The research sampled 100 employees from all the departments for the interviews and issuing of questionnaires. The research targeted the directors, managers, supervisors, HODS and the subordinates from all departments and sections whose response to questionnaires and interviews schedule was analyzed.
Employees’ different backgrounds and length of experience aided them to post an idea on which areas needed improvement in leadership styles as they responded to the questionnaires. This helped to realize a democratic solution to their performance constrains and enhance efficiency.

3.5 Sampling strategy
A stratified random sampling of the target population was conducted. To achieve the set objectives, a descriptive approach was adopted whereby interviews and questionnaires were administered by the researcher and research assistants to the 100 employees selected from Ruiru CRF. Sample stratification was based on age, gender, experience, level of education and position. The Population of the employees in the CRF was divided in accordance to the proportional representation of the stratum. Stratified random sampling was adopted because it provided a reasonable representative sample size, proportional to the population.

3.6 Data collection tools and techniques
Having defined the purpose of the research, the researcher established a working plan to ensure effective data collection. The interviews were conducted from the selected office bearers in different departments. The data was collected from 90 employees out of the 100 sampled respondents primarily by use of self administration of questionnaires and interview schedules. The researcher had an ample time during interviews, interactions and distribution of questionnaires in the different departments for information enquiry.

Face to face personal interviews was carried out where a rigid procedure was followed to seek answers to the set pre-conceived questions. Although the researcher was dealing with different levels, the interview schedule provided a guideline to help in realization of relevant and reliable data. Some questionnaires were administered by the help of friends and research assistants to the Foundation.

3.7: Reliability of the Research Instruments
Reliability is estimated by measures of the extent to which similar results may be expected from similar sample within the population studied across different contexts and at different times. It focuses on stability of results across times, setting and samples.

A pilot study of the research instrument was carried out after which the researcher made few changes to the structure and content of the questionnaire and interview schedule. This test retest method was used to estimate the degree to which the same result could be obtained with a
repeated measure of accuracy of the same concept in order to determine the reliability of the instruments. The correlation coefficient determined whether the instrument was reliable. After this exercise, the instrument was subjected to appropriate revision which was adopted for the study.

3.8 Data analysis

This focuses on how data was analyzed, presented, interpreted and discussion of the likely findings. The number of questionnaires distributed to the sampled population was 100. The collected data was analyzed using SPSS. The analyzed data were presented using frequency distribution tables and pie charts. Moreover, measures of central tendency and dispersion were employed.

The analysis of data was based on the research questions. The collected data was analyzed using both the qualitative and quantitative procedures. The researcher categorized the instruments into homogeneous groups, coded and summarized the frequencies and percentages using SPSS.

3.9 Data Collection Procedure

Permission to carry out research was obtained from the Managing Director of Coffee Research Foundation in Ruiru and HODS and managers were informed about the research. A day was arranged to administer the questionnaire and days set for the interviews.
Chapter four

4.0: Analysis and Presentation of Results.

4.1: Introduction

The aim of the research project was to investigate the influence of leadership style on employees performance in CRF. The number of employees in CRF was 200 and out of these 100 of them were sampled for the study. The number of the employees who responded to the questionnaires and the interview were 90. The researcher sampled the respondents on the basis of level of education, level of experience, age, gender and position held. The research sought information on how leadership style influences employees’ performance in terms of their motivation, commitment, turnover intention and productivity. The research also found out the real factors influencing performance level of employees. The collected data was coded, analyzed, presented and interpreted using statistical tools.

4.2: Sample Analysis on the Basis of Education, Experience, Gender and Sex

4.2.1: Different educational levels for various employees in CRF.

Table 1

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>3</td>
<td>3.3%</td>
</tr>
<tr>
<td>Certificate</td>
<td>15</td>
<td>16.7%</td>
</tr>
<tr>
<td>Diploma</td>
<td>25</td>
<td>27.8%</td>
</tr>
<tr>
<td>Degree</td>
<td>35</td>
<td>38.9%</td>
</tr>
<tr>
<td>Masters degree</td>
<td>5</td>
<td>5.6%</td>
</tr>
<tr>
<td>PHD</td>
<td>5</td>
<td>5.6%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>2.2%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: field data

From the above table one can be able to tell that, the organization employs highly qualified and skilled employees who are effective and efficient in performing their duties.
4.2.2: Experience level of the employees of CRF

Table 2

<table>
<thead>
<tr>
<th>Level of experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>15</td>
<td>16.7%</td>
</tr>
<tr>
<td>5-10 years</td>
<td>50</td>
<td>55.6%</td>
</tr>
<tr>
<td>10-15 years</td>
<td>20</td>
<td>22.2%</td>
</tr>
<tr>
<td>15-20 years</td>
<td>5</td>
<td>5.6%</td>
</tr>
<tr>
<td>20-25 years</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>25-30 years</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>30 years and above</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field data

Majority of the employees sampled were between 5-10 years of experience. This implies that the employees had the basic experience needed to effectively handle their responsibilities.

4.2.3: Gender of the respondents.

Table 3

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>55</td>
<td>61%</td>
</tr>
<tr>
<td>Female</td>
<td>30</td>
<td>33%</td>
</tr>
<tr>
<td>Not indicated</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: field data

From the table, it shows there were many male employees in CRF than female. Only a few whose gender was not indicated in the questionnaire. This was because 61% of the respondents were male and 33% were female employees.
4.2.4: Different ages for various employees in CRF

Table 4

<table>
<thead>
<tr>
<th>Range of ages</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30yrs</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>31-40yrs</td>
<td>40</td>
<td>44</td>
</tr>
<tr>
<td>41-50yrs</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>51-60yrs</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: field data

The study covered respondents from ages of 21 to 60 years. The range between 51-60 years has the lowest percentage meaning that the possibility of many retirements is very low. Majority of employees ranges from 31-40 years. The information can also be interpreted in form of pie chart. Figure 2.
4.3: Analysis of the types of leadership styles in CRF and their influence on performance.

4.3.1: Types of leadership styles in CRF.

Table 5

<table>
<thead>
<tr>
<th>Type of leadership style</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Bureaucratic</td>
<td>40</td>
<td>44%</td>
</tr>
<tr>
<td>Democratic</td>
<td>30</td>
<td>33%</td>
</tr>
<tr>
<td>Laissez faire</td>
<td>15</td>
<td>17%</td>
</tr>
<tr>
<td>others</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: field data

The table above depicts that bureaucratic leadership style was mostly used in CRF followed by democratic leadership style. The least used style was autocratic. This was because 44% of the respondents were of the view that bureaucratic leadership style was used followed by 33% of democratic style and 6% of autocratic style.

4.3.2: Influence of leadership style on employees performance

Table 6.

<table>
<thead>
<tr>
<th>Performance of employees</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good performance due to effective leadership style</td>
<td>43</td>
<td>48%</td>
</tr>
<tr>
<td>Poor performance due to ineffective leadership style</td>
<td>27</td>
<td>30%</td>
</tr>
<tr>
<td>Performance due to other factors</td>
<td>20</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: field data

The highest number of employees (48%) was on the opinion that there was good performance due to effective leadership style. However, 30% of the employees were of the view that poor performance was due to ineffective leadership style adopted while 22% indicated that performance was related to other factors. This is illustrated in the pie chart below.
4.3.3: Response on whether leadership style influences employees’ performance.

Table 7

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>71</td>
<td>79%</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>21%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>

The research was conducted in order to determine whether leadership style had an influence on employees’ performance in the organization. 79% of the respondents indicated that leadership style had an effect on their performance while 21% indicated that leadership style had no effect to their performance. This could be attributed by the fact that some respondents in table 6 above had indicated that their performance was influenced by factors.

4.4: Influence of leadership style on employees performance in terms of motivation, commitment, turnover intention and productivity.

4.4.1: Influence of leadership style on employee performance in terms of motivation.

Table 8.

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive (satisfied)</td>
<td>51</td>
<td>57%</td>
</tr>
<tr>
<td>Negative (dissatisfied)</td>
<td>39</td>
<td>43%</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100%</td>
</tr>
</tbody>
</table>
57% of the employees sampled were of the view that the leadership style practiced influenced their performance positively in terms of motivation while 43% were of the view that it negatively influenced their performance.

**4.4.2: Influence of leadership style on employees’ performance in terms of commitment**

Table 9

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive (dedicated in the job)</td>
<td>56</td>
<td>62%</td>
</tr>
<tr>
<td>Negative (not dedicated in the job)</td>
<td>31</td>
<td>35%</td>
</tr>
<tr>
<td>Blank</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

62% of the respondents were of the view that the leadership style adopted had a positive influence to their performance in terms of their commitment while a 35% were of the view that it had a negative influence. 3% of the respondents did not answer the question.

**4.4.3: Influence of leadership style on employees performance in terms of turnover intention.**

Table 10

<table>
<thead>
<tr>
<th>Turn over intention</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive (willing to leave the organization)</td>
<td>28</td>
<td>32%</td>
</tr>
<tr>
<td>Negative (not willing to leave the organization)</td>
<td>58</td>
<td>64%</td>
</tr>
<tr>
<td>Blank</td>
<td>4</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Most of the respondents were of the view that the leadership style adopted had a negative influence on labor turnover intention. This is because 64% of the employees indicated that they were not willing to leave the organization. However, 32% indicated that they were willing to leave the organization because of the leadership style practiced while 4% did not answer the question.
4.4.4: Influence of leadership style on employee performance in terms of productivity.

Table 11

<table>
<thead>
<tr>
<th>Productivity</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive (leadership style facilitates attainment of work results)</td>
<td>49</td>
<td>54%</td>
</tr>
<tr>
<td>Negative (leadership style does not facilitate achievement of work results)</td>
<td>36</td>
<td>40%</td>
</tr>
<tr>
<td>Blank</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

54% of the respondents were of the view that the leadership style adopted had a positive influence on their performance in terms of productivity. 40% indicated that the leadership style adopted had a negative influence on their productivity while 6% did not respond to this question. 40% of the respondents who revealed that the leadership style did not facilitate towards the achievement of their work results could be a potential cause of decline in their performance which can impact negatively on coffee production. Thus the leadership style should be improved in order to boost productivity of the employees.

4.5: Factors influencing employees’ performance apart from leadership style.

Table 12

<table>
<thead>
<tr>
<th>Factors</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>60</td>
<td>67%</td>
</tr>
<tr>
<td>Incentives</td>
<td>13</td>
<td>14%</td>
</tr>
<tr>
<td>Working conditions</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>10</td>
<td>11%</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Apart from the influence of leadership style most employees who responded to the questionnaire were of the view that the amount of salary paid had the highest influence on their performance. Thus an effective remuneration policy was required to improve performance of the employees.
5.0: Summary of findings, conclusions and recommendations.

5.1: Summary of findings

5.1.1: Introduction

The researcher wanted to find out whether leadership style influenced the performance of employees. The researcher carried out a research in CRF in Ruiru which was the case study.

5.1.2: Sample stratification on the Basis of Education, Experience, Gender and Sex

The research found out that 38.9% of the respondents were degree holders, 11.2% were masters and PHD holders. This implies that the organization employs highly qualified and skilled employees who are effective and efficient in performing their duties. Majority of the employees sampled were between 5-10 years of experience. This indicates that the employees had the basic experience needed to effectively handle their responsibilities. The research found out that 61% of respondents were male employees and 33% were female. Only 6% whose gender was not indicated in the questionnaire. This implies there were many male employees than females. The study covered respondents from ages of 21 to 60 years. The range between 51-60 years had the lowest percentage meaning that the possibility of many retirements was very low. Majority of employees ranged from 31-40 years.

5.1.3: Leadership styles in CRF and their influence on performance.

The study established that 44% of the respondents perceived bureaucratic style of leadership was mostly used, 33% democratic, 17% laissez faire and 6% autocratic. This indicates that the most dominant leadership style was bureaucratic followed by democratic, laissez faire and autocratic respectively. In addition, 48% of the respondents were of the view that the organization performance was good because of effective leadership style while 30% were of the view that it was poor due to ineffective leadership style. Moreover, 79% of the respondents revealed that, the leadership style adopted had an influence on their performance while 21% said it had no influence on their performance. There was a feeling by some employees that the leadership style adopted undermined their creativity as they were only allowed to do what was prescribed by authority through procedure and policy.
5.1.4: Influence of leadership style on employees performance in terms of motivation, commitment, turn-over intention and productivity.

The research found 57% of the respondents were satisfied with their work while 43% were not satisfied. Thus CRF needs to improve on employee motivation because 43% is a potential figure which can negatively impact on the organizations performance and hence contribute to poor performance in the Coffee sector. In addition, 62% of the respondents said the leadership style adopted impacted positively to their commitment while 35% said it negatively impacted on their commitment. Moreover, 64% of the respondents were of the view that the leadership style adopted had a negative influence on their performance in terms of their intention to leave the organization while 32% said it impacted positively. The research also revealed that, 54% of respondents indicated that the leadership style practiced influenced positively on their performance in terms of productivity while 40% said it negatively impacted. The 40% who revealed that the leadership style did not facilitate towards the achievement of their work results can be a potential cause of decline in their performance which can impact negatively on coffee production. Thus the leadership style should be improved in order to boost their productivity.

Apart from the influence of leadership style, 67% of the respondents were of the view that salary received had an influence on their performance.

5.2: Conclusions

According to the study results it is evident that the leadership style adopted influenced the performance level of the employees. It is also clear that the most dominant leadership styles practiced were bureaucratic and democratic leadership style which mostly impacted positively on the employees’ performance in terms of motivation, commitment and productivity. However, the study revealed that most employees were not willing to leave the organization. This implies that the leadership styles practiced were to some extend effective. In addition, good remuneration was also a requisite influence for better performance of employees.

5.3: Recommendations.

Since this research posits effective leadership style as a handmaid for better performance of employees, then institutions in Kenya should take this research as a serious tool for policy making. The research recommends that CRF should improve on their leadership styles by offering further training and development on their management employees in order to equip them with the requisite leadership skills for performance improvement. Moreover, organizations
should consider offering better remuneration packages for their employees. This induces them to offer efficient and effective services for their organization. The government should strengthen its involvement in institutions handling coffee in Kenya to identify the causes of reduced production of coffee.

5.4: Suggestions for further research

The researcher recommends a more comparative research to be carried out in other institutions in Kenya for a more comprehensive and inclusive findings. The researcher also recommends a further research in other institutions related to coffee industry in Kenya to find out the other causes influencing the under performance in the coffee sector in Kenya in respect to drop in production.
Bibliography


PhillippeV. (2012).*Coffee based Agroforestry systems Kenya*.project leader@cirad.AFS4FOOD


Appendices 1

Letter of introduction

Patrick Kiswili Kitili
Kenyatta University
Po Box 43844
Nairobi-Kenya

The Managing Director
Coffee Research Foundation
P.O Box 4-00232
Ruiru. Kenya

Dear sir/madam,

Re: APPLICATION FOR PERMISSION TO CARRY OUT RESEARCH

This is to kindly inform you that I am a bona fide student of Kenyatta University pursuing a degree of Master of Business Administration. It is a requisite that students carry out research project in their final year of the course as a partial fulfillment of the award of the degree. It’s for this reason that I kindly and humbly request your firm to allow me and give me a chance to carry out the research. The exercise may involve collecting data from all departments. The information collected shall be kept confidential and only used for the academic purpose of this project.

Please provide the required assistance.

Yours faithfully,

Mr. Patrick Kiswili Kitili
Patrick Kiswili Kitili
Kenyatta University
Po Box 43844
Nairobi-Kenya

The Permanent Secretary
Ministry of Agriculture
Po box 3009
Nairobi

Dear sir/madam,

**Re: APPLICATION FOR PERMISSION TO CARRY OUT RESEARCH**

This is to kindly inform you that I am a bona fide student of Kenyatta University pursuing a degree of Master of Business Administration. It is a requisite that students carry out research project in their final year of the course as a partial fulfillment of the award of the degree. It’s for this reason that I kindly and humbly request you to allow me and give me a written permission to carry out the research in your organization. The exercise will involve collecting data from the staff of Coffee Research foundation. The information collected shall be kept confidential and used only for the academic purpose of this research project.

Please provide the required assistance

Yours faithfully

Mr. Patrick kiswili kitili
Appendices 2.

Letter to the Respondents

Patrick Kiswili Kitili
Kenyatta University
Po Box 43844
Nairobi-Kenya

Dear respondent,

This is to kindly inform you that I am a bona fide student of Kenyatta University pursuing a degree of Master of Business Administration. It's a requisite that students carry out a research project in their final year of the course as a partial fulfillment of the award of the degree. It's for this reason that I kindly and humbly request you to assist me by filling in the questionnaire issued to you. The answers you provide in this questionnaire will only be used for the purpose of this study which is basically academic. The information you provide will not be used in any other way other than for the purpose of this research project. I sincerely request you to respond to the questions. All the information gathered will be handled responsibly with up most confidence, secrecy and due respect.

Thank for you for your endless support.

Yours faithfully

Patrick kiswili kitili
Appendices 3.

Copy of the Questionnaire/interview guide.

Section A

General information (Please fill the spaces where appropriate)

Name (optional)............................ Title (optional)......... Gender ........

Name of your institution................................................

Department..............................................................

Name of employer .....................................................

Position (optional)........................................................

1a. Indicate the range of your age (tick where appropriate)

21-30 years [ ] 41-50 years [ ]

31-40 years [ ] 51-60 years [ ]

b. Indicate the highest Level of your education (tick where appropriate)

No education at all [ ] Diploma graduate [ ]

Primary education [ ] Degree graduate [ ]

High school education [ ] Masters Degree graduate [ ]

PHD, graduate [ ] Any other (specify).........................

2. How long have you worked in this organization? (Tick the one appropriate)

0-5 years [ ] 5-10 years [ ] 10-15 years [ ] 15-20 years [ ]

20-25 years [ ] 25-30 years [ ] 30 years and above [ ]

3. In your opinion what would you say about the performance of your institution? (Tick one)

There is good performance due to use of effective leadership style [ ]

There is poor performance due to use of ineffective leadership style [ ]

Performance is related to other factors [ ]
Section B (to be filled by the subordinates)

4. a, Do you have supervisor(s) who supervise your work?
   Yes [ ]  No [ ]

b, If yes what kind of supervision do you get?(tick one)

Minimal supervision [ ]

Close supervision [ ]

Any other (specify) ............

c, Do you think the supervision you get can affect your performance? (Tick one)
   Yes [ ]  No [ ]

5. a, What type of leadership style is practised in your organization?(Tick one)

Autocratic (the leader does not delegate or share authority or power or consult with the subordinates) [ ]

Bureaucratic (decision, authority and power is transmitted through the organizational hierarchy) [ ]

Democratic (decision, authority and power is shared as workers are consulted and allowed to participate in decision making through collective dialogue, discussion and open communication with their leaders) [ ]

Laissez faire (free reign) the workers are given freedom to decide what to do with minimal or absolutely no supervision. Decision, authority and power rest with the workers and the leadership has less or no influence [ ]

Other (specify) ......................

b. In your opinion does the leadership style practiced influence your performance? (Tick one)
   Yes [ ]  No [ ].

c. How does the above leadership style practiced influence your performance? (Tick one)

Positively [ ]

Negatively [ ]
d. How does the leadership style adopted influence your performance in terms of your motivation? (Tick one)

Positively [ ]    Negatively [ ]

e. And how does it influence your commitment? (Tick one)

Positively [ ]    Negatively [ ]

6. a. How do you find the nature of your job? (Tick one)

Boring [ ]    Encouraging [ ]

Challenging [ ]    Discouraging [ ]

b. What mostly drives you to perform your duties? (Tick one)

Amount of salary [ ]    Working environment [ ]

Fringe benefits [ ]    Incentives [ ]

other (name it)....................

7. a. Have you ever been involved directly or indirectly in any decision making in your institution? (Tick one)    Yes [ ]    No [ ]

b. If yes, how often? (Tick one) Always [ ]    rarely [ ]    When situation demands [ ]

b. In your meetings who normally dominates the discussion? (Tick one) Management [ ]

staff [ ]    Any other (please specify).................................

8. a. In your opinion does the leadership style adopted influence your performance in terms of your intention to leave the organization? (Tick one)    Yes [ ]    No [ ]

b. If yes, what kind of influence? (Tick one).

Positive [ ]    Negative [ ]

c. And how does it influence on your productivity? (Tick one)

Positively [ ]    Negatively [ ]

b. What would you recommend to the management to do in order to improve your performance?..................................................................................................................................................................................
Section c

(To be filled by the Management employees)

(Supervisors, HODS, Managers and the Managing Directors)

9.a. Which leadership style do you use mostly? (Tick one). Autocratic [ ]
    Bureaucratic [ ] Democratic [ ] Free reign [ ]

b. Do you think the leadership style practiced here contributes positively or negatively to the employees’ performance? (Tick one). Positively [ ] Negatively [ ]

c. What would you say about your relationship with your subordinates? (Tick one)
    Poor [ ] Fair [ ] Good [ ] Excellent [ ]

d. Have you ever encountered resistance from your employees? Yes [ ] No [ ]. What do you think were major causes of the resistance.........................

10. a. Do you ever set work targets? (Tick one). Yes [ ] No [ ] are the work targets ever met? (Tick one) Yes [ ] No [ ]

b. In your opinion do you think the leadership style you use influences employees performance in terms of their productivity? (Tick one) Yes [ ] No [ ]
    If yes what kind of influence. (Tick one)
    Positive [ ] Negative [ ]

c. And how about their commitment? (Tick one)
    Positively [ ] Negatively [ ]

d. What consequence do you think the leadership style you use will have on employee performance in terms of their motivation? (Tick one) Positive [ ] Negative [ ]
    And how about their turn over intention? (Tick one) Positive [ ] Negative [ ]

11. a. Have you received any training or development on leadership? (Tick one)
    Yes [ ] No [ ]

d. What would you recommend to be done in order to improve your performance.................................................................
### Appendix 5

**Table 13. Research budget estimate**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount in Ksh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typing, printing and photocopying of questionnaires and interview guides.</td>
<td>3000.00</td>
</tr>
<tr>
<td>Transport and other expenses</td>
<td>5000.00</td>
</tr>
<tr>
<td>Allowance for data collection assistants. 3@ Ksh 3 000 each.</td>
<td>9 000.00</td>
</tr>
<tr>
<td>Typing, printing, and binding the project report</td>
<td>4500.00</td>
</tr>
<tr>
<td>Photocopy of project proposal for presentation</td>
<td>3000.00</td>
</tr>
<tr>
<td>Miscellaneous expenses.</td>
<td>2000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26 500.00</strong></td>
</tr>
</tbody>
</table>
Table 14. Project time plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time in weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot study</td>
<td>1</td>
</tr>
<tr>
<td>Proposal writing</td>
<td>3</td>
</tr>
<tr>
<td>Proposal presentation</td>
<td>1</td>
</tr>
<tr>
<td>Data collection</td>
<td>2</td>
</tr>
<tr>
<td>Data coding</td>
<td>2</td>
</tr>
<tr>
<td>Data analysis</td>
<td>1</td>
</tr>
<tr>
<td>Writing the final project</td>
<td>1</td>
</tr>
<tr>
<td>Project submission</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12 weeks</strong></td>
</tr>
</tbody>
</table>
### Table 15. Project implementation schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time in weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10 11 12</td>
</tr>
<tr>
<td>Pilot study</td>
<td></td>
</tr>
<tr>
<td>Proposal writing</td>
<td></td>
</tr>
<tr>
<td>Proposal presentation</td>
<td></td>
</tr>
<tr>
<td>Data collection</td>
<td></td>
</tr>
<tr>
<td>Data coding</td>
<td></td>
</tr>
<tr>
<td>Data analysis</td>
<td></td>
</tr>
<tr>
<td>Writing the project</td>
<td></td>
</tr>
<tr>
<td>Project submission</td>
<td></td>
</tr>
</tbody>
</table>

Expected time = 12 weeks

Actual time = 9 weeks

Saved time = 3 weeks