

**LEADERSHIP STYLE AND EMPLOYEES' PERFORMANCE AT THE MINISTRY OF
FOREIGN AND DIASPORA AFFAIRS IN KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS AND
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DECLARATION AND APPROVAL

“This research project is my original work and has not been presented for a degree in any other university.”

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Supervisor

This project has been submitted for the review with my approval as the University Supervisor.

Signature. _____

Date: _____

Dr. Felix Kiruthu

DEDICATION

This work is dedicated to my late father and my mother both of whom, at an early age when I was full of ignorance and therefore reluctant to change, saw a need to hold my hand, took me to school where all this began. I owe them who I am today.

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I give glory to God for His gift of ability to recognize the difference between knowledge and ignorance, His providence to lead me in the path of unconscious ignorance through to the conscious ignorance that compelled me to seek remedy by way of consulting the books.

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TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Research	1
1.1.1 Employee performance	2
1.1.2 Leadership Styles	3
1.1.2.1 Transformational leadership style.....	4
1.1.2.2 Transactional leadership style.....	5
1.1.2.3 Laissez-faire leadership style.....	5
1.1.3 Ministry of Foreign and Diaspora Affairs of Kenya.....	6
1.2 Statement of the problem	7
1.3 Research Objectives	9
1.4 Research Questions	9
1.5 Justification of the Research	10
1.6 Significance of the Research.....	11
1.7 Scope and Limitations of the Research.....	11
CHAPTER TWO: REVIEW OF RELATED LITERATURE	13
2.0 Introduction.....	13
2.1 Empirical Review.....	13
2.1.2 Employee performance	13
2.1.3 Transformational leadership style and employee performance	14

2.1.4 Transactional leadership style and employee performance	15
2.1.5 Laissez-faire leadership and employee performance	17
2.2 Summary of the reviewed studies and the gap.....	19
2.3 Theoretical Framework.....	20
2.3.1 Transformational Leadership Theory.....	20
2.3.2 Contingency theory	22
2.4 Conceptual Framework.....	24
CHAPTER THREE: RESEARCH METHODOLOGY	26
3.0 Introduction.....	26
3.1 Research Design.....	26
3.2 Research Variables.....	26
3.3 Site of the research.....	27
3.4 Target Population.....	28
3.5 Sampling Techniques and Sample Size	28
3.6 Data Collection and Research Instruments	29
3.7 Validity and Reliability.....	29
3.8 Data Collection Procedures.....	30
3.9 Data Analysis Procedures	30
3.10 Data Management and Ethical Considerations	31
CHAPTER FOUR.....	32
RESEARCH FINDINGS AND DISCUSSIONS.....	32
4.1 Introduction.....	32
4.1.2 Response Rate.....	32
4.2 Demographic Information.....	32
4.2.1 Age Distribution.....	33
4.2.2 Gender.....	34
4.2.3 Level of education.....	35
4.3 Descriptive Statistics.....	36
4.4 Transformational Leadership Style and Employee Performance	36

4.5 Transactional Leadership Style and Employee Performance	39
4.6 Laissez-faire’s Leadership Style and Employee Leadership	42
4.7 Regression Analysis.....	44
CHAPTER FIVE.....	47
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	47
5.1 Introduction.....	47
5.2 Summary of findings.....	47
5.3 Conclusions.....	47
5.4 Recommendations.....	48
5.5 Suggestions for further studies.....	49
REFERENCES.....	50
APPENDICES	61
Appendix I: Introduction Letter	61
Appendix II: Questionnaire.....	62
Appendix III: Consent Form	66
Appendix IV: Research License	68
Appendix V: Approval of Research Project Proposal	69

LIST OF TABLES

Table 2.1: Selected studies and gap.....	20
Table 3.5: Sample Selection	30
Table 4.1.2: Response Rate	33
Table 4.2.2: Level of Education	36
Table 4.3: Transformational Leadership and Employee Performance	37
Table 4.5: Transactional Leadership and Employee Performance	40
Table 4.6: Laissez-Faire Leadership and Employee Performance.....	42
Table 4.7: Regresion Analysis.....	44
Table 4.8 : Coefficients	44

LIST OF FIGURES

Figure 2.4: Conceptual framework	24
Figure 4.2: Respondents' Age Distrubution	33
Figure 4.3: Respondents' Gender	34

LIST OF ABBREVIATIONS

CS	Cabinet Secretary
FMCG	Fast Moving Consumer Goods
GoK	Government of Kenya
HQ	Headquarter
KCB	Kenya Commercial Bank
MFDA	Ministry of Foreign and Diaspora Affairs
NACOSTI	National Commission for Science, Technology & Innovation
PS	Principal Secretary
SPSS	Statistical Package for Social Science
UNON	United Nations Office Nairobi
USA	United States of America

OPERATIONAL DEFINITION OF TERMS

Employee Performance: Considered as the results of a system of measures to achieve an organizational objective, according to certain MFDA standards.

Laissez Faire: This research considers laissez faire as the style in which the leader in MFDA does not involve himself or herself in operational matters, is not interested in details, does not participate in decision-making, and is not involved in employee problem solving.

Leadership: In this research, leadership encompasses technical performance, internal guidance to followers, and external guidance to the organization.

Leadership Style: Skills and strategies used by a leader to establish direction, implement plans and motivate employees. It also includes all behavioral variables and interests manifested by the leader which leads to a particular performance by employees.

Transformational Leadership: It is how leaders in MFDA attempt to transform structures, major processes, and a general organizational culture.

Transactional Leadership: According to this research, transactional leadership refers to the way managers at MFDA reward their employees for meeting targets.

ABSTRACT

Leadership styles are known to have a huge effect on employee performance. However, there has been scarcity of research focusing on the effect of leadership styles on employee performance at the Ministry of Foreign and Diaspora Affairs in Kenya. Therefore, the research sought to investigate the effect of leadership styles on employee's performance in the Ministry. The research objectives were to: assess the effect of transformational, transactional, and laissez-faire leadership styles, on employee performance at the Ministry. A descriptive research design was used to gather and analyze relevant data on the effect of leadership styles on employee performance. Both Contingency and Transformational leadership theories informed the research. The target population were the 520 employees based at the Ministry's Nairobi headquarters. The sampling technique involved stratification of staff into three categories using the 30% Kothari formula, that is, top-level officers, middle-level officers, and clerical and support staff. For this research, 157 employees constituted the study sample. A semi-structured questionnaire was used to collect data from all the sampled respondents. Statistical Package for Social Sciences was used to analyze quantitative data, while qualitative data was subjected to content analysis. A Pearson correlation analysis was used for data analysis, and a logistic regression analysis was used for evaluating the effects of each leadership style on employee performance. Data was presented using, frequencies, percentages, charts, and graphs. The research findings of the study indicated that the effect of transactional leadership style on employee performance was rated highest at 87.1%, followed by transformational leadership style at 84.1%, and laissez-faire at 81.2%. The research recommends that leaders at the Ministry should be advised to practice transactional leadership more frequently, while also adopting transformational and laissez-faire styles in response to specific situations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Research

To function effectively in the ever-changing global environment, public as well as private institutions need good leadership. Wart (2008) argues that leaders affect people profoundly, both on a grand scale and at a personal level, and therefore, there is a need to understand how leadership functions. Accordingly, he argues that leadership should focus on both the end, such as achieving technical success, and the means by which it occurs. These factors include motivating and developing followers, ensuring the organization aligns with external opportunities, and many others. Leading effectively requires teaching employees how to use different ways of leading in different situations in order to keep them motivated and productive.

Khajeh (2018) suggests in his study published in the United Arab Emirates, that leadership is essential to employee motivation and psychological satisfaction. A company's leadership should be put unrelentingly into focus because its decisions can determine the company's success or failure. In this regard, a general belief is that employee success results from an effective leader stimulating subordinates' motivation and enhancing their performance.

In a study at the oil and gasoline enterprise in Nigeria, Ajayi (2020) located a significant relationship among employee productiveness and leadership styles. Managing employees in a particular style has an impact on their morale and productivity, according to the study. According to Minja (2010), leadership in the

business world is essential to corporate success. A leader must be able to lead in a variety of settings, such as sports, politics, civil society, families, educational institutions, and government.

Based on Awori's study of employee performance in Kenya's regulatory state corporations in 2018, transformational leadership style significantly correlates with employee performance. By inspecting gaps between worker performance and management best practices, companies can create a partnership through regular leadership and best practices to enhance worker dedication, job satisfaction, and organizational performance (Awori, 2018).

Based on Kagwiria's 2016 study at KCB Bank in Kenya, she found that workers' productivity is affected immediately by transformational, transactional, and laissez-faire management pattern choices.

1.1.1 Employee performance

Improving employees' job performance is essential to an organization's survival in this extremely competitive environment. It is true that performance has many dimensions. In addition, it plays an important role in defining success of a company or its failure. Performance is described as achieving results through the skills of successful employees in a given situation (Bizhan *et al.* 2013). Sougui *et al.* (2015) viewed performance as a result of the employee's overall behaviors, namely whether they achieve negative or positive objectives for their organization. In the research,

the employee performance in MFDA was looked at through quality of work, teamwork, delivery on timelines, and employees achieving set objectives.

1.1.2 Leadership Styles

According to Wart's 2008 study, leadership style combines attributes, skills, and behaviors. The influence of all characteristics, skills, and behaviors constitutes a leader's style. It is the combination of these three elements within a particular setting, which is not devoid of the external environment that will determine the style a leader adopts. Leaders have different leadership styles depending on several factors, including their followers and the type of work that they do. This research looked at this kind of leadership, where the leader spends most of their time with followers over whom they hold power as an employee.

In a study by Sougui et al. (2015), which investigated employee performance within telecom engineering companies, it was concluded that organizations around the world rely increasingly on effective leadership. Therefore, it is imperative that organizations have superior leadership styles to manage effectively. However, according to the following definitions, there are variations among researchers in defining leadership: "Leadership is a relationship of individuals influencing each other's actions and behavior as they attempt to achieve an objective." It is further argued that leadership helps an organization achieve growth goals and also creates a sustainable competitive advantage (Minja, 2013).

Therefore, a leader's style is the general manner in which they interact with their followers in order to achieve predetermined goals. A manager's delegated authority, the way in which they use power, and the way they prioritize interpersonal relationships and job emphasis reflect his or her leadership style (Belete, 2020)

The importance of leadership within organizations has recently been demonstrated through studies, and the key point to bear in mind is that human resources, which constitute a principal asset for any company, are usually driven by employees who dedicate their lives to an organization and work towards its objectives (Shafie et al., 2013). Leaders ensure the employees are offered the much-needed direction and goes beyond psychological satisfaction in order to achieve the best outcomes for their employees. As observed by Paracha et. al. (2012), leadership contributes a lot in achieving organization goals and maximizing employee productivity. This research examines leadership effects on employee performance in Kenya's Ministry of Foreign and Diaspora Affairs in the effort to accomplish its mission.

1.1.2.1 Transformational leadership style

Leadership that focuses on transformation inspires followers to think beyond their own interests by sharing the benefits of task outcomes. As a result of the leader's exhortations, followers are induced to think creatively and carefully about their jobs while researching newer and better ways to execute them (Bass & Avolio, 1994). The impact on performance, fulfillment, and willingness of workers is directly and positively related to organizational goals (Podsakoff *et al.*, 1996). In their definition

of transformational leadership, Bass et al. (2003) indicate its expression via charisma, inspirational influence, psychological stimulation, and introspection.

1.1.2.2 Transactional leadership style

According to House and Aditya (1997), transactional leadership involves ensuring that staff members understand what they are supposed to do in order to achieve set objectives. Constructive and corrective behaviors are prominent in the transactional leadership style. Behavior that involves constructive rewards embodies management by exception, while behavior that is corrective includes contingent rewards. The leader applies rewards and penalties to influence employees. Individuals are recognized after achieving goals, while those who do not achieve set goals are penalized. Performance improvement can be expected when goals are explained to employees and recognition is given when they reach them (Otieno et al., 2019).

1.1.2.3 Laissez-faire leadership style

Leaders who demonstrate passivity or indifference to tasks or subordinates or neglect their responsibilities are characterized by laissez-faire leadership. When competing demands require overlooking some areas of responsibility, a hands-off approach, a non-style, or a conscious strategy (Wart, 2017) can occur. It is noted by Wart (2017) that this style is almost always poor, but it does not exclude all leaders from adopting a laissez-faire attitude occasionally, especially when faced with excessive job demands that cannot be met simultaneously. In contrast, this style of

action may be best suited to delays in priority tasks.

Mberia and Mindigo (2016) observe that in a laissez-faire environment, leaders are rarely involved with their subordinates. Employees are in charge of determining what to do and how to address issues that come up within the company. Therefore, the leader has limited authority to make decisions for the group. Chege and Gakobu (2017) argue that laissez-faire leadership leads to higher job satisfaction and efficiency as a result of allowing employees to operate much more independently.

1.1.3 Ministry of Foreign and Diaspora Affairs of Kenya

According to the Fourth Schedule of the Constitution of Kenya, 2010, foreign and international relations remain responsibility of the national government. Although numerous studies have been conducted on the MFDA, they have not examined leadership styles' effect on employee performance.

According to Kiplagat (2016), leadership skills and other management techniques directly affect the service delivery at Ministry of Foreign Affairs, Kenya. Limo (2021) examined effects of internal control measures to performance at the Kenyan MFDA. All aspects pertaining to control were found to be positive.

A study conducted by Owade (2014) investigated the challenges faced by diplomats returning from abroad. Local cultural identity changes and demographic characteristics were found to have a direct impact on the experience of returning diplomats. Based on Ong'ayo's (2012) study, strategic planning at the Ministry

enhanced employee motivation and commitment, while ensuring high-quality services and timely delivery. Because previous studies on the MFDA have not focused on leadership effects on employee performance, this research was hence necessary.

1.2 Statement of the problem

A high turnover of top management at the Ministry of Foreign and Diaspora Affairs impacts employee performance, resulting in different leadership styles and policies (Mwanzia & Macharia, Eds., 2011). Based on this observation, the Kenyan Foreign and Diaspora Affairs Ministry need to examine the leadership styles' effect on employees' performance.

Leadership determines if an organization, a nation or a group will attain its aspirations and meet the expectations of the followers, (Minja, 2010). This implies that leadership has a relationship with employees' performance. Further arguments suggest that a leader who adopts the appropriate leadership style may lead to happier, more committed employees and better performance (Belete, 2020).

Some studies, however, indicate that leadership does not play the same role as it once did in organizational performance (e.g., Pfeffer, 1977). Management roles often require managers to use varying styles of leadership so as to attain predetermined organization outcome, according to Ajayi (2020).

Different leadership styles affect employee output in diverse ways, as shown by

Raja (2015) and Makambe (2018) in Indian and Botswana business banks respectively. Leadership styles have been examined in a variety of public and private organizations for their impact on worker performance. Several studies have shown that transformational leadership enhances worker performance, while laissez-faire leadership detracts. Otieno et., al (2019) established how leadership style impacts performance of employees at the Technical University, Kenya, while Yitawok (2020) found that it affects employee performance at the Ethiopian Railway Organization.

A study by Kagwiria (2016) in KCB Bank and Chege et., al., (2017) in Safaricom found that different leadership styles lead to different levels of productivity for employees. For example, transformational leadership, transactional leadership, and laissez-faire leadership all affect performance of employees differently. Regulatory state corporations' performance is significantly influenced by their work environment, according to Awori (2018), whereas Koech (2012) found that leadership style affects organizational performance in Kenya's public enterprises in a similar manner to those reported by Awori (2018).

Based on Kiplagat (2016)'s study, the Kenyan Ministry of Foreign Affairs' service delivery was examined by considering how strategic change management affected delivery of service. It established that communication, employee participation, stakeholder involvement, and leadership improved service delivery. Lusutu and Lango (2020) concluded that leadership styles directly impacted employee

performance at the Kenya Revenue Authority, which compares well with this particular study.

It is evident that there is scarcity of studies examining the relationship between leadership style and employee performance at the Ministry of Foreign and Diaspora Affairs (MFDA) in Kenya. Therefore, the research examined the effect of transformational, transactional, and laissez-faire styles on the performance of ministry employees.

1.3 Research Objectives

The research objectives were:

1. To examine the effect of transformational leadership on the employee performance at the Ministry of Foreign and Diaspora Affairs.
2. To determine the effect of transactional leadership style on employee performance in the Ministry of Foreign and Diaspora Affairs.
3. To Analyze the effect of laissez-faire leadership style to performance of employees in the Ministry of Foreign and Diaspora Affairs.

1.4 Research Questions

1. How does transformational leadership style affect employee performance in the Ministry of Foreign and Diaspora Affairs?

2. To what extent does transactional leadership style affect employee performance in the Ministry of Foreign and Diaspora Affairs?
3. How does laissez-faire leadership style affect employee performance in the Ministry of Foreign and Diaspora Affairs?

1.5 Justification of the Study

Despite the evidence, leadership styles have not been adequately assessed in terms of their effects on employee performance at the Ministry. Most findings point more towards transformational leadership. Leadership skills do not appear to be a mediating factor in the efficiency of employees in the studies. The public sector has a shortage of research on leadership styles and their effect on employee performance, and hence the limited amount of data available. This might be due to the scarcity of accessible information on the subject.

Compared with the private sector and state enterprises, government ministries have been relatively understudied when it comes to studies of leadership and employee performance. Additionally, the Ministry of Foreign and Diaspora Affairs has a variety of studies that concentrate on various topics. In Limo (2021) and Ong'ayo (2012), internal controls and performance are discussed, while in Wacuka (2011), training and development practices are discussed for diplomats at MFDA. An analysis of strategic change management at MFDA is conducted by Kiplagat (2016), whereas an analysis of employee perceptions of strategic planning is conducted by Ong'ayo (2012). There is therefore scarcity of research on how leadership styles

affect employee performance at Kenya's Foreign and Diaspora Affairs Ministry.

1.6 Significance of the Study

Directors and senior officers in the Ministry will certainly find the research outcome helpful in determining the best leadership style to use for staff and the company in general. This can serve as a basis for championing change management within the organization. Additionally, the leaders will be in a better position to learn ways of handling employees effectively in order to achieve enhanced service delivery.

Kenyan government ministries and other government organizations should take into account the findings of this research when evaluating leadership styles. Furthermore, the findings will form a basis for policy formulation in government entities. The knowledge base on leadership style and employee performance in public administration agencies will also be enhanced by the research information, which will have relevance for students of public administration. The findings may also serve as a basis in other upcoming studies later.

1.7 Scope and Limitations of the Study

This research was carried out at the Ministry of Foreign and Diaspora Affairs in Nairobi, Kenya. It was confined to the Ministry Headquarters, though it also has other staff in offices within Nairobi, specifically at the Kenya Mission of Habitat and the Kenya Mission to the United Nations Office Nairobi (UNON).

Each leadership style was assessed according to the data gathered from MFDA staff

cadres and compared with the performance of those who led according to their leadership style, such as transformational, transactional, or laissez-faire. The target population was distributed as follows; Senior Level (Job Group Q and above) were 62, Middle Level (Job Group K to P) were 334, and Junior Level (Job Group A to J) were 124.

In carrying out this research, several limitations were experienced. The reluctance of respondents to provide accurate information on their organization's leadership was a major limitation. The researcher assured respondents that their data would be solely used for research purposes and was committed to maintaining their anonymity and confidentiality.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

The chapter reviews the relevant literature, identifying the research gaps, as well as the theoretical framework and the conceptual framework.

2.1 Empirical Review

The literature pertaining to this research is reviewed in this section in accordance with research objectives, in order to demonstrate the research gaps that this study sought to close.

2.1.2 Employee performance

Based on research by Burg-Brown (2016), there is a relationship between leadership styles and organizational performance within US government agencies. The idea of organizational efficiency, productivity, and other outputs is also correlated with leadership style, employee satisfaction, and organizational commitment, which is ultimately the measure of an organization's success or failure.

The Railway Corporation of Ethiopia's employees' leadership styles are compared to those of their current and previous leaders by Yitawok (2020), who concludes that employee performance is significantly impacted by leadership styles. The nature of impact on employees is measured by whether it results in employees meeting deadlines, achieving departmental goals, and punctuality.

Performance, according to Minja (2013), constitutes the observable behavior of an employee on a task. Makambe (2019), refers to performance as an employee's attempt to reach organizational goals. Mberia and Midigo (2016), in a study of Kenyan government employees and leadership styles found out that appropriate leadership capabilities enhance employee satisfaction and organization growth. Therefore, lower turnover and higher productivity are directly linked to high employee satisfaction. Odero (2018) study found that leadership styles positively influence service delivery in Mombasa County.

Diverse studies across the globe have established that leadership philosophies and worker satisfaction are important factors that affect organization performance. The patterns of actions undertaken to attain organizational objectives based on certain MFDA requirements are taken into account when considering employee performance during this research.

2.1.3 Transformational leadership style and employee performance

It is Burns (1978) belief that transformational management can help organizations achieve common goals, achieve high levels of self-actualization rather than self-interest, establish a clear vision and mission, and foster trust and confidence within them. According to Bass et al. (1994), leadership that transforms organizations requires employees to commit to organizational goals and give them the power to achieve those goals. The development of transformational leadership skills allows followers to become more creative and self-actualized so teams, groups, and

organizations can be more productive and successful. Khoza et al. (2016) assert that transformational leaders change the whole organization with a different perspective.

For leaders to lead organizations towards transformation, they need to motivate their staff, inspire them to commit to new paths, and motivate them to thrive under new conditions (Milkamari, et al., 2013). Leaders who are transformational use their personal abilities to promote the ideals of those around them, as well as motivating their employees.

Individuals who practice transformational leadership motivate themselves and their followers to achieve higher ambitions and goals. This type of leadership improves supervisory relationships, and is considered more impactful to the organization productivity. It is leadership that inspires workers to go beyond the requirements of their employment contracts and focuses on the higher levels of employee needs. Such leaders serve as role models and offer advice to employees so they are aware of their own development and learning. These leaders provide their employees with challenges, a sense of purpose, a broader attitude, recognition, and trust, and they motivate employees to prioritize the company's objectives over their own (Khorshid et al, 2015).

2.1.4 Transactional leadership style and employee performance

When the leader decides always to give something back in addition to receiving results, he is referred to as a transactional leader (Mirkamali et al., 2013). Such

rewards are a promotion, pay raise, a good performance assessment, additional responsibilities, among others. Expectations are a major obstacle for this kind of leadership. Thus, Khorshid et al. (2015) describe transactional leadership as the sharing of expectations between personnel and management.

Longe (2014) found that, when applying a transactional leadership model to the Nigerian cement industry, organizational performance improves. In the context of a dynamic leadership style, as workers have always been able to make quantifiable and intangible gains, there is an opportunity to build and sustain environments where organization and human capacity are maximized.

Longe (2014) further argues that this type of leadership plays a particular role in designing an environment conducive to efficient functioning, and the strong vision that increases overall organizational performance is also emphasized. An Indian study conducted by Sofi and Devanadhen in 2015 found that transactional leadership reduces organizational performance. The study notes that this leadership style does not promote creativity and innovation in the workforce, resulting in employee performance falling short of the organization's expectations.

A study undertaken by Kalsom et al. (2018) found that in Pakistani FMCG companies, the characteristics of transactional management styles and transformational management styles directly affected employees' performance. According to Raja and Palanichamy (2015), leadership style was associated with

business performance in government-owned enterprises in India. It was found that every 500 levels of importance of transactional leadership were positively associated with employee performance, with 43 senior managers and 156 subordinates participating in the study.

In contrast, Awori (2018) found in Kenya's regulated public companies, that the work environment greatly influences whether transformational leadership improves employee performance. Studies have shown the significant effect that leadership has on performance of employees and transactional behavior, and that if it is shown to increase productivity, leaders will adopt this type of leadership style.

2.1.5 Laissez-faire leadership and employee performance

Steering performance is influenced by the leader's preferred style in addition to situational factors. In order to have successful interactions with employees, a leader's approach must satisfy the different situations and the expectations of the workers. When employees are led through this style of leadership, they are allowed maximum freedom (Shafie et al., 2013). Choosing policies and methods on their own and making independent choices are left to their discretion.

In a study conducted at Ethiopian Railways Corporation, Yitawok (2020) showed that staff performance was positively correlated with laissez-faire management styles. An effective laissez-faire style is based on the premise that empowering employees to be autonomous over management styles is key to being an effective

leader. The manner in which positive self-management can be effectively managed has been extensively discussed in the literature. Using data from Ajayi's study (2020), he concluded that laissez-faire management positively influences employee performance in Nigerian oil and gas firms.

In a study on how leadership style impacts performance of employees in a forensic laboratory for South Africa's police service in Amanzimtoti, Khoza et. Al., (2016) established that there is a positive relationship between laissez-faire and employee performance as workers feel that their tasks are left to their own discretion without close supervision. According to Belete (2020), a similar study was conducted in South West Ethiopia on how leadership style affects performance. According to the study, leadership styles are directly related to employee performance. Leadership styles have been linked to increased employee productivity and organizational performance.

According to Kagwiria (2016), Nairobi's KCB Bank performed better when leaders applied a hands-off, laissez-faire approach. Additionally, Chege's 2017 study on Safaricom Limited in Kenya showed a direct relationship between laissez-faire leadership and overall performance. Leadership has a significant impact on a company's success, according to these findings.

2.2 Summary of the reviewed studies and the gap

Table 2.1: Studies and gap

Author and Year of Publication	Study	Place of Study	Research Gaps
Burg-Brown S.A. (2016)	How leadership style and organizational performance relate in government agencies in the U.S.	Capella University - USA	Study is based in USA, not Kenya's MFDA
Belete J. (2020)	Research in the Kaffa Zone of South West Ethiopia examines how leadership impacts employee performance.	South West Ethiopia	Study is based in Ethiopia, not Kenya's MFDA
Yitawok B. (2020)	Performance of Ethiopian Railway Corporation's employees: The effect of leadership styles	Addis Ababa, Ethiopia	Findings are in Ethiopian Railway Corporation, not Kenya's MFDA
Khoza, N., Chetty, N. & Karodia, M. (2016)	Effects of management style on CSI staff productivity in South Africa's forensic science lab	South Africa	Study is based in South Africa, not Kenya's MFDA
Mberia A. & Midigo R. (2016)	Employee job satisfaction and leadership styles in the Kenyan public service: An analysis of the gender factor.	Ministry of Sports, Kenya	MFDA is not the subject of the study, but the Ministry of Sports, Culture and the Arts
Odero H. (2018)	In Mombasa County, Kenya, leadership styles have a significant impact on service delivery	Mombasa County, Kenya	Findings are on County Government of Mombasa, not MFDA
Okoth U. A. (2000)	How leadership style affects performance in the Kenyan Certificate of Secondary Education exam	Public Schools, Nairobi, Kenya	Study focuses on leadership within schools, not MFDA

Kagwiria, L. (2016)	Employee productivity at KCB Bank Kenya Limited is influenced by leadership	Nairobi, Kenya	Study is on a private company, not public sector like MFDA
Otieno, B. & Njoroge, J. G. (2019)	A case study on employee performance at Technical University of Kenya	Nairobi, Kenya	Study focuses on education sector, not public service like MFDA
Chege, M. E. & Gakobu, J. (2017)	Influence of leadership styles to performance at Telecommunication industry in Kenya	Kenya	Findings are in telecommunication sector, not Kenya's MFDA
Anyiko A. & Awori B. W. (2018)	Regulatory state corporations' employee performance under transformational leadership	Kenya	Study focuses on state corporations, not public service like MFDA

Source: Survey Data (2025)

2.3 Theoretical Framework

This research is based on two theories, transformational leadership and contingency theory.

2.3.1 Transformational Leadership Theory

The focus of transformational management, according to Burns (1978), is on achieving common goals, achieving high levels of self-actualization, and establishing a clear vision and mission, as well as building trust and confidence within an organization. Bass et al. (1994) notes that leadership that transforms organizations is about making employees commit to organizational goals and giving them the power to accomplish them, and that developing transformational leadership skills empowers followers to become more creative and self-actualized

in order to make teams, groups, and organizations more productive and successful. Khoza et al. (2016) claim that transformational leaders create a different perspective create change throughout the whole organization.

In addition to identifying the needs of organizations and their employees, transformational leaders also encourage and meet each person's higher needs. As a means of bringing about a significant change in an organization's structure, the transformational leader encourages employees to work collaboratively to attain their goals. According to Moradi and Shahbazi (2016), transformational leadership has four main components: reflection, intellectual stimulation, inspiration, and intrinsic influence. Through social interaction, leadership emerges. The social life of people is often introduced to them through group settings, and they influence each other in a positive way. An organization can thrive and grow with transformative leadership as it creates new ideas and new perspectives for growth.

Transformational leaders mobilize members of their organizations to bring about significant change in society, building commitment, passion, and loyalty among managers and employees to chart new paths and achieve optimal levels of performance (Milkamari, et al., 2013). A transformational leader uses his or her personal talents to advance the ideals of those around him or her, and they motivate their employees to achieve more.

There is an argument that transformational leaders have a big role to play in building

up a vision and opening up new avenues that leads to the perception of working independently from employees by highlighting their preference and needs (Northouse, 2013).

Transformational leaders have the potential to transcend simple productivity and resource exchanges by deploying their personal acumen and the way they relate with their followers (Nahavandi, 2016). They are geared towards developing and empowering their followers to exert their maximum potentials. Generally, transformational leaders play a key role in challenging the original frame, stimulating the organization for change, leading the transformation process and designing rewards and other systems that reinforce and institutionalize performance processes. This is required in the Ministry of Foreign and Diaspora Affairs in Kenya.

2.3.2 Contingency theory

According to Fiedler (1967), leaders' styles are determined by context and situation, rather than trying to use a one-size-fits-all approach. Unlike other frameworks, this one does not compare leadership styles but assumes that it is quite difficult for a management style to be altered from one that led to success to one that did not. According to Fiedler, most managers are not flexible, so changing managers' styles to suit unpredictable situations is not effective or efficient (Fiedler, 1967). Consequently, effective leaders should maintain flexibility and modify their strategies as necessary.

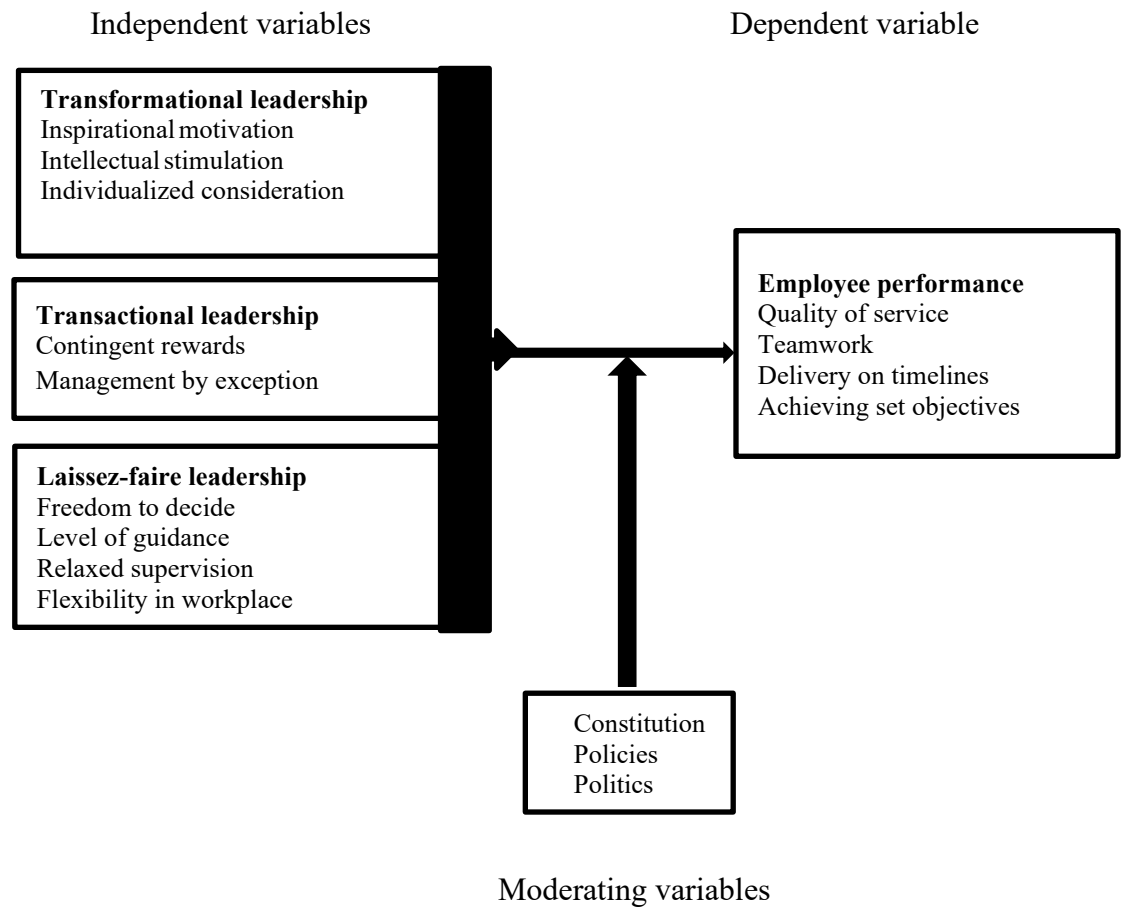
With a view to attain effective group performance, leadership need match situations or change own situations to match their styles. Despite their inflexibility, styles can be adapted for a variety of situations. Because contingency theory is structured, leaders' skills should match existing conditions and dimensions. Hence, the theory relies on the assumption that there is no universally adequate leadership style in place to lead any process (Wadongo, 2014).

Although each environment may be covered by this system, particular characteristics are usually determined based on certain contextual and temporal factors. As defined, the theory cultivates leadership skills both internally and externally within an organization. Leaders analyze a number of factors when dealing with the outside world, including organizational culture, size, structure, strategy, and technology (Podsakoff, 1996).

Due to this principle, the research identified the leadership's effect on employees' overall performance at MFDA, since success is hinged on several aspects, among them, the types of leaders chosen and the followers' skills and behavior. Leadership styles can be adapted to situations, and control depends on relationships with subordinates, work structure and authority, position, and power of the leader.

2.4 Conceptual Framework

Figure 2.1: Conceptual framework



Source: Researcher (2025)

The independent variables in the research are transformational, transactional, and laissez-faire leadership styles. Transformational leadership is characterized by leadership style that stimulates and encourages employees to achieve high performance levels, according to the researcher. This research also investigated laissez-faire leadership and transactional leadership, which emphasizes rewards and

sanctions to influence performance. In addition, the research also notes that policies, the constitution, and politics may influence employee performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the study's methodology, design, and research procedures are discussed. Additionally, this chapter discusses the methods used for gathering data, the tools used for gathering data, and the procedure involved while analyzing and presenting the data collected. An overview of the population, sample, and sampling methods for the research is provided in this chapter.

3.1 Research Design

The research used a descriptive research design. This research design was employed as it involves probing for in-depth details on the phenomena in order to test hypotheses or to answer questions about current status of the subject under study (Mugenda & Mugenda, 2003). This design has the capability to collect large volumes of data quickly and at a minimal cost.

The research design was suitable for this research since it assisted in collection of appropriate data from employees of MFDA, and the data enabled in establishing effect of leadership styles on employee performance at the Ministry.

3.2 Research Variables

Kothari (2006) indicates that independent variables influence the values of other variables, while dependent variables are influenced by independent variables. In this case, employee performance was the dependent variable, while leadership styles

were the independent variable.

Table 3.1: Operationalization of Research Variables

Variable	Indicators	Nature	Operationalization	Measure
Leadership Styles	Transformational	Independent	Inspirational motivation Intellectual stimulation Individualized consideration	5 points likert scale
	Transactional	Independent	Contingent rewards Management by exception	5 points likert scale
	Laissez faire	Independent	Freedom to decide Level of guidance Relaxed supervision Flexibility in workplace	5 points likert scale
Employee Performance		Dependent	Quality of service Teamwork Delivery on timelines Achieving set objectives	5 points likert scale

Source: Researcher (2025)

3.3 Site of the research

Situated on Harambee Avenue in Nairobi County's City Center, the ministry's main office was the location for a research. It accommodates most of the staff, but the researcher also included employees from the Prime Cabinet Secretary's office located at Railways Headquarters, those at the Foreign Service Academy found in 316 Upper Hill Chambers, and personnel associated with UNON and Habitat.

3.4 Target Population

Based on the strategic plan for Ministry of Foreign and Diaspora Affairs for the years 2018/19 to 2022/23, the Ministry had a total of 856 personnel. The researcher focused on 520 staff members based in Nairobi as the target population for the survey, leaving out those in missions abroad. Respondents were selected from various departments, divisions, and directorates. The target population was distributed as follows; Senior Level (Job Group Q and above) were 62, Middle Level (Job Group K to P) were 334, and Junior Level (Job Group A to J) were 124.

3.5 Sampling Techniques and Sample Size

In accordance with Kothari (2006), 157 respondents were selected from the target population using the 30% sampling ratio. Samples are defined by Kothari (2006) as sections of the population from which general conclusions can be drawn.

Based on the various directorates, departments, divisions, and units, the research was undertaken using a stratified random sampling methodology that involved dividing the population into smaller strata. A randomized sampling method was employed within each stratum to guarantee that all staff members had an equal chance to engage.

Table 3.2: Sample Selection

Strata	Target Population	Sample Proportion	Sample Size
Senior Level (Job Group Q and above)	62	30%	19
Middle Level (Job Group K to P)	334	30%	101
Junior Level (Job Group A to J)	124	30%	37
Total	520		157

Source: Researcher (2025)

3.6 Data Collection and Research Instruments

The research collected both secondary and primary data. Secondary data was collected from books, journals and the internet from Kenyatta University Postmodern Library. Primary data on the other hand, was collected from the Ministry staff using a structured questionnaire. The drop-and-pick technique and personal phone follow-up methods were employed.

3.7 Validity and Reliability

The validity of an instrument can be defined according to Kothari (2006) to be extent of accuracy to which it estimates that which it was supposed to assess. Validity means measuring what is intended to be measured while precisely fulfilling its intended purpose. To assess its content validity, one must assess if the instrument contains appropriate content (Orodho, 2003). The researcher validated data collection instruments by using questionnaires pertaining to specified objectives, and ensuring all necessary information was included in them. The questionnaire

contained simple instructions and made it clear to the respondent what was expected. The questionnaires were also administered to a representative sample of the target population.

In contrast, reliability can be interpreted according to Orodho (2003) as the level of accuracy of the instrument. The researcher also pretested the questionnaire to ensure its reliability.

3.8 Data Collection Procedures

Before collecting data, the researcher sought permission from the Ministry of Foreign and Diaspora Affairs, Kenyatta University and NACOSTI. A letter of introduction and a consent form were provided to the respondents to ensure they understood the purpose of the study.

The researcher drafted a questionnaire, which was pretested to assess its suitability, and later it was distributed within the offices to the sampled target. The questionnaires were delivered and collected personally with a one-week period for participants to respond. The researcher distributed 157 questionnaires, but 120 responses were obtained representing 76.4%.

3.9 Data Analysis Procedures

After collecting data, the researcher checked the instrument for completeness, accuracy of information and uniformity of data collected. This was followed by

editing, cleaning, and coding the data for analysis. Levels of agreement to disagreement were scored for each respondent on the variables' relationship, and statistical interpretation performed.

To analyze the quantitative data, descriptive statistics including frequencies, percentages, means, and standard deviations were employed. To facilitate interpretation, the results were presented using tables, bar graphs, and pie charts. This was used to examine how each of the leadership style affect employees' performance in the Ministry.

3.10 Data Management and Ethical Considerations

Researchers guaranteed participants that their data would solely be utilized for academic objectives during the data gathering process. Besides voluntary participation, the study also ensured that informed consent was obtained and that respondents' integrity was maintained. The study honored the respondents' rights to anonymity as well. Additionally, respondents were given a consent form (Appendix III) to indicate their agreement to take part in the survey.

Additionally, the researcher had sought permissions from Kenyatta University as well as NACOSTI to undertake the research.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This Chapter analyses and interpret the Ministry of Foreign and Diaspora Affairs' findings regarding how leadership style influences employee performance.

4.1.2 Response Rate

The research sample consisted of 157 ministry employees, but 120 responses were obtained representing 76.4% of the total responses, allowing the researcher to draw well-founded conclusions about the research.

Table 4.1: Response Rate

	Questionnaires administered	Questionnaires filled & returned	Response rate
MFDA Staff	157	120	76.4%

Source: Survey Data (2025)

Initially, the demographic information about the respondents was gathered, followed by their personal details, descriptive statistics, and regression analysis. The collected data was coded, analyzed, presented, and interpreted using SPSS statistical tools.

4.2 Demographic Information

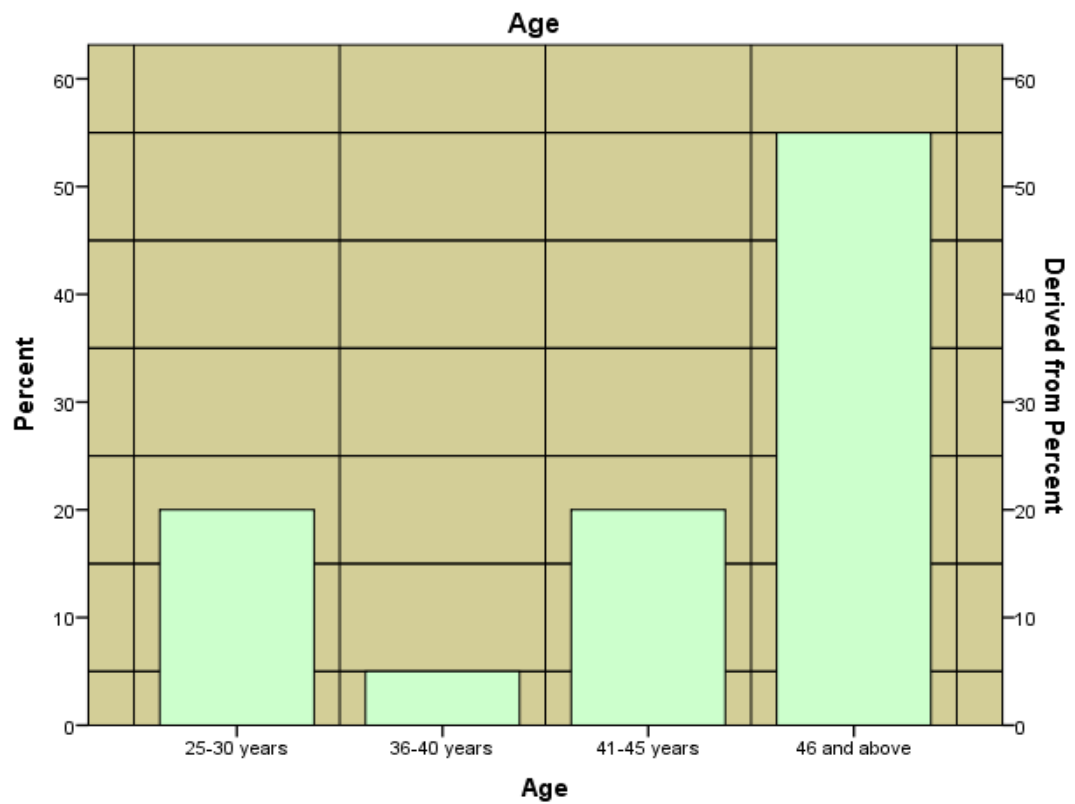
According to the demographic data provided by the respondents, their ages, genders,

and levels of education are listed below, with the results presented as follows:

4.2.1 Age Distribution

Based on the findings of the research, Figure 4.1 shows the respondents' age groups.

Figure 4.1: Age distribution



Source: Survey Data (2025)

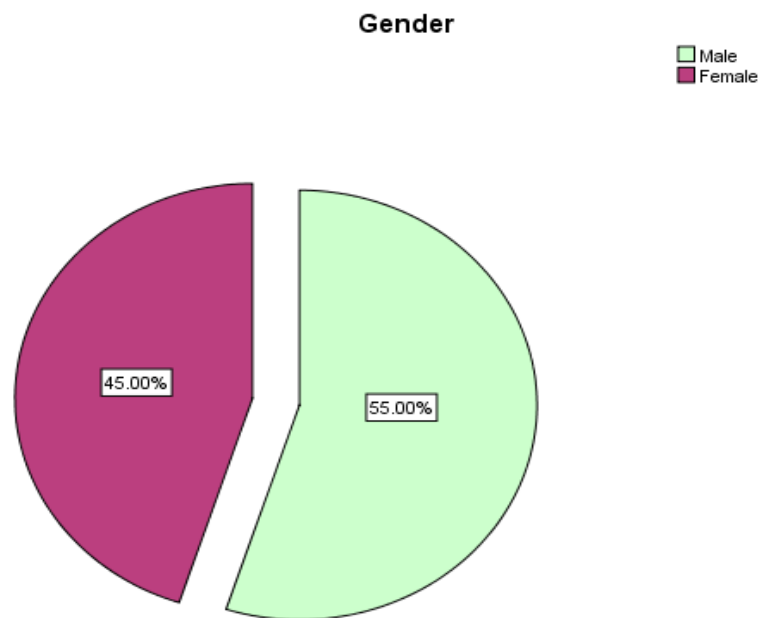
Ages of the participants ranged from 25 to 46. The main age group was 46 years and above, with 66 (55%) respondents, followed by the age group 41-45 years old with 24 (20%) and 25-30 years old with 24 (20%). Only 6 (5%) of the respondents were between the ages of 36 and 40. The findings shows that most of the respondents

were seasoned workers who had worked under many leaders and therefore could relate to how the different leaders affect their performance.

4.2.2 Gender

Figure 4.2 shows the results of the research findings, which sought to determine the respondents' gender.

Figure 4.2: Gender



Source: Survey Data (2025)

Based on Figure 4.2, the majority of respondents were males (55%) and females (45%). This data confirms that the results were not influenced by gender bias since

the variance was insignificant. Ong'ayo (2012) conducted a study at the ministry and found that 59% of respondents were men and 41% of respondents were women.

4.2.3 Level of education

According to the research findings, the following table provides information regarding respondents' education levels.

Table 4.2: Level of Education

Years	Frequency	Percentage
Certificate/diploma	12	10%
Higher Diploma	24	20%
Bachelor	54	45%
Masters	30	25%
Total	120	100%

Source: Survey Data (2025)

According to Table 4.2, 45% of the respondents had attained a Bachelor's degree, 25% had a master's degree, 20% had a higher degree, and 12% had a certificate or diploma. Despite this, 37 out of 157 respondents did not respond to the questionnaires. These results confirmed that the respondents had knowledge and experience to understand the research questions, and they could provide standard answers.

4.3 Descriptive Statistics

Descriptive statistics were used to present the summary data of the research findings, including Mean (M) and Standard Deviation (SD).

4.4 Transformational Leadership Style and Employee Performance

Based on employee performance, Table 4.3 shows how transformational leadership affects employee performance.

Table 4.3: Transformational Leadership Style and Employee Performance

Statement	M	SD
Idealized Influence (II)		
Leaders make subordinates feel good about being around them	4.40	0.821
Workers have total faith in their unit's leader.	4.50	0.607
Workers take pride in being linked to the unit leader.	4.35	0.671
Leaders in the organization instill trust, faith and confidence among subordinates	4.50	0.607
Aggregate Mean	4.44	0.677
Inspirational Motivation (IM)		
In a few simple words, the leader of my unit explains what we should and should not do	4.35	0.587
My unit's leader paints enticing pictures of what we can achieve.	4.20	0.696
Leader in my unit helps employees find meaning in my work	4.05	0.605
Leaders in the organizational help their subordinates grow at work	4.50	0.513
Aggregate Mean	4.28	0.600

Intellectual Stimulation (IS)		
As a leader in my unit, I encourage others to find new perspectives on old problems	4.40	0.754
Leader offers others new ways to approach difficult problems.	4.30	0.801
Leader in my unit ask others to rethink ideas they had never considered before.	4.60	0.503
Aggregate Mean	4.43	0.686
Individual Consideration (IC)		
Leader in my unit helps subordinate develop themselves	4.35	0.587
Subordinates in my unit are informed how the unit is doing by the leader	4.55	0.510
Subordinates who seem rejected by their leader receive personal attention.	4.55	0.686
Aggregate Mean	4.48	0.594

Source: Survey Data (2025)

Table 4.3 demonstrates that participants concurred that the transformational leadership style affects employee performance at MFDA, as evidenced by the aggregate mean scores of various parameters. Regarding idealized influence, an aggregate mean score of 4.44 was noted, with a variance of 0.6777. This indicates that leaders create a positive atmosphere for employees while collaborating, gain their utmost trust, inspire pride, and promote trust and confidence.

A link was found between motivational inspiration and employee performance, reflected in a mean score of 4.28 and a standard deviation of 0.600. These factors include the leader clearly outlining tasks, offering an uplifting vision of employees' potential, assisting employees in discovering purpose in their work, and supporting their professional development. Yitawok (2020) states that there is a notable connection between employee performance and transformational leadership at the Railway Corporation of Ethiopia.

Initiatives aimed at enhancing employee performance yielded an aggregate mean of 4.43 and a standard deviation of 0.686 for intellectual stimulation. This involves leaders helping employees to re-evaluate existing problems, suggesting new methods for tackling challenging issues, and motivating them to rethink ideas that had not been previously considered.

Concerning individual consideration, the respondents had an average score of 4.48 with a variance of 0.594. This encompassed leader supporting employee growth, updating employees on unit performance, and offering personal attention to those facing difficulties. Several studies by Kalsoom et al. (2017) have explored the differences between transactional and transformational leadership regarding employee performance. These investigations indicated that transformational leadership led to superior employee performance overall.

4.5 Transactional Leadership Style and Employee Performance

As outlined in this research, transactional leadership involves managers trading set objectives for incentives given to employees. House and Aditya (1997) characterize transactional leadership as a method to encourage employees to achieve established goals by ensuring they know the path to take, with the expectation of receiving something in exchange. In this research, we investigate the effect of transactional leadership on employee performance within the Ministry of Foreign and Diaspora Affairs. The aim of our research was to assess how transactional leadership influences employee performance at the Ministry of Foreign and Diaspora Affairs. Our findings are presented in Table 4.4.

Table 4.4: Transactional Leadership Style and Employee Performance

Statement	M	SD
Contingent Reward (CR)		
A leader in my unit tells subordinates what to do to receive rewards.	4.40	0.598
As the leader of my unit, I give my subordinates praise and rewards when they accomplish their objectives.	4.40	0.821
Leader in my unit calls attention to what subordinate can get for what they accomplish.	4.55	0.510
Aggregate Mean	4.45	0.643
Management by Exception (MBE)		
Meeting established standards is always appreciated by me as a leader in my unit.	4.40	0.598
Whenever things are going well, my unit's leader does not try to change anything	4.30	0.733
Leader in my unit guides to know standards to adhere to in carrying out our work	4.25	0.550
Aggregate Mean	4.31	0.627

Source: Survey Data (2025)

In Kenya, transactional leadership strongly affects employee performance, as shown in Table 4.4 based on a survey of employees at the Ministry of Foreign and Diaspora Affairs.

According to respondents, contingent rewards and employee performance scored 4.45 with a standard deviation of 0.643. This covers leaders being clear on what employees must do to earn rewards, providing recognition/rewards when goals are

met, and highlighting what employees can gain from their achievements. The results of the study by Donkor, Sekyere, and Oduro's (2022) on transactional and transformational leadership in African public sector organizations suggest that transactional leadership is positively correlated with employee performance, particularly in Ghana.

"Respondents strongly agreed that transactional leaders achieve higher employee productivity by rewarding subordinates with bonuses, overtime pay, and addressing individual employee motives.

Rawashdeh et al. (2020) found a positive association between transactional leadership behaviors and employee performance when job satisfaction was examined as a mediator. Furthermore, these findings are consistent with the results of Eliyana and Ma'arif's (2019) study, which examined employee performance in transformational leadership in terms of job satisfaction and organization commitment, which discovered that transactional leadership significantly influenced employee performance.

According to respondents, management by exception was associated with employee performance and recorded an aggregate mean score of 4.31 with a standard deviation of 0.627. It covered leaders being satisfied when employees meet agreed-upon standards, not attempting changes while things run smoothly, and guiding employees on adherence to standards during assignments.

There was a direct correlation between transformational and transactional leadership to employee performance in Pakistan FMCG industry, according to Kalsoom's et al. (2018) study.

4.6 Laissez-faire's Leadership Style and Employee Leadership

Study by Linge, Damary, and Asiimwe (2016) discovered that laissez-faire leadership is characterized by the delegation of decision-making authority to employees, enabling them to determine their own responsibilities. By providing adequate support, the leader can create valuable learning experiences for team members. Investigators from the Ministry of Foreign and Diaspora Affairs assessed the effects of laissez-faire leadership on employee performance. The findings are presented in detail in Table 4.5.

Table 4.5: Laissez-faire leadership Style and Employee Performance

Statement	M	SD
I am allowed the freedom to solve problems in complex situations by the unit leaders	4.35	0.671
While I work, my unit leader stays away	4.10	1.165
I am usually allowed to evaluate my own work by my unit leaders.	4.40	0.821
When it comes to solving problems, my unit leader gives me complete freedom. When it comes to my unit's head, I prefer to hear less input	4.40	0.598
The leaders of my unit generally believe that subordinates should be left alone	4.60	0.503
Leaders of my unit allow me to find my own solutions to complex problems	4.55	0.510
The leader in my unit is capable of effectively communicating with employees	4.60	0.754
There is proper form of communication from the leaders to their juniors	4.75	0.444
Aggregate Score	4.47	0.683

Source: Survey Data (2025)

There is an aggregate mean score of 4.47 and a standard deviation of 0.6838 for the MFDA respondents who aver that laissez-faire leadership affects employee performance.

Respondents indicated that in complex situations, leaders allow employees to solve problems themselves (M=4.35), leaders stay away while employees work (M=4.10), and unit leaders let employees evaluate their own work (M=4.40), employees have complete freedom to solve problems (M=4.40), leaders feel it is effective when

subordinates operate alone (M=4.60), in complex situations, leaders allow employees to solve problems as they see fit (M=4.55), leaders are able to communicate effectively with their employees (M=4.60), and there is a proper form of communication between leaders and employees (M=4.75). In Ahsan and Khalid's paper (2023), laissez-faire leadership was found to correlate with employee performance, however, the standard deviation was less than the average, which negates this finding.

4.7 Regression Analysis

Using regression analysis, it was found that transactional, transformational, and laissez-faire leadership styles influence employee performance differently.

Table 4.6: Regression Analysis

Model	R	R Square	Adjusted R Square	S. E. of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.841 ^a	0.921	0.876	0.179	0.921	299.102	5	142	0.000 ^a

Source: Survey Data (2025)

A value of 0.001, being below the 0.05 significance level, shows the model's statistical significance in explaining how independent variables affect the dependent variable. Moreover, with a calculated F-value of 279.905 surpassing the tabulated F-value of 7.900 at a 5% significance level, the model's significance is further confirmed.

Table 4.7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.728	0.155		8.004	0.000
Transformational leadership style	0.841	0.037	1.279	8.179	0.000
Transactional leadership style	0.871	0.037	5.207	5.892	0.000
Laissez-faire's leadership style	0.812	0.044	3.111	4.473	0.000

Source: Survey Data (2025)

Under transformational leadership, transactional leadership, and laissez-faire continuous leadership, the Kenyan Foreign and Diaspora Affairs Ministry would have 72.8% employee performance. 87.1% of participants in the study rated transactional leadership as having highest effect on employee performance, followed by transformational leadership at 84.1% and laissez-faire at 81.2%.

The regression equation derived from the analyzed data is as follows:

$$Y=72.8+84.1X_1+87.1X_2+81.2X_3+72.4X_4$$

Where:

Constant =Y

- Y = Employee performance
- X₁ = Transformational leadership
- X₂ = Transactional leadership
- X₃ = Laissez-faire leadership
- X₄ = Employee performance

According to the research findings, transactional leadership was positively correlated with employee job satisfaction, evidenced by a beta value of $\beta=5.207$, $p<0.05$. Taking a transactional approach to leadership has been linked to employee performance, according to Jangsiriwattana (2019).

According to the research findings, transformational leadership is associated with improved employee job satisfaction, with a beta value of $\beta=1.207$, $p<0.05$. Also, laissez-faire leadership is positively related to employee job satisfaction, as demonstrated by a beta value of $\beta=3.111$, $p<0.05$.

A positive correlation was shown between employee performance and transformational leadership based on Buil, Martnez, and Matute's (2019) findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This Chapter presents the conclusions and recommendations included in the study conducted by researchers at Kenya's Ministry of Foreign and Diaspora Affairs.

5.2 Summary of findings

The purpose of the research was to examine the effect of leadership styles on employees' performance in Kenya's Ministry of Foreign and Diaspora Affairs. Specifically, the purpose was to investigate the effect of transformational leadership, transactional leadership and laissez-faire leadership on employee performance.

The research findings reveal that transformational leadership directly affects employee performance at the Ministry, at a rating of 84.1%. On transactional leadership and effect on employees' performance, the research findings indicate that this style has a higher effect on employees' performance at the ministry with a rate of 87.1%. The research findings also found that laissez-faire leadership style affects employees' performance albeit relatively lower than the first two styles at a rating of 81.2%.

5.3 Conclusions

From the research findings, the following conclusions were derived after analysis and interpretation of the data. That the effect of transactional leadership style on

employee performance at the Ministry of Foreign and Diaspora Affairs was rated comparatively higher at 87.1%, while transformational leadership style followed in the order of effect at 84.1%, and laissez-faire leadership style at a lower rate of 81.2%.

5.4 Recommendations

From the research findings, which indicates that transactional leadership style had the highest effect on employee performance, it is recommended that the Ministry should prioritize this style of leadership. This entails the leader engaging employees in setting objectives, provide clear expectations through process documents, and use constructive criticism instead of punishment.

It is further recommended that the Ministry should adopt a transformational leadership style that was ranked second to supplement the overall leadership environment. This would entail encouraging a supportive environment, promoting organizational benefits, fostering new experiences, and keeping employees informed about significant changes.

Laissez-faire leadership style may also be exercised at the Ministry when dealing with situations involving senior level officers who are known to deliver results and can work under no or minimal supervision.

This implies that leaders at the Ministry should be encouraged to practice transactional leadership style often, but also embracing transformational and laissez-

faire styles as situations demand.

5.5 Suggestions for further studies

The researcher suggests conducting comparative research in other ministries and public institutions in Kenya for more comprehensive and inclusive findings. Other leadership styles in addition to transformational, transactional, and laissez-faire styles are likely to have an effect on performance at the Ministry of Foreign and Diaspora Affairs in Kenya in future studies.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondents,

RE: Request for Participation in Data Collection

I am a master's student of Kenyatta University working on a research project on the topic, " **Leadership style on Employees' Performance in the Ministry of Foreign Affairs in Kenya.**" A copy of the questionnaire, which I respectfully ask you to fill out for a while, is attached. Information you provide will be used for academic purposes only, under strict confidentiality conditions.

Thanks for your cooperation and active participation in this process.

Yours faithfully

.....

Mwangi, John M.

Appendix II: Questionnaire

PART A: General Questions

What is your age? *(Tick in the bracket)*

1. 25-30 years () 31-35 years () 36-40 years () 41-45 years () 46 and above ()

2. What is your gender? *(Tick in the bracket)*

Male () Female ()

3. What is your highest education qualification? *(Tick in the bracket)*

Certificate/diploma () Higher diploma () Bachelor () Master () Doctorate ()

PART B: Leadership Style

i) Structured questions

The series of statements are intended to help you determine your feelings and views on the style of leadership at work by an immediate leader. To indicate your level of agreement with what the statement suggests, you are asked to rate each statement according to the following ratings:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement.

	1= Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
TRANSFORMATIONAL LEADERSHIP					
Idealized Influence (II)					

1) Leader makes others feel good to be around him / her					
2) I have complete faith in leader in my unit					
3) I am proud to be associated with leader in my unit					
4) Leaders in the organization instill trust, faith, and confidence among subordinates.					
Inspirational Motivation (IM)					
1) Leader in my unit expresses in a few simple words what we could and should do					
2) Leader in my unit provides appealing images about what we can do					
3) Leader in my unit helps me find meaning in my work					
4) Organizational leaders help their subordinates grow at work.					
Intellectual Simulation (IS)					
1) My unit leader allows others to think about old problems from a new perspective					
2) My unit leader offers others new ways to approach difficult problems.					
3) My unit leader asked others to rethink ideas they had never considered before.					
Individual Consideration (IC)					
1) Leader in my unit helps others develop themselves					

2) My unit leader communicates how he/she thinks the unit is doing					
3) The leader of my unit gives personal attention to others who seem to have been rejected.					
i) In your view, what do you think are the advantages of applying transformational leadership style in the Ministry? ii) What do you think are the disadvantages of applying transformational leadership style in the Ministry?					
TRANSACTIONAL LEADERSHIP					
Contingent Reward (CR)					
1) Those who want to be rewarded for their work need to listen to the leader in my unit					
2) Whenever others reach their goals, my unit leader recognizes them and rewards them.					
3) My unit's leader stresses the benefits others can receive for their efforts.					
Management by exception (MBE)					
1) When others meet the standards agreed upon by my unit's leader, he is always satisfied					
2) As long as things are going well, the leader in my unit does not try to make any changes					
3) I am guided by the leader of my unit in knowing what standards we need to adhere to					
i) What is your assessment on popularity of transactional leadership style in the Ministry? ii) What would be the advantages of practicing transactional leadership style in the Ministry? iii) What would be the disadvantages of practicing transactional leadership style in the Ministry?					
LAISSEZ FAIRE LEADERSHIP					

1) In complex situations, unit leaders allow me to solve problems in my own way					
2) My unit leader stays away while I work					
3) Usually, unit leaders allow me to evaluate my own work.					
4) My unit leader allows me complete freedom to solve problems. 5. In most situations, I prefer to get less input from the head of my unit					
5) In general, my unit leaders think it's best to leave subordinates alone.					
6) In complex situations, unit leaders allow me to solve problems in my own way					
7) The leader in my unit is capable of effectively communicating with employees					
8) There is proper form of communication from the leaders to their juniors					
i) What is your view on application of laissez-faire leadership style in the ministry?					
ii) What would be the advantages of practicing laissez-faire leadership style in the Ministry?					
iii) What would be the disadvantages of practicing laissez-faire leadership style in the Ministry?					

Appendix III: Consent Form

Leadership Styles Effect on Employees' Performance at Ministry of Foreign and Diaspora Affairs in Kenya

I am working on a study to determine effect of leadership on employee performance in the Ministry. I thought of you as a potential participant because of your job in the office. Before participating, it is crucial that you thoroughly read this form and ask any questions you may have.

Mwangi John M., a Kenyatta University master's degree student, is carrying out this investigation under the supervision of Dr. Felix Kiruthu.

If you consent to participate in this study, you will be sent a questionnaire to complete and return to the researcher. Additionally, complete the form below and sign it. Please do not feel compelled to participate in this study as it is entirely optional. If you choose to participate, you can choose not to respond to any questions that make you uncomfortable.

Because this study is entirely academic, there is no risk to the participant. Enhancing knowledge in the area of leadership has advantages for the study that can support the improvement of employee performance throughout the public sector. No information that could identify subjects will be included in the paper or presentation based on this study.

Questionnaire Consent Form

I grant Mwangi John M permission to use my answers in a questionnaire for scholarly purposes. I am aware that this is for educational purposes. I am aware that the reserach title is **Leadership Styles and Their Effect on Employees' Performance at Kenya's Ministry of Foreign and Diaspora Affairs.**

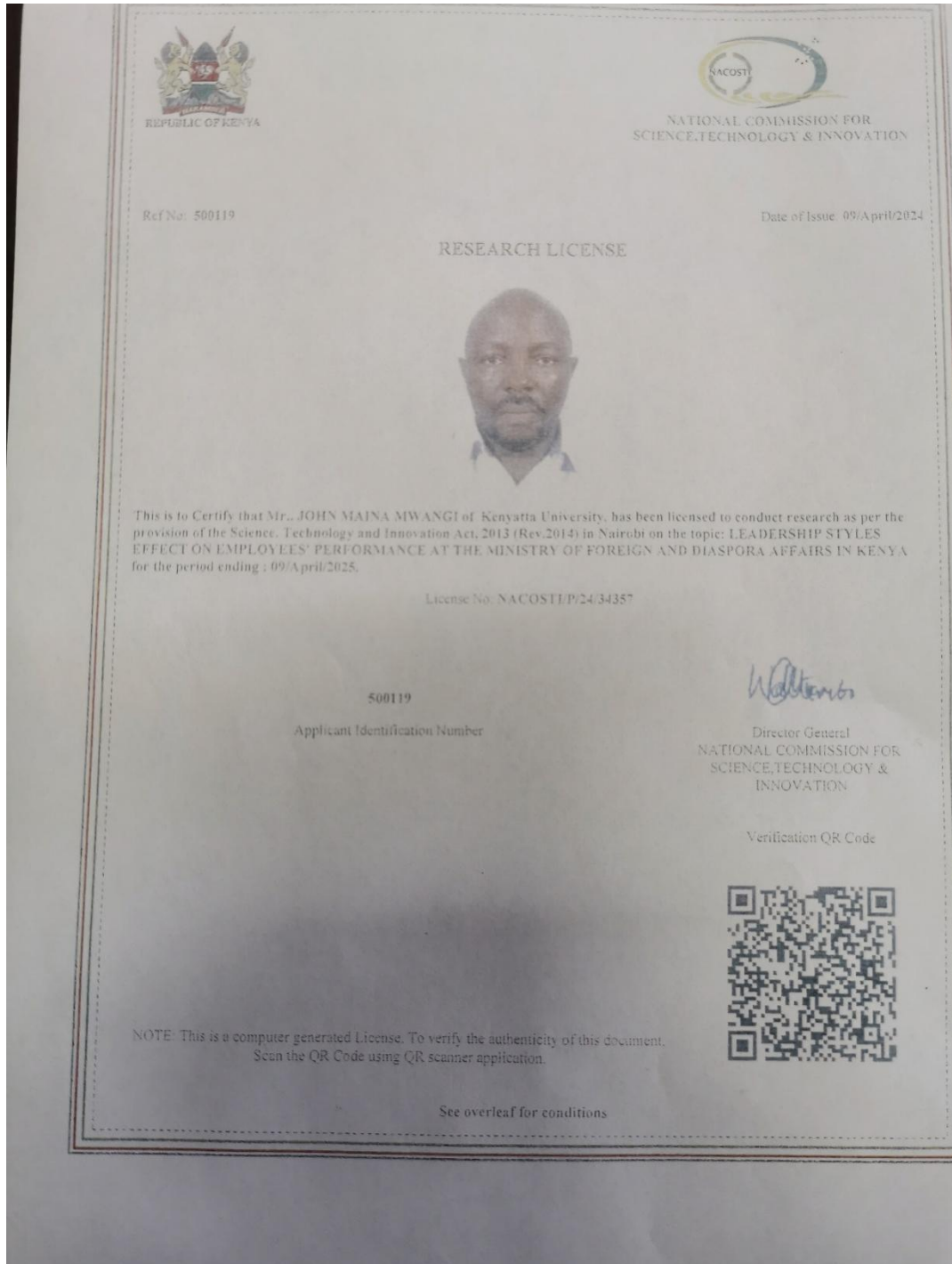
I am also aware that the researcher will keep my answers to questionnaires anonymous.

I thus provide my consent by signing the document below.

Signature.....

Date.....

Appendix IV: Research License



Appendix V: Approval of Research Project Proposal



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 31st January, 2024

TO: Mwangi John M.
C/o Public Policy and Administration Dept.

REF: C153/CTY/PT/24545/2011

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th January, 2024 approved your Research Project Proposal for the M.FPA Degree Entitled, "Leadership Style Effect on Employees' Performance at the Ministry of Foreign and Diaspora Affairs in Kenya."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ELIJAH MUTUA
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Felix Kiruthu
C/o Department of Public Policy and Administration
Kenyatta University

EM/mo