

**IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE: A CASE
STUDY OF SELECTED EMPLOYEES FROM DIFFERENT DEPARTMENTS IN
RESOLUTION INSURANCE**

**BY
JUDITH AUMA MASINDE**

**SENIOR RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
LEADERSHIP STUDIES IN PARTIAL FULLFULMENT OF THE REQUIREMENT
FOR THE AWARD OF BACHELOR OF SCIENCE IN LEADERSHIP AND
MANAGEMENT OF THE INTERNATIONAL LEADERSHIP UNIVERSITY**

**AUGUST, 2015
NAIROBI – KENYA**

DECLARATION

This senior research project is my original work and has not been presented elsewhere for a degree in any institution or university

JUDITH AUMA MASINDE

SIGN: _____

DATE: _____

AUTHORIZATION AND SIGNATURES

Sign: _____
Rev. Simeon Ng’uono
(First Supervisor)

Date: _____

Sign: _____
Professor John K. Mungania
(Second Supervisor)

Date: _____

DEDICATION

To my God who has given me strength to finish well in this academic journey. My regards also goes to my Dad Eric Aseka who has been so supportive in ensuring that I achieve my dreams in life and was always there to assist on any query concerning my project. Not forgetting my fiancé Emmanuel Maramba who has always given me moral support and encouragement that gave me inner energy to strive and accomplish this Senior Research Paper.

ACKNOWLEDGEMENT

This senior research project is a result of support from several sources; first I would like to give praise and honor to the almighty God for giving me sufficient grace and power to write this project. I would also like to dedicate this research to my first and second reader for getting time to lead me through this journey; they have spent sleepless nights just to ensure that I graduate. Also much appreciation to the management and staff of Resolution Insurance Limited that gave me the much needed information to make this research successful. Lastly I would like to acknowledge the entire International Leadership University for the good and conducive learning environment during my study period. May good God bless you and your families

ABSTRACT

This research study aimed at assessing impact of leadership style on employee performance. It was a case study of selected employees from different organizations. The specific objectives of the study were to determine the relationship between employee performance and Leadership, to establish the performance problems of the organizations emanating from knowledge system or motivation system and account for the effect of leadership on employee performance when dealing with these challenges, to examine the relationship between outputs (the results achieved), outcomes, and processes required for reaching the results as well as the inputs (knowledge, skills and attitudes, and to highlight the relationship between the supervisors leadership style and employee performance.

The study used descriptive research design for it describes the population the way it is and covered a population of 35 employees in the organization who included top management, middle management and support staff. The researcher considered stratified random sampling because the population was heterogonous and the researcher wants each member of the population to have an equal chance of participation. Data was collected through questionnaires and was analyzed qualitatively and quantitatively and later was presented using graphs, pie charts and table diagrams respectively depending on the techniques.

LIST OF TABLES

Table 4.1	Gender Response	33
Table 4.2	Age Bracket	34
Table 4.3	Whether Performance is Affected by the Leadership Style Used	35
Table 4.4	Whether the Supervisor Sees me as an Asset to the Organization	37
Table 4.5	Whether the Employee Enjoys his Work	39
Table 4.6	If Always Punctual And Present at Work.....	42
Table 4.7	Whether Employee Enjoy Working Under their Supervisor.....	44
Table 4.8	Whether Empolyee Can Recommend Other to Work with the Supervisor.....	45
Table 4.9	Whether Employee is Involved In Decision Making by the Supervisor	46
Table 4.10	Whether Performance is High When Supervisor is Around	48
Table 4.11	Whether Orientation was Helpful.....	50
Table 4.12	Whether Supervisor Encorages Employee to Grow Academically.....	52
Table 4.13	Whether the Workload is Reasonable for Number of Years Worked	53
Table 4.14	Whether Reports Require Appropriate to the Goal of the Organization	54
Table 4.15	If Departmental Meetings I Attend are Helpful	54
Table 4.16	If the Supervisor is Understanding	57
Table 4.17	Whether Supervisor is Willing to Come to My Level and Assist	58
Table 4.18	If Employees are Rewarded for Good Performance.....	59

LIST OF FIGURES

Figure 2.1	Conceptual Framework	26
Figure 4.1	Response Rate	32
Figure 4.2	Gender Response	33
Figure 4.3	Whether Performance is Affected by the Leadership Style Used.....	36
Figure 4.4	Responses on Employee's Sense of Belonging in the Organization	38
Figure 4.5	Whether the Employee Enjoys his Work.....	40
Figure 4.6	Whether the Supervisor Made Requirements Clear During Orientation	41
Figure 4.7	Whether Duties Performed are in Alignment With Job Description	43
Figure 4.8	Whether Employee Enjoy Working Under their Supervisor	45
Figure 4.9	Whether Employee is Involved in Decision Making by The Supervisor	47
Figure 4.10	If Employee Utilizes Time They'll at Work Appropriately.....	48
Figure 4.11	Whether Performance is High When Supervisor is Around.....	49
Figure 4.12	If The Supervisor Demonstrates the Mastery of the Job Requirement	50
Figure 4.13	Whether the Supervisor Encourages Employee to Grow Professionally.....	51
Figure 4.14	Whether Supervisor Encourages Employee to Grow Academically	52
Figure 4.15	Whether Supervisor is Concern in Case of Any Change in an Employee	55
Figure 4.16	Whether Supervisor is Always Ready to Help on Anything I Need.....	56
Figure 4.17	Whether the Supervisor Always Believe in Transforming Me.....	57
Figure 4.18	Whether Supervisor is Willing to Come to My Level and Assist.....	58

TABLE OF CONTENTS

DECLARATION.....	ii
AUTHORIZATION AND SIGNATURE.....	iii
COPYRIGHT	iv
DEDICATION	iv
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF TABLES	vi
LIST OF FIGURES	vii
TABLE OF CONTENTS	viii

CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 Introduction	1
1.2 Context of the Problem	4
1.3 Statement of the Problem	6
1.4 Purpose of the Study	7
1.5 Definition of Terms	7
1.6 Significance of the Study	8
1.7 Scope of the Study.....	8
1.8 Objective of the Study.....	8
1.9 Research Questions	9

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction	10
2.2 Literature on Leadership	10
2.2.1 Know your People and Your Business	14
2.2.2 Insist on Realism	15
2.2.3 Set Clear Goals and Priorities	15
2.2.4 Follow Through.....	15
2.2.5 Reward Doers	16
2.2.6 Expand your People's Capabilities	16
2.2.7 Know Yourself	17
2.2.8 Performance	17

2.3	Theoretical Framework	20
2.4	Situational Theory	20
2.5	Path-Goal Theory	21
2.6	Transformational Theory.....	22
2.7	Transactional Theory.....	24
2.8	Conceptual Framework	24
2.9	Summary	26

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1	Introduction	28
3.2	Research Design	28
3.3	Population Sampling	29
3.3.1	Target Population	29
3.4	Sample Design.....	29
3.4.1	Sampling Technique.....	29
3.5	Data Collection Methods.....	30
3.5.1	Questionnaires	30
3.5.2	Validity and Reliability	30
3.5.3	Administration of Questionnaire	31
3.6	Data Analysis Methods	31

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1	Introduction	32
4.2	Presentation of Findings	32

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1	Introduction	60
5.2	Summary of Findings	60
5.3	Conclusions	61
5.4	Recommendations	63
5.5	Suggestions for Further Study.....	63
REFERENCES		64

APPENDICES

Appendix – Questionnaire

LIST OF ABBREVIATIONS

IRA	Insurance Regulatory Authority
MIP	Medical Insurance Provider
RHEA	Resolution Health East Africa
WIBA	Work Injury Benefits Act

CHAPTER ONE

1.1 Introduction

Leadership style is an important function in any organization. Leadership and management represent two completely different business concepts. Leadership is commonly defined as establishing a clear vision, communicating the vision with others and resolving the conflicts between various individuals who are responsible for completing the company vision (Vitez (2009) Management is the organization and coordination of various resources in a business. Leadership can have a significant impact on an organization performance. As Vitez (2009) points out, successful organizational performance relies on the proper behavior from managers and employee's. Three types of leadership in an organizational set up have been identified. These are: authoritarian, democratic and laissez-faire. It is important to bear in mind that each type of leadership impacts organizational performance differently hence the need to study leadership styles and their impact on organizational employee performance (Vitez, 2009).

Whereas authoritarian leadership is characterized by commanding and setting clear expectations for employees in the organizational setting, democratic leadership encourages feedback and input from managers or employees regarding organizational performance. However, there is also laissez-faire leadership which is characterized by a hands-off approach, where managers and employees work according to their own preference and schedule. This leadership style can lead to poor motivation and work practices (Vitez, 2009). A critical element in building confidence, motivating performance and increasing employee engagement is by having people at the top who inspire belief in the organization's future. When done effectively organization experience better business success and stronger bottom-line business performance. For an organization to succeed, the leaders have the biggest role to play in ensuring that the employees buys in and take the ownership in organization and themselves (Baumruk, 2006) .

African nations are faced with numerous crises. One of these crises is the crisis of leadership. (Vitez, 2009) It is a crisis which affects communities as well as their public and private organizations. Good leadership has its standards and demands. Leadership involves challenging leaders as well as their followers to live up to their words. This is all about credibility and indeed there is need to close the gap between people's espoused values and their behaviour. The study of leadership has gained great momentum and the insights which are emerging through these intellectual efforts are immensely contributing to the shaping of today's leaders.

Bass (1990) states that from its infancy, the study of history has been the study of leaders, and in particular what they did and why they did it (Katz and Kahn, 2007) recognize the fact that leadership is one of the most examined phenomena in the social sciences. For them, the scrutiny afforded to leadership is not surprising. This is because leadership is a universal activity. It makes sense to examine the question of performance in relation to leadership. Indeed it has come to be appreciated how leadership is a phenomenon that has proven vital in fostering effective organizational and societal functioning. To understand the role of a leader one must define leadership (Gentry, 2008).

This study endeavors to provide a convincing account as to why leadership is necessary in improved organizational performance of employees. Leaders provide the direction when addressing the problems normally found within organizational cultures (Gentry, 2008). At the supervisory level, leadership is required to complement organizational systems (Katz and Kahn, 2007) and its role is made apparent in the effort to enhance subordinate employees' motivation, effectiveness, and development of their sense of satisfaction (Bass, 1990). At the strategic level, it may be said that leadership is necessary to ensure that there is a coordinated functioning of the organization as the organization interacts with a dynamic external environment (Katz and Kahn, 2007).

Leadership is conceived as a process where one or more persons influence a group of person to move in a certain direction. The word leadership has been used in various aspects of human endeavor such as politics, business, academics and social works (Gentry, 2008). Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It entails the establishing of a shared workforce understanding about what is to be achieved at an organizational level and in essence is about aligning the organizational aims and purposes with the employees' agreed measures, skills, competency requirements, development plans as well as the delivery of practical results (Gentry, 2008). Consequently, the emphasis is on improvement, learning and development in order to achieve the overall organizational strategy and to create a high performance community of workers.

Employee performance is an important building block of an organization therefore the factors which lay the foundation for high performance must be analyzed by the organizations and put into consideration. No organization can progress by one or two individual's effort so it is important to understand that all organizations perform well because of the collective effort of all the members of the organization. When employees are not treated well in the organization and lack a sense of belonging; the level of performance will go down. It's therefore important to know that Leadership in any given organization plays a big role in changing the behaviours of employees both positively and negatively.

1.1.1 Profile of Resolution Insurance Limited

Resolution Insurance entered the Kenyan market in 2002 (as Resolution Health East Africa), the first company to be registered as a Medical Insurance Provider (MIP). The organization is recognized as Medical Insurance Provider of the Year in 2012 in the Think Business Insurance Awards. The organization was licensed as a General Insurer by the Insurance Regulatory Authority (IRA) in 2013. They are licensed to provide Personal Accident, Workmen's

Compensation, Liability, Medical and Miscellaneous classes of General Insurance Business. With 10 years experience, Medical Insurance is their core product. They have managed the medical needs of over 60,000 members comprising of corporate, social groups, families and individuals through innovative solutions.

As the organization grows their products offering aim is to be a one-stop shop for Employee Benefits. Over the last year, it has introduced products targeted at corporate organizations namely Work Injury Benefits Act (WIBA), WIBA Plus and Group Personal Accident Cover (GPA). It also offers Personal Accident Covers to Individuals and Families. Resolution Insurance has partnered with a multi-national travel insurance expert Linkham Services to offer Resolution Travel to cater for persons travelling for leisure, business or studies. Resolution Travel Plans are delivered on a fully automated platform. It also offers seven plans that have local, regional, schengen countries and worldwide cover options. Moreover, it has developed a strong network of over 750 Medical Service Providers (hospitals, clinics and doctors') across East Africa that our members can access.

1.2 Context of the Problem

For over half a century, Performance Management has been mooted and practiced as a means of determining an employee's wage based on performance and contribution to the growth and sustainability of an organization. Many organizations have used Performance Management to drive desired behaviors from their employees in order to get specific outcomes during their tenure of employment. There is need to examine the effect of leadership on performance.

Analyzing how leadership behaviors influences individual job performance is vital if they are to grow our organizations as leaders. The relationship between leadership and performance is both direct and indirect. That is why leadership development is becoming an increasingly critical and strategic success factor for organizations. It makes sense to state that leadership, measurement,

and a motivated workforce create the foundation for good performance in an organization. There are many organizations with employees who are so qualified but are not performing they'll according to the standards they uphold.

The overall thrust of this study is to examine the nature of leadership and its impact on employee performance. Despite the growing concern of researchers in the field of leadership and business ethics, with the question of leadership development, cases of unethical practices among leaders that manifest themselves in organizations calls for study. In most case majority of leaders do not engage their employees in matters of decision making by a very large extent making them to only make even wrong decisions that even the employees cannot agree with. There is need to enquire into the ethical dimensions of leadership in a quest to establish an ethical leadership whose impact on employee job performance is positive and whose practice in organizations can develop leaders that are not only sound in character but sound in action.

It has been observed that transformational leadership demand that a leader demonstrates the ability to motivate follotheyrs to rise above their own personal interests and goals for the greater good of the organization (Bass, 1985). In learning about leadership one must understand the relationship between leaders and their followers. It is important for leaders to build those relationships and team environments to foster engagement among the organization (Gentry, 2008). It is therefore important to carry out this research so that the researcher can able to understand and help leaders of different organizations to understand what might be the problem so that solutions that will increase production and profitability in different organizations may be worked out.

1.3 Statement of the Problem

According to Gentry (1990) fully engaged leaders are vital for fully engaged employees and why this is critical for organizational performance and. That is why the study takes cognizance of the two most important internal performance processes in all human beings namely our knowledge system and our motivation system. The knowledge system makes it possible to understand goals, develop /implement plans to reach goals, monitor progress towards the goals, and revise and improve organizational plans. Motivation systems make it possible to make a strong commitment to goals persist with plans and goals when distracted, monitor goal value and personal confidence, and invest necessary mental effort in plans.

The insurance industry has been growing between fifteen and twenty, but it lags far behind its global counterparts on account of the main reasons such as: lack of products as per market requirement, low awareness among the general public, improper promotion of team plans, low returns from insurance products, inefficient management and leadership. Resolution insurance has enjoyed the status of monopoly insurance sector for a bout more than 10 years, but now it is bound to face tough competition with some global giants. Although, so far it is leading significantly, yet if it wants to retain its position, some strong measures are required at all level. Till now, resolution insurance is undoubtedly uncrowned king of life insurance in Kenya, but if it wants to lead in the same manner, it has to reshuffle the cards of leadership. As leadership refers to think tank of any organization it can bring out the best of the best from its employees. Tough time does not last but tough people do. With this belief, change in leadership will lead to change in performance and development of the organization. In the light of above facts the present topic justifies the need of the study.

1.4 Purpose of the Study

The purpose of this study is to inquire into the knowledge system and motivation systems of Resolution Insurance and ascertain if there is a correlation between the supervisor's leadership style and the employees' performance. Again, the study sets out to determine the impact of leadership on employee performance. It uses a questionnaire on the selected employees from different departments in resolution Insurance.

1.5 Definition of Terms

Leader-a person, who influences, guides or directs a group of people towards a certain direction.

Employee - A person who works for another in return for financial or other compensation.

Performance Management- A system that generates performance information through strategic planning and performance measurement routines and connects this information to decision venues

Engagement- The term engagement refers to an individual's involvement and satisfaction with as they'll as enthusiasm for work (Harter, Schmidt and Hayes, 2002).

1.6 Significance of the Study

Resolution insurance will benefit from this research as the results of the study identified factors to consider in impact of leadership style on employee performance. They will be able to know what is to be considered most in leadership style on employee performance and the most appropriate method to be used in leadership style on employee performance.

The organization will be able to obtain the benefits that arise through the implementation of leadership style on employee performance such shortening of delivery time, less errors, eliminate paperwork hence saving greatly. Accelerate the flow of important information between buyer and supplier.

This research study will significantly help in further future studies as point of reference by other independent researchers, government co-sponsored and even by non-governmental organizations in Kenya and beyond. It will give an insight of what has been done and recommended gaps for which further studies will need to be looked into.

1.7 Scope of the Study

This study examines Resolution Insurance Company. It uses selected employees from different departments to carry out this research in order to get different views from people in working in different departments' will do this using a questionnaire. The data harnessed will be useful in explaining how the leadership of the various entities examined affects the employees performance. The researches uses the questionnaire because its more objective and relatively quick to collect information.

1.8 Objectives of the Study

This study sought to:

1. Determine the relationship between employee performance and Leadership.
2. To establish the performance problems of the organizations emanating from knowledge system or motivation system and account for the effect of leadership on employee performance when dealing with these challenges.
3. To examine the relationship between outputs (the results achieved), outcomes, and processes required for reaching the results as well as the inputs (knowledge, skills and attitudes).
4. To highlight the relationship between the supervisors leadership style and employee performance.

1.9 Research Questions

1. How does leadership affect employee performance?
2. What are the effects of demotivation at work?
3. What is the relationship between employee performance and leadership?
4. How can they improve employee performance?

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

Knowledge is accumulated incrementally in scholarly fields, and a literature review is a key element in this process. Reuber (2010) reminds us that the literature review frames issues by positioning them against past research. Therefore, a clear framing makes it easy for readers to follow an author's logic and understand the choices that have been made in conducting the research. Denyer (2015) informs us that literature review forms the foundations upon which your thesis is based, your data will be analyzed and your discussion/conclusions presented.

The aim of this study is to find out the impact of leadership styles and behaviors on organizational performance by employees. The study therefore explores styles of leadership and their associated leadership behaviors which impact on employees. It therefore investigates the impact of leadership behavior on organizational performance bearing in mind that the goal of any organization is not only to survive, but also to sustain its existence by improving performance. Organizations operate in highly competitive markets and they are, as such, expected to continually increase performance (Arslan and Staub, 2013). The motivation of this study is to investigate the impact of leadership behavior on organizational performance in the context of knowledge systems and motivational systems of organizations under study.

2.2 Literature on Leadership

There are many definitions of leadership. In some sense, as gleaned from the English dictionary (Oxford), leadership is a processing of guiding or directing a group of people towards a certain direction. A leader directs, controls and organizes his or her people having the vision of the organization in mind on the direction on which he is leading his people.

According to Bossidy and Ram (2003) have identified seven key leadership behaviors that have direct and measurable impact on organizational performance. By practicing these critical behaviors, leaders can foster effective execution in their organizations while avoiding the trap of micromanagement. Fry and Matherly (2006) have vital observation on organizational performance in relation to spiritual leadership. The managers need to appreciate the fact that issues regarding workplace spirituality have been receiving increased attention in the organizational sciences.

According to Fry and Matherly (2006), spiritual leadership theory (SLT) is a causal theory for organizational transformation designed to create an intrinsically motivated, learning organization. Spiritual leadership comprises the values, attitudes, and behaviors required to intrinsically motivate one's self and others in order to have a sense of spiritual well-being through calling and membership, i.e., they experience meaning in their lives, have a sense of making a difference, and feel understood and appreciated. The managers are convinced that effect of spiritual leadership in establishing this sense of leader and follow their spiritual well-being in creating value congruence across the strategic, empowered team, and individual levels to, thereby ultimately fostering higher levels of employee positive human health, psychological and spiritual well-being, organizational commitment, productivity and eventually remarkable organizational performance.

Advocates of workplace spirituality propose that people bring unique and individual spirits to the workplace and are highly motivated by the spiritual need to experience a sense of transcendence and community in their work. Fry and Matherly (2006) emphasize that spiritual leadership involves motivating and inspiring workers through a transcendent vision and a culture based in altruistic values to produce a more motivated, committed and productive workforce.

Khan (2010) explores and identifies the new construct of authenticity and spells out the impact on organization performance by authentic leaders. Characteristics of authentic leaders in the

following words are: they don't fake their leadership; they don't lead for status, honor, or other personal rewards; they are not copied but are original and they are leaders whose actions are based on values and convictions (Shamir and Eilam, 2005).

Authentic leaders are confident, hopeful, optimistic, resilient, moral/ethical and future oriented. They give priority to developing associates to be leaders. The authentic leader is true to him/herself and the exhibited behavior positively transforms or develops associates into leaders themselves (Luthans and Avolio, 2003). Authentic leaders gain others' loyalty and commitment through trust based relationships rather than by compelling and manipulation (Avolio et al, 2004). They lead with purpose, values and integrity.

According to Greenleaf (2000), they are aware of their own personality, strengths, and weaknesses and by others' as well. Their behavior towards other individuals is stimulating and motivating as, enable them to learn, grow, and succeed. They always push others towards right directions and success in life and try to enable them to become wiser, freer, and more autonomous (Green-leaf, 2000).

Smith (2015) points out that there are seven key leadership behaviors that have direct and measurable impact on organizational performance. By practicing these critical behaviors, leaders can foster effective execution in their organizations while avoiding the trap of micromanagement. These behaviours are: 1) Know your people and your business 2) Insist on Realism 3) Set clear goals and priorities 4) Follow through 5) Reward doers 6) Expand your people's capabilities 7) Know yourself. Bossidy and Charan (2007) identify execution as the missing link. It is the main reason companies fall short of their promises. It is the gap between what a company's leaders want to achieve and the ability of their organizations to deliver it. For them, unless you translate big thoughts into concrete steps for action, they are pointless.

Thus, without execution, the breakthrough thinking breaks down, learning adds no value; people do not meet their stretch goals, and the revolution stops dead in its tracks. What you get is change for the worse because failure drains the energy from your organization. Repeated failure destroys it. Execution is a systematic process of rigorously discussing how and what's, questioning, tenaciously following-through, and ensuring accountability. It is a systematic way of exposing reality and acting on it. Unfortunately, most companies do not face reality very well.

Bossidy and Charan (2007) underscore the importance of execution saying that execution must be a core element of an organization's culture. They emphasize that the leader who executes assembles architecture of execution puts into place a culture and processes for executing, promoting people who get things done more quickly and giving them greater rewards. His personal involvement in that architecture is to assign the tasks and then follow-up. This means making sure that people understand the priorities, which are based on comprehensively understanding the business, and asking incisive questions. The leader who executes often does not even have to tell people what to do - he asks questions so they can figure out what they need to do. Coaching them, passing on experience as a leader, educating them to think in ways they never thought before. This helps them expand their own capabilities for leading.

These are the essential behaviors that form the first building block of execution:

2.2.1 Know your People and your Business

Leaders should not only know their business, they should live it. They must be engaged in the day-to-day realities of the business. Bossidy and Charan (2007) state that the leader has to be engaged personally and deeply in the business. Execution requires a comprehensive understanding of a business, its people, and its environment. Coaching workers and passing on experience as a leader, educating them to think in ways they never thought before helps them expand their own capabilities for leading. To be an effective manager, you need to be self-aware

and you need to get to know your team as people. This means having a personal connection with the business and with the people in it.

Musselwhite (2007) tells that although self-awareness is probably one of the least discussed leadership competencies, it is possibly one of the most valuable. Self-awareness is being conscious of what you are good at while acknowledging what you still have yet to learn. This includes admitting when you do not have the answer and owning up to mistakes. With regard to knowing your people and business identifies the need to focus on formal and informal systems to generate and capture information about the competencies and performance of people.

Bossidy and Charan (2007) notion of knowing your people and your business, they are of the view that detailed business reviews allow the leader to understand the fundamentals of daily operations, uncover problems, capitalize on strengths and truly get to know the people. In addition, it affords employees the opportunity to get to know the leader and understand the direction the organization is taking.

2.2.2 Insist on Realism

Insisting on realism is the second essential behavior of an executional leader. Insisting on realism is nothing but knowing the facts about a business. Bossidy and Charan (2007) pointed out that a leader cannot ever get to where he or she wants to be unless he or she sees the business the way it is. Leaders often are blind to the weaknesses of their organizations. They tend to understand the strengths, but are reluctant to find out what could be improved. Smith (2015) upholds the view that subordinates tend to stress the positive in communications with higher-ups. To overcome this, leaders must be relentless in understanding how to improve their organizations and in learning how they stack up against competitors.

2.2.3 Set Clear Goals and Priorities

There is need to set goals that will motivate and inspire organizational teams to higher performance and better results. Bossidy and Charan (2007) outline his preferred set of expectations. These expectations form the basis of the relationship and can be used to measure performance behaviors. Setting clear goals and expectations facilitates their relationship and should be characterized by the leader getting involved, generating ideas, being willing to collaborate, being willing to lead initiatives, developing leaders as he or she develops, staying current, anticipating, driving his or her own growth and being a player for all seasons. Successful leaders focus on a few key priorities; the “Critical Few” that everyone can understand and pursue. Too many organizations have long lists of priorities that never get accomplished. Success comes from execution of three or four high-impact goals.

2.2.4 Follow Through

Shamir and Eilam, (2005) remind us that follow-through is the cornerstone of execution and every leader who is good at executing follows through religiously. They warn us never to finish a meeting without clarifying what the follow-through will be, who will do it, when and how they will do it, what resources they will use, and how and when the next review will take place and with whom. Yet many leaders do not set milestones, and they do not follow through. Following through means besides taking action, a leader ought to keep his or her word. Many organizations perform poorly because of lack of follow through. Successful leaders make clear assignments, hold people accountable and establish regular review processes to track progress.

2.2.5 Reward Doers

Khan (2010) emphasizes the need to reward people who execute, rather than the philosophers who wander around organizations. If you want people to use specific results, you reward them accordingly. People perform they'll when they are rewarded for their efforts. Yet many

organizations do a poor job of linking rewards to performance. They make too little differentiation in salary increases, bonuses and stock options between super stars and those who are not. Successful leaders reward top performers for their achievements and ensure that there is a clear connection between performance and compensation throughout the organization.

2.2.6 Expand your People's Capabilities

The sixth concern is to expand the people's capabilities through coaching. According to Larry and Guru (2003) coaching means one-on-one instruction. In this, he seems to include formal professional development programs in this category. Leaders who want their organizations to be successful spend considerable time and effort in expanding the capabilities of their people, and coaching is their single most effective method. Effective coaching involves watching people in action and providing specific feedback. Feedback should include examples of behaviors that are good as they'll as examples of behaviors that need to be changed. Skillful coaches ask questions that cause people to think and to discover.

2.2.7 Know Yourself

Larry and Guru (2003) places special emphasis on the seventh requirement of knowing yourself. In this sense, knowing yourself means that organizational leadership requires emotional fortitude, which is made up of four key qualities: authenticity, self-awareness, self-mastery, and humility. Leaders of high-performing organizations have emotional fortitude. They are able to be honest with themselves, they deal honestly with business and organizational realities, and they give people candid feedback. They possess the confidence to accept points of view that are different from their own and to deal with conflict. Leaders with emotional fortitude practice self-mastery. In addition, they are authentic, self-aware and humble. The seven behaviors that have an impact on organization performance but did not specify how leadership can affect the employee's performance

2.2.8 Performance

It's the action or process of carrying out or accomplishing an action, task, or function. Employee performance management is a process for establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

Employees are the greatest assets in any given organization and if they don't perform the organization is likely to close up because the productivity will be low and make many losses. It is therefore important for employees to be treated well. According to the studies done, performance is the extent to which an organization achieves a set of pre-defined targets that are unique to its mission. These targets will include both objectives (numerical) and subjective (judgmental) indicators. There is need to understand the drivers of performance.

According to Bagozzi (2003) performance measurement and management control are critical components of improving organizational performance. At the core of the performance measurement and management control literature is a focus on better understanding both the drivers and measures of organizational success. Epstein and Roy (2002) developed a model for a clearer articulation of the drivers and measures of performance of corporate boards of directors. Identifying the three strategic objectives for boards of 1) strategic oversight, 2) accountability, and 3) monitoring and evaluating performance and succession planning. Albrecht (2011) points out that there are domains of excellence (DOE) which are key performance drivers in enabling organizations to succeed. They are therefore a vital dimension of an organization's functioning and are critical to its capacity to perform. They are the universal "management dashboard".

Albrecht identifies seven Domains of Excellence:

- Strategic Focus-There is need for a clear purpose and clear driving values and priorities which are linked to desired results
- Customer Value-There is need for key cultural and operational focus as well as ensuring that the value proposed are clearly understood, that there is synergy between “tech” and “touch”. There is also need for masterful delivery.
- Leadership and Team Performance-There is need for high standards for leader or manager. Effective leader selection and effective leader training are emphasized as well the need for regular assessment / feedback.
- Culture, Values and Ethics- There is need for a strong sense of community and executive leadership should be entrusted with executives who model core values. The life pattern should be characterized by high quality of work life (QWL). They should be people who can foster morale, esprit de corps and as well embrace social responsibility.
- Process Excellence-There is need for an appropriate organization structure and seek to spell out processes which are friendly to customers, which empotehr performance and which are aligned to organizational mission and ensure that these are processes which are always improving
- Knowledge Management-There is need for a culture which values knowledge, a culture of collaboration and creativity. It should engender the creation of an infrastructure for social networking and enable the raising of development of thought leaders.
- Talent Management- There is need for establishing a culture which attracts talented people, which offers competitive compensation and which fosters developmental opportunities as well establish systems which support career success

For Albrecht (2011) success is multi-dimensional and performance is caused by synergy and therefore the effective executive leader engages, inspires, and energizes others. It is important for all leaders to understand that their relationship with employee will always affect the performance. Employees and leaders are therefore all important and need to treat each other with respect because they are all beneficial to any given organization.

2.3 Theoretical Framework

A good research is hinged upon a definite theoretical approach to the question under study. A theory which is adopted basically informs our understanding of the phenomenon under investigation given that a theory is a 'lens' through which they look at an issue. In methodological terms, it is a means by which they investigate that context. In this sense, it provides the means by which they gather evidence. A theoretical framework provides a context for formulating the study's rationale for developing hypotheses and the basis of establishing a guide to systematically identify logical, precisely defined relationships among variables called a conceptual model.

Most theories view leadership as grounded in one or more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. Leadership is a process that involves influence with a group of people toward the realization of goals. Leadership is a dynamic and complex process. However, there those scholars who approach the study of leadership from the theoretical approach of transformational leadership, transactional leadership and servant leadership.

2.4 Situational Theory

The situational leadership theory model is a leadership theory developed (Hersey, 2007). According to this theory leadership depends upon each individual situation. This theory suggests

that different situations require different styles of leadership (Cherry, 2015). That is, to be effective in leadership requires the ability to adapt or adjust one's style to the circumstances of the situation.

Situational leadership refers to when the leader or manager of an organization must adjust the leadership style to fit the development level of the followers he is trying to influence. With situational leadership, it is up to the leader to change his style, not the follower to adapt to the leader's style (Antony, 2015). According to (Hersey, 2007), tasks are different and each type of task requires a different leadership style. The Hersey-Blanchard Situational Leadership Theory has two pillars: leadership style and the maturity level of those being led.

According to Antony, (2015) leadership styles stem from four basic behaviors, designated with a letter-number combination: i) S-1 Telling ii) S-2 Selling iii) S-3 Participating iv) S-4 Delegating. A good leader will be able to adapt her or his leadership to the goals or objectives to be accomplished. The primary factors that determine how to adapt are an assessment of the competence and commitment of a leader's followers. The assessment of these factors determines if a leader should use a more directive or supportive style.

2.5 Path-Goal Theory

The path-goal theory, also known as the path-goal theory of leader effectiveness or the path-goal model, is a leadership theory developed by Mitchell, (2007). It is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve goals (Mitchell, 2007). The four path-goal types of leader behaviors are:

- 1) Directive: The leader informs her followers on what is expected of them, such as telling them what to do, how to perform a task, and scheduling and coordinating work. It is most

effective when people are unsure about the task or when there is a lot of uncertainty within the environment.

- 2) Supportive: The leader makes work pleasant for the workers by showing concern for them and by being friendly and approachable. It is most effective in situations in which tasks and relationships are physically or psychologically challenging.
- 3) Participative: The leaders consult with their followers by consulting with them before making a decision on how to proceed. It is most effective when subordinates are highly trained and involved in their work.
- 4) Achievement: The leader sets challenging goals for his followers, expects them to perform at their highest level, and shows confidence in their ability to meet this expectation. It is most effective in professional work environments, such as technical, or scientific; or in achievement environments, such as sales.

This theory is about how leaders motivate followers to accomplish identified objectives. It postulates that effective leaders have the ability to improve the motivation of followers by clarifying the paths and removing obstacles to high performance and desired objectives. The underlying beliefs of path-goal theory are that people will be more focused and motivated if they believe they are capable of high performance, believe their effort will result in desired outcomes, and believe their work is worthwhile.

2.6 Transformational Theory

Transformational leaders are generally energetic, enthusiastic, and passionate (Cherry, 2015). Transformational leadership theories believe that people are motivated by the task that must be performed. It is a theory which assumes that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the follower align these values with the values of the organization (Givens, 2008). The more structured an organization is, the greater the success.

According to Bass (1990), transformational leadership is characterized by several patterns of behavior. First, transformational leadership employs the charisma of leaders in order to gain the respect and trust of stakeholders and to instill pride in the latter. In addition, charisma underlines the provision of a common vision and sense of mission necessary for the transformation. The second characteristic is inspiration through which leaders employ symbols to redirect followers' efforts; they express in a simplistic manner the fundamental purpose of the transformation process, and clearly communicate the accompanying higher expectations. The third characteristic is intellectual stimulation.

Leaders intellectually stimulate employees by emphasizing rationality and creativity in problem-solving situations. Finally, transformational leadership offers individualized consideration: leaders treat employees individually offering them personal attention and, whenever necessary, they provide coaching and advise to those employees. Moral commitments are at the heart of Burns' (2007) definition of transforming leadership. Smith (2015) suggests that transformational leaders stimulate followers to levels of performance beyond normal expectations. That is why it has been stated Idealized Influence + Intellectual Stimulation + Inspirational Motivation + Individualized Consideration = Performance Beyond Expectation.

The transformational theories emphasize cooperation, ethics and community in addition to the higher human values. On the whole this theory states that leadership is the process by which a person engages with others and is able to create a connection that results in increased motivation and morality in both followers and leaders. It is often likened to the theory of charismatic leadership that espouses that leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are best able to motivate followers.

Transformational leaders are those leaders who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity (Bass and Riggio, 2008). The key in transformational leadership is for the leader to be attentive to the needs and motives of followers in an attempt to help them reach their maximum potential. In addition, transformational leadership typically describes how leaders can initiate, develop, and implement important changes in an organization. This theory is often discussed in contrast with transactional leadership.

2.7 Transactional Theory

Transactional Leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance. This mode of leadership provides for active management-by-exception. This means that the leader continually looks at each subordinate's performance and makes changes to the subordinate's work to make corrections throughout the process. Transactional leaders focus on increasing the efficiency and enhanced performance. They seek promote success with rewards and punishments, and maintain compliance with organizational norms.

There are those scholars who argue that transactional leadership is a subset of transformational leadership (Wehrich et al, 2008). This is a theory that focuses on the exchanges that take place between leaders and followers. It is based in the notion that a leader's job is to create structures that make it abundantly clear what is expected of his/her followers and also the consequences for meeting or not meeting these expectations. This theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures.

2.8 Conceptual Framework

Organizational culture theorists have made assertions about the linkages between leadership and the cultures that emerge in the organizations they lead. Culture is the medium by which

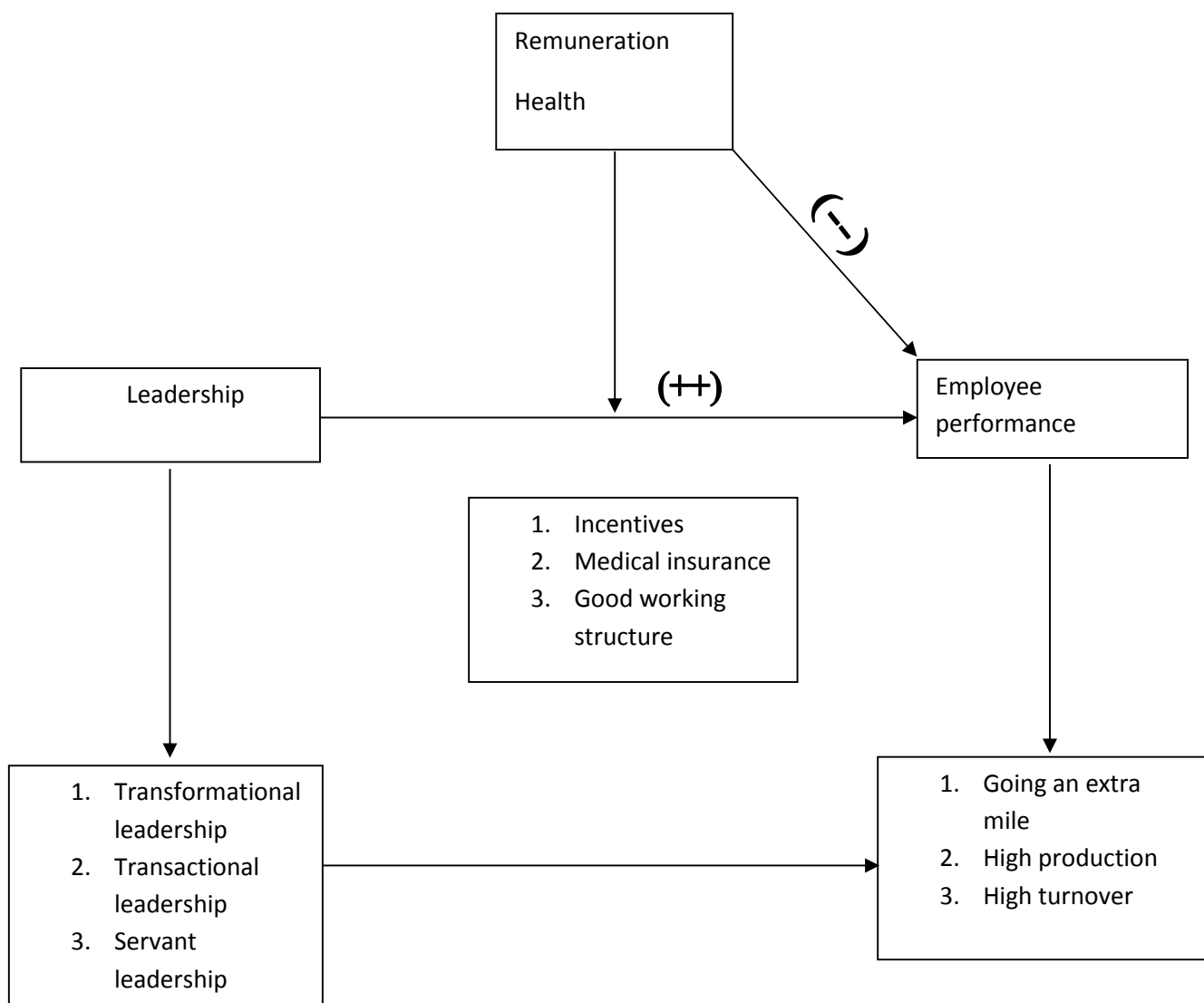
organization expresses itself to its employees or members. Sharma and Sharma (2010) remind us that the core of the culture is formed by the values which are not visible but are shared by people even when membership in group changes. Shared values and norms focus employees' attention on organizational priorities and guide their behavior and decision making. They further argue that a leader needs to have a thorough understanding of organizational culture, its nature and impact, so that they can communicate new vision and ensure followers' commitment to that vision (Schein, 1992).

Leaders play a significant role in shaping and maintenance of the culture in an organization. It is in the leadership process that the effect of culture becomes most perceptible (Komin, 2000). Organizational culture and leadership are linked and in this sense, performance of an organization is dependent on the conscious alignment of employee values. It appears that the relationship between leadership style and organizational performance is mediated by the form of organizational culture that is present in that organization.

The claim that organizational culture is linked to performance is founded on the perceived role that culture can play in generating competitive advantage (Komin, 2000). Organizational culture will remain linked with superior performance only if that culture is able to adapt to changes in environmental conditions.

Below is a conceptual model showing the relationship between leadership, motivation and employee performance.

Figure 2.1 Conceptual Framework



Source: Author, (2015)

2.9 Summary

From the review this researcher has realized that you just need to understand the kind of people that you are dealing with, have a good relationship and wait for the good performance that comes from that comes from leadership engagement of employees. During my 20 years in the private sector as a CEO and advisor to CEOs, I found that leadership, measurement, and a motivated workforce create the foundation for good performance. I am confident that the same is true in government”.

It is therefore important to note that good leadership motivates employees to even go an extra mile in working to enhance good performance. Having reviewed this, this researcher concludes that for employees to perform well, leadership plays a very big role. Leaders should therefore be careful when handling their employees because they are the greatest assets in any given organization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This research looks at methodology as the general research strategy that outlines the way stated research approaches are applied to the field of our study. Karamat (2013) points out that research is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors. The research topic on which the research is being done examines knowledge systems and motivation systems of selected organizations and ascertains if there is a correlation between the supervisor's leadership style and the employees' performance. The various components of this methodology follow in the next sections of the chapter.

3.2 Research Design

This study employs a descriptive survey research design. A descriptive study is one in which information is collected without changing the environment such that nothing is manipulated. The researcher chose this method because it's the best methods for collecting information that will demonstrate relationships and describe the world as it exists (Mugenda and Mugenda, 2009). Descriptive research methods are pretty much as they sound, that is, they describe situations. Example in this case, when using this method, I will be able to understand the relationship between leadership and performance. Will the solution to the problem and present it to the organizations involved to know the solution low performance.

This researcher chose this design because leadership can be manipulated for employees to perform well but that is not being done. Instead the leadership continues to be bad and employees performance continues to be low when the solution is there but not practised. This design will be used to explain and predict the effect of Leadership on employee's performance.

3.3 Population Sampling

3.3.1 Target Population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. The population is the full set of cases from which a sample is taken Mugenda and Mugenda (2009). The study involved some middle level employees, top management and support staff of the organization with a target population of 35 employees.

3.4 Sample Design

The researcher will use the statistical method. Statistical sampling techniques are the strategies applied by researchers during the statistical sampling process. Sampling is a fundamental aspect of the statistical dimension of quantitative research, but unlike the other methods of data collection, sampling involves choosing a method of sampling which further influences the data that the research will result with. The study's sample size is 35 people and the sampling procedure is explained as shown in the next section.

3.4.1 Sampling Technique

The researcher used a probability sampling strategy which was based on the concept of random selection. The researcher uses simple random selection which selects a sample without bias from the target/accessible population. Its purpose is to select random sample. The justification is to ensure that each member of the target population has an equal and independent chance of being included in the sample. It produces a random sample. The researcher will also use purpose sampling technique whereby i will only use the people are employed to get that information. The

researcher preferred this method because it is used to collect focused information and selects useful cases only. It also saves time and money which will be important for me. Because the population was small the researcher generalized the population and used the whole of it because it could not be sampled out therefore it was used in the study.

3.5 Data Collection Methods

Data is anything given or admitted as a fact on which a research inference will be based.

3.5.1 Questionnaires

Data collection is by use of questionnaires. This consisted both structured and unstructured questions to avoid being too rigid and to quantify the data especially where structured items were used. This method helped the researcher to collect accurate information (Kothari, 2010).

3.5.2 Validity and Reliability

Validity refers to whether the research measures what it is intended to. Reliability can be identified as the extent to which the measurement of a test remains consistent over repeated tests of the same subject under identical conditions. A pilot study was done to identify elements of study population and unit of analysis. During the study, draft questions are pre tested to remove ambiguity and achieve high degree precision. On the other hand, questions which did not yield the required data were discarded. All the units of analysis were comprehensively studied and whole population taken into account.

3.5.3 Administration of Questionnaire

The questionnaires were hand delivered to the organization, whereby the researcher gives them directly to the respondents with assistance a well trained research assistant. The researcher gives the questionnaire for answers for about two weeks and later on the researcher collected the questionnaire for analysis.

3.6 Data Analysis Methods

According to Kothari (2009) data analysis procedure includes the process of packaging the collected information putting in order and structuring its main components in a way that the findings can be easily and effectively communicated. After the fieldwork, all questionnaires were adequately checked for reliability and verification. Editing, coding and tabulation were carried out. The data were analyzed using qualitative and quantitative techniques. Qualitative method involves content analysis from opinion of respondents. Quantitative method involves the use of frequencies and percentage such as distribution channels, pie charts and bar graphs.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

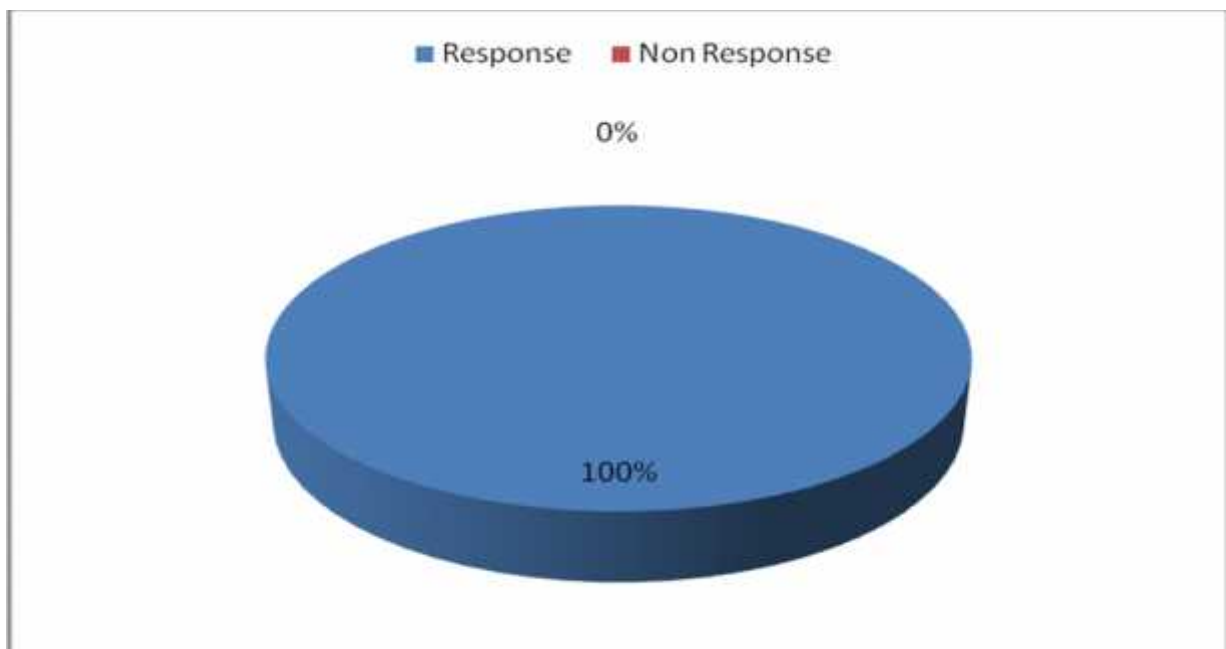
This chapter presents the findings of the research as indicated from the data collected from the respondents. The data presented analyzed is based on the analysis of responses to the questionnaire administered to targeted groups of people revolving around leadership styles and the value of these styles on employee performance among other considerations. Below are demographics about the people who responded to the survey.

4.2 Presentation of Findings

4.2.1 Response Rate

This indicates the response rate from the questionnaires given to the respondents in the study. From the analysis majority of the respondents did respond to the questionnaires given with a representation of 100%. This shows that the whole population of 35 informants did respond.

Figure 4.1 Response Rate

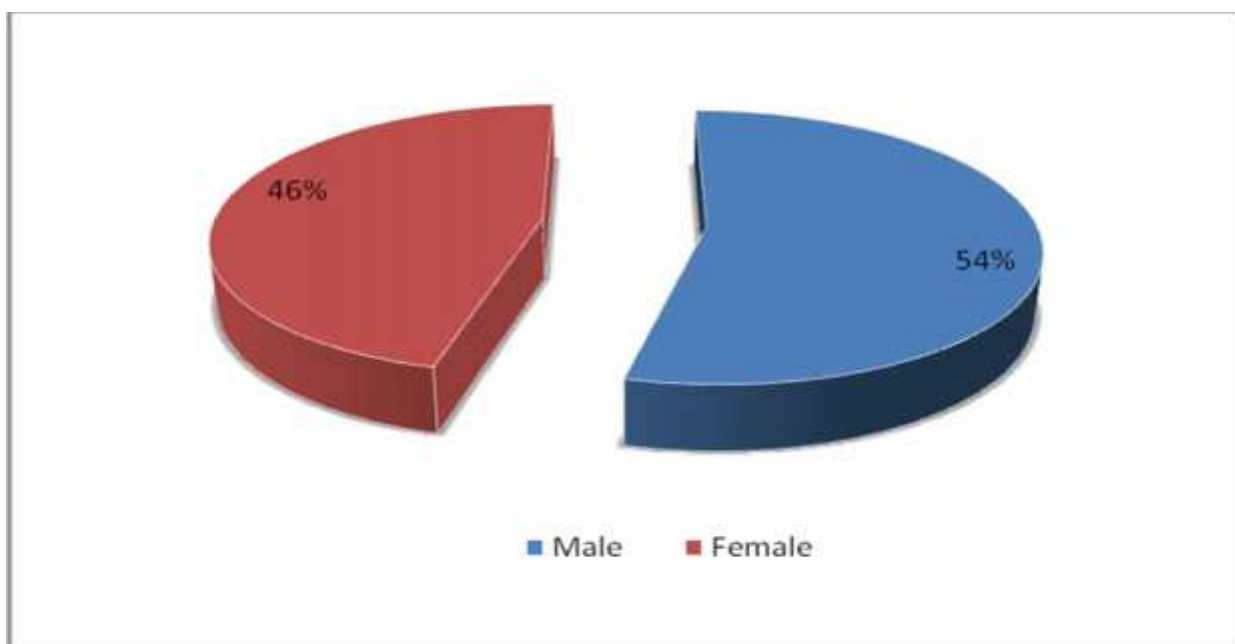


4.2.2 Gender Response

Table 4.1 Gender Response

Category	Frequency	Percentage
Male	19	54
Female	16	46
Total	35	100

Figure 4.2 gender Response



The finding indicate the gender response rate where majority of the respondents theyre male with a represenattion of 54%, while the female counter parts theyre representaed by 46%. This shotheyd that the organization has a balanced equity in terms of gender distribution. This is encouraging in view of the fact apart from the sheer lack of participation, gender parity still remains an elusive goal across many organizations. Needless to overemphasize, promoting

decent and productive employment and income opportunities equally for women and men is one of the key priorities of the ILO's Decent Work Agenda

4.2.3 Age Bracket

The findings indicated the age bracket of the respondents where majority of the respondents they're in the age bracket of 30 – 40 years. This was shown by the representation depicted in the table below.

Table 4.2 Age Bracket

Category	Frequency	Percentage
20 – 30 years	8	23
30 – 40 years	21	60
40 – 50 years	6	17
Total	35	100

From the findings, it is evident that 20 – 30 years was represented by 23%, 30 – 40 had a representation of 60% while that of 40 – 50 years was represented by 17%.

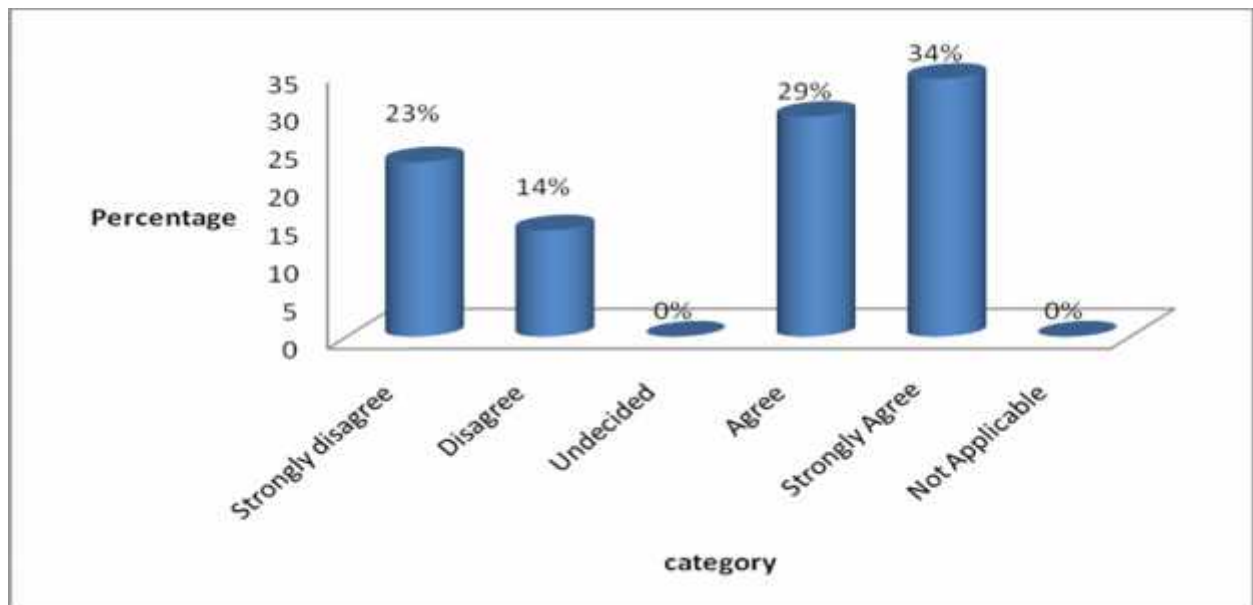
4.2.4 Whether Performance is Affected by the Leadership Style Used By The Supervisor

Table 4.3 Whether Performance is Affected by the Leadership Style Used By The Supervisor

Category	Frequency	Percentage
Strongly disagree	8	23
Disagree	5	14
Undecided	0	0
Agree	10	29
Strongly Agree	12	34
Not Applicable	0	0
Total	35	100

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is vietheyd as the way in which the process of leadership is carried out. Indeed, past researches have shown that good leadership styles are effective and they creates higher productivity, better contributions from workers and increased group morale (see https://en.wikipedia.org/wiki/Leadership_Styles). In this study, the findings indicated whether performance is affected by the leadership style used by the supervisor as shown in the statistics blow in Figure 4.3.

Figure 4.3 Whether Performance is Affected by the Leadership Style Used By The Supervisor



From the analysis it indicated that majority of the informants strongly agreed that leadership style does affect leadership style used with a representation of 34%. Those of agree they're represented by 29%, disagree 14%, strongly agree 23% while there was no response for both undecided and not applicable.

4.2.5 Whether the Supervisor Sees me as an Asset to the Organization

From the analysis it indicated whether the supervisor sees me as an asset to the organization where most of the responds strongly disagreed. This is shown by the table below

Table 4.4 Whether the Supervisor Sees me as an Asset to the Organization

It has been observed that there is no magic formula for being a good supervisor. Nevertheless, with the potheyr and authority granted to the supervisor, great responsibility takes place. As such, a supervisor ought not to take the potheyr of his position for granted and should continue working on the qualities required to become a great supervisor (<http://www.job-interview-site.com/what-makes-a-good-supervisor.html>). In response to the question whether the

supervisor sees the worker as an asset to the organization, the question yielded statistics reflected in the table below.

Table 4.4 Whether the Supervisor Sees me as an Asset to the Organization

Category	Frequency	Percentage
Strongly disagree	12	34
Disagree	10	29
Undecided	1	3
Agree	11	31
Strongly Agree	1	3
Not Applicable	0	0
Total	35	100

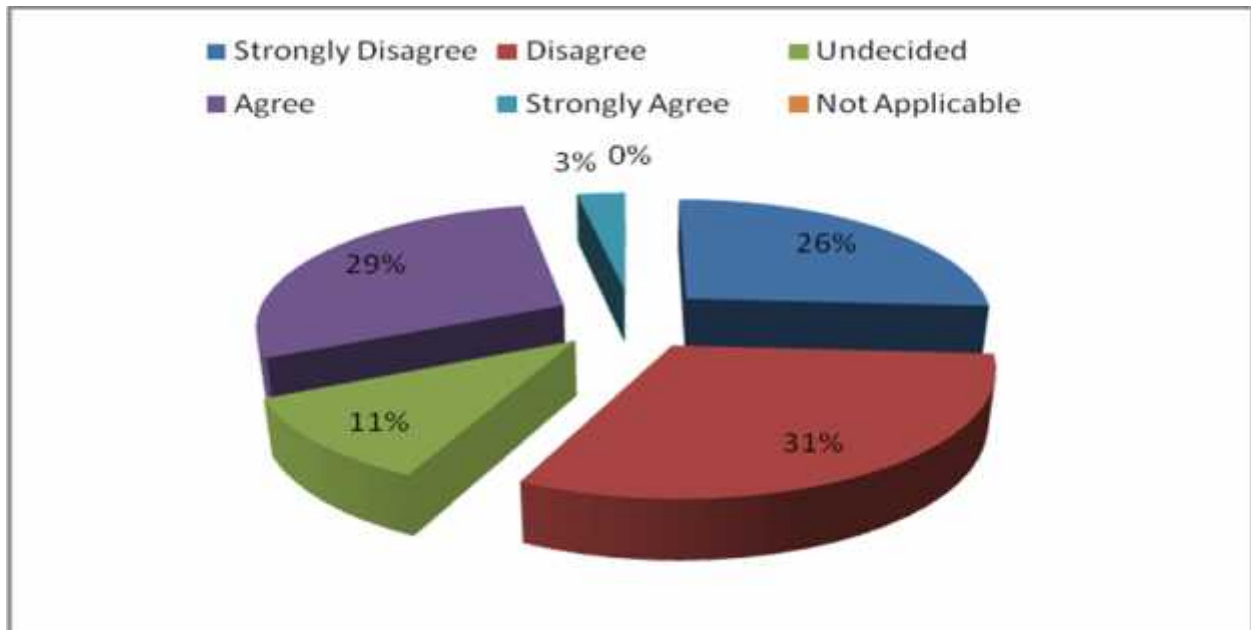
The table shows that those who disagreed with the claim that supervisor sees the worker as an asset to the organization they're represented by 29% while the undecided 3%, those who agreed they're 31% but those who strongly agreed they're 3%. Noticeably, those who thought it was not applicable did not have a representation.

4.2.6 If the Employees get A Sense of Belonging in the Organization

The study recognizes the importance of creating a sense of belonging in an organization in relation to employee performance. This researcher agrees with Anne Dranitsaris when she argues that people need to feel a sense of belonging in order to find meaning in their work and to engage the power of their emotions. For her, the more employees discover links between personal ideals, a meaningful organizational mission or intention, and larger social values, the greater their commitment to their goals. In this sense, they need to be able to connect their own identity

to the organizations intrinsic identity in order to every employee feel a part of the collective (see <http://www.selfgrowth.com/articles/the-importance-of-creating-a-sense-of-belonging-in-organizations>).

Figure 4.4 If the Employees get A Sense of Belonging in the Organization



From the findings shown above it is evident that the majority of the employees disagreed with a representation of 31% while those who strongly disagreed theyre represented by 26%, those who theyre undecided theyre 11% and those who agreed theyre 29%. Apparently, those who strongly agreed theyre 3% . They observe that there was no representation for not applicable.

4.2.7 Whether the Employee Enjoys his Work

Kristen Gregory in The Importance of Employee Satisfaction says that employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lotheyr turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. For him, there are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lotheyr their turnover rate. When the

question of whether the employee enjoys his work was posed to employees, their theyre captured as shown below.

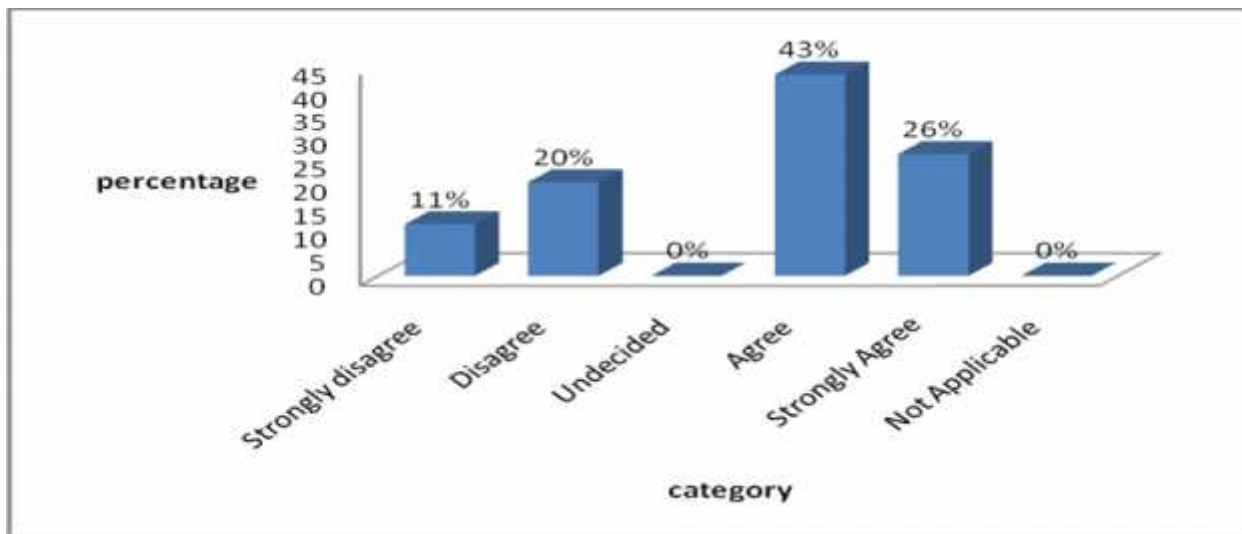
Table 4.5 Whether the Employee Enjoys his Work

Category	Frequency	Percentage
Strongly disagree	4	11
Disagree	7	20
Undecided	0	0
Agree	15	43
Strongly Agree	9	26
Not Applicable	0	0
Total	35	100

Gregory admonishes us that an employee who has no interest in his or her field, or the position in which he or she begins in a job, may initially put forth his or her best effort. Hotheyver, this employee will often become bored with the work because there is no intrinsic motivation to succeed. The table given here under shows a reflection of the findings of this study a bar chart form.

Gregory identifies the effect of stress noting that it is one of the leading causes of employees' discontentment with their job. Branham (2005) asserts that, "it seems clear that one quarter to one half of all workers are feeling some level of dysfunction due to stress, which is undoubtedly having a negative impact on their productivity and the probability that they will stay with their employers"(<https://www.neumann.edu/academics/divisions/business/journal/Review2011/Gregory.pdf>). There is no way a stressed employee can enjoy his or her work.

Figure 4.5 Whether the Employee Enjoys his Work



Branham (2005) candidly states that employers that are untrustworthy are a burden to their employees and may cause stress. Distrust can result from a variety of situations (<https://www.neumann.edu/academics/divisions/business/journal/Review2011/Gregory.pdf>).

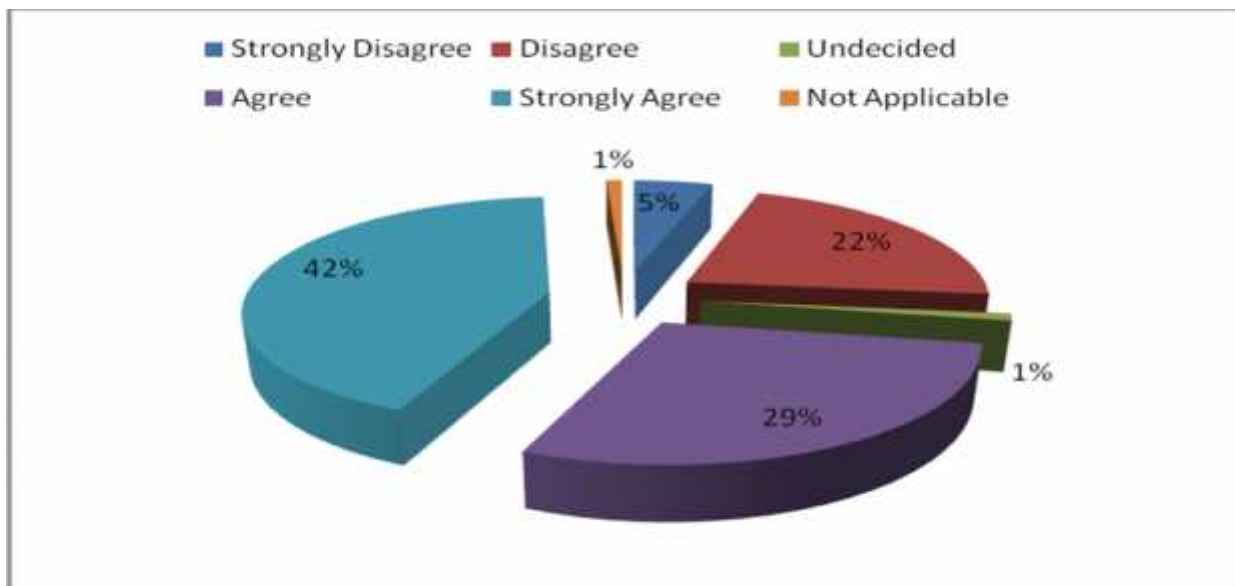
Gregory is categorical in stating that harassment, in any form, may cause a new level of stress for the employee. It becomes increasingly difficult to do a respectable job at work when one is consistently faced with an uncomfortable working environment which destroys workers' morale (<https://www.neumann.edu/academics/divisions/business/journal/Review2011/Gregory.pdf>). It is important that supervisors make use of performance management as a tool for improving the work performance and productivity of individuals, teams and organizations.

The findings indicated in figure Figure 4.5 above show the responses on whether the employee enjoys his work. In this survey, it became evident where majority of the respondents agreed they do enjoy work with a representation of 43% indicating they agreed while 26% strongly disagreed. However, 20% disagreed and 11% strongly disagreed while those who thought it was not applicable and they're undecided did not have any representation.

4.2.8 Whether the Supervisor Made Requirements Clear During Orientation

The findings indicated where whether the supervisor made requirements clear during orientation where majority strongly agreed that the supervisor did made the requirements clear during orientation. The responded from the study where shown in the figure below.

Figure 4.6 Whether the Supervisor Made Requirements Clear During Orientation



4.2.9 If Always Punctual and Present at Work

Ralph Heibutzki reckons that being on time for work is a non-negotiable element of career growth for employees. As such, good attendance habits are an outgrowth of time management skills that one needs for success on the job. Consequently, employees who cultivate these habits are more likely to get promoted than those who do not. In this sense, establishing a punctual track record also shows respect for co-workers' and supervisors' time, and indicates that you care enough about your work to put in a full day's pay to earn it (http://www.ehow.com/info_10015759_importance-being-time-work.html). In a way, punctuality and productivity go together. The question of punctuality yielded some fascinating responses as shown in table 4.6.

Table 4.6 If Always Punctual and Present at Work

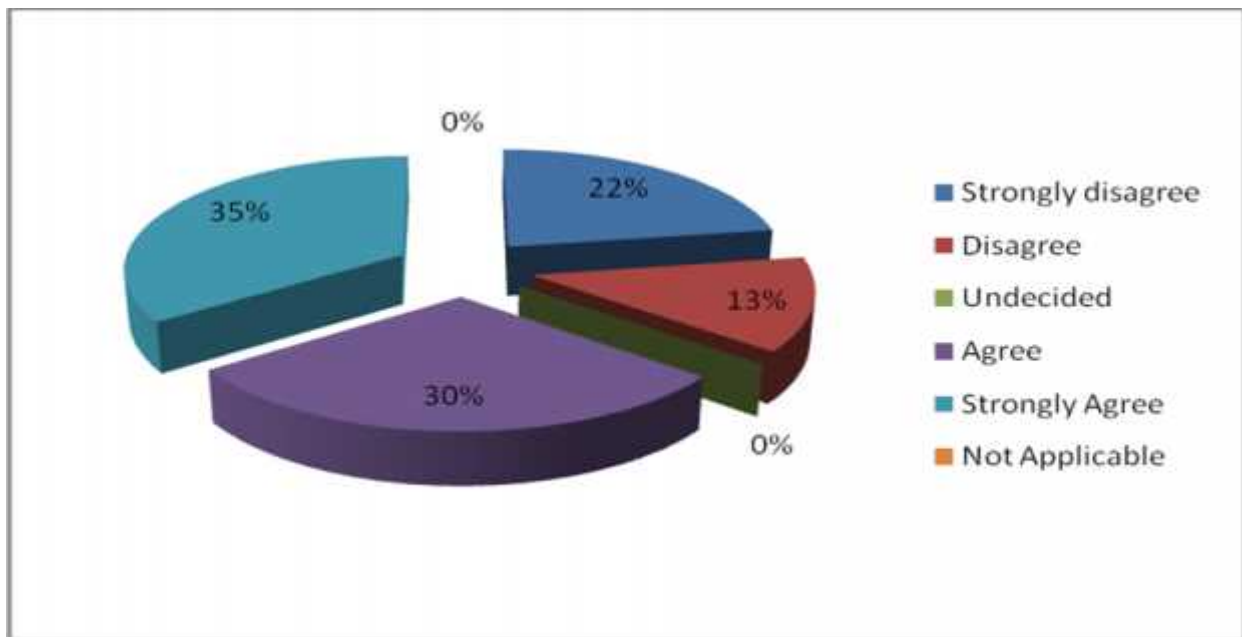
Category	Frequency	Percentage
Strongly disagree	4	11
Disagree	5	14
Undecided	2	6
Agree	9	26
Strongly Agree	15	43
Not Applicable	0	0
Total	35	100

From the analysis in table 4.6 indicated if always punctual and present at work where those who strongly disagree they're represented by 11%, those of disagree 14%, undecided 6%, agree 26%. Majority they're on the opinion of strongly agree with a representation of 43% while those of not applicable did not have any representation.

4.2.10 Whether Duties Performed are in Alignment with Job Description

There is need to emphasize the fact that used strategically, job descriptions can have an extraordinary impact on the way employees view their jobs and consequently literally can transform the employees' workplace. The analysis showed remarkable responses on whether the duties performed by the employees are in alignment with job description they. This was shown from the figure below.

Figure 4.7 Whether Duties Performed are in Alignment with Job Description



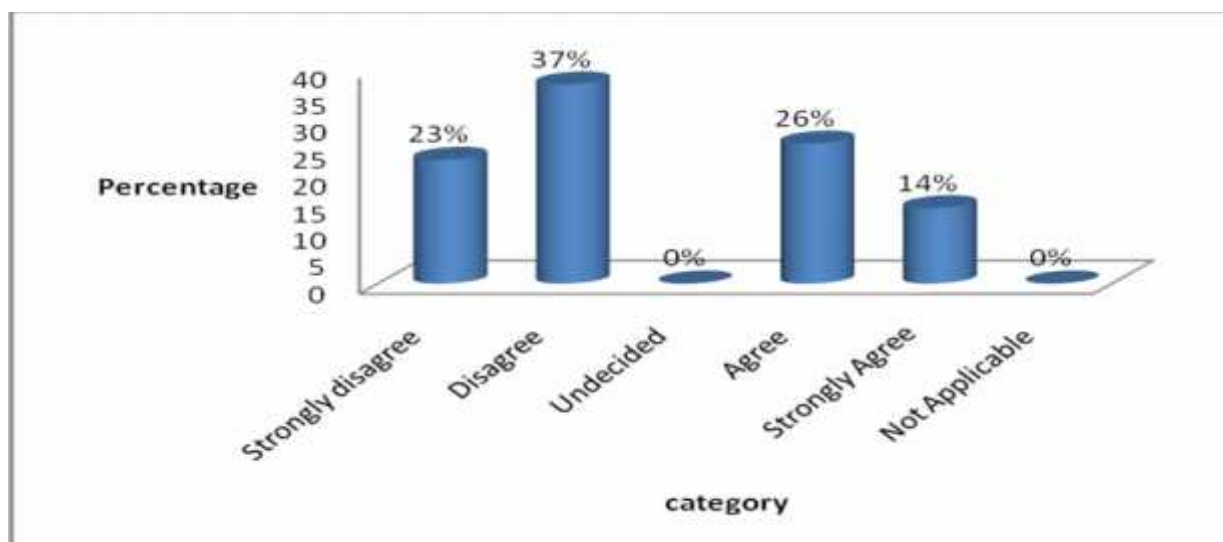
The figure above shows whether duties performed are in alignment with job description where majority strongly agreed it does affect with a representation of 35%, agree was represented by 30%, not applicable and undecided did not have any representation. Those of disagree were represented by 13% while that of strongly disagree showed 22%.

4.2.11 Whether Employee Enjoy Working Under Their Supervisor

The employee-supervisor relationship is vital in fostering improved performance at work. Greg H. Neely (1999) says that morale has long been debated on our department as intangible, indefinable, and even as a choice one makes whether or not to have high morale. The issue of morale and its relationship to employee productivity needs to be quantified. They posed the question as to whether employee enjoy working under their supervisor and the results they're shown in table 4.7.

Table 4.7 Whether Employee Enjoy Working Under Their Supervisor

Category	Frequency	Percentage
Strongly disagree	8	23
Disagree	13	37
Undecided	0	0
Agree	9	26
Strongly Agree	5	14
Not Applicable	0	0
Total	35	100

Figure 4.8 Whether Employee Enjoy Working Under Their Supervisor

The analysis indicated the whether employee enjoy working under their supervisor where 23% indicated they strongly disagree, 37% disagree, agree 26%, strongly agree was represented 14% while those of undecided and not applicable did not have any representation.

4.2.12 Whether Employee can Recommend Other to Work with the Supervisor

The analysis indicated whether employee can recommend other to work with the supervisor where majority indicated they can't recommend any on as shown in the table below.

Table 4.8 Whether Employee can Recommend Other to Work with the Supervisor

Category	Frequency	Percentage
Strongly disagree	7	20
Disagree	13	37
Undecided	1	3
Agree	6	17
Strongly Agree	8	23
Not Applicable	0	0
Total	35	100

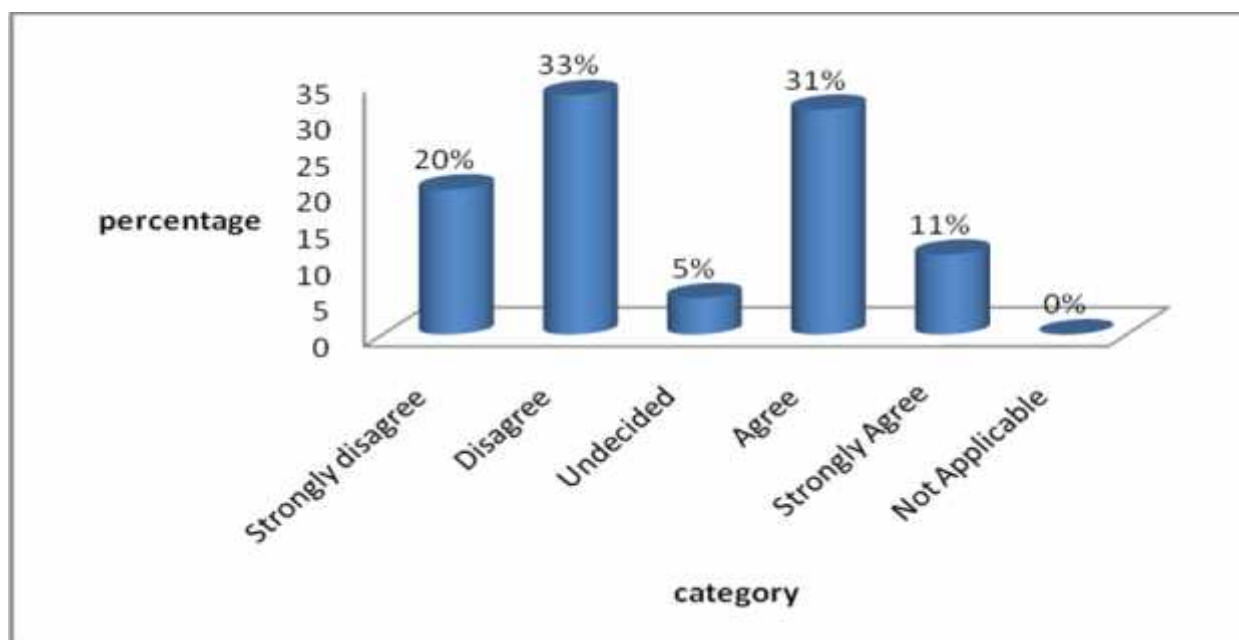
The analysis indicated whether employee can recommend other to work with the supervisor where strongly disagree was represented by 20%, disagree indicated 37%, 3% undecided, agree 17% while not applicable did not have any representation.

4.2.13 Whether Employee is Involved in Decision Making by the Supervisor

Table 4.9 Whether Employee is Involved in Decision Making by the Supervisor

Category	Frequency	Percentage
Strongly disagree	7	20
Disagree	12	33
Undecided	2	5
Agree	11	31
Strongly Agree	4	11
Not Applicable	0	0
Total	35	100

Figure 4.9 Whether Employee is Involved in Decision Making by the Supervisor

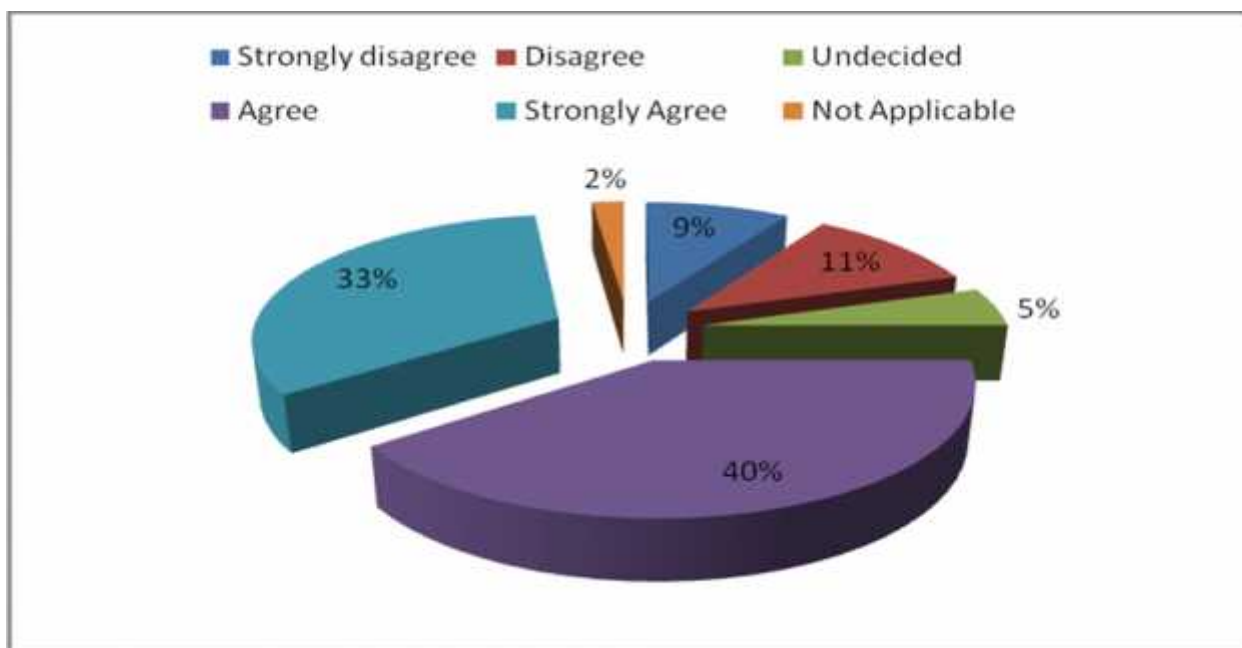


The findings indicated whether employee is involved in decision making by the supervisor where majority of the employees disagreed with a representation of 33%, strongly agreed 20%, undecided 5%, agree 31%, strongly agree 11% while not applicable had no representation. This indicated that most of the time employees are not involved in decision making by the supervisor.

4.2.14 If Employee Utilizes time well at Work Appropriently

The findings indicated whether the employees utilizes time theyll at work appropriately and from the findings it shotheyd that most of the employees agreed they do so as indicated in the figure below

Figure 4.10 If Employee Utilizes time well at Work Appropriently



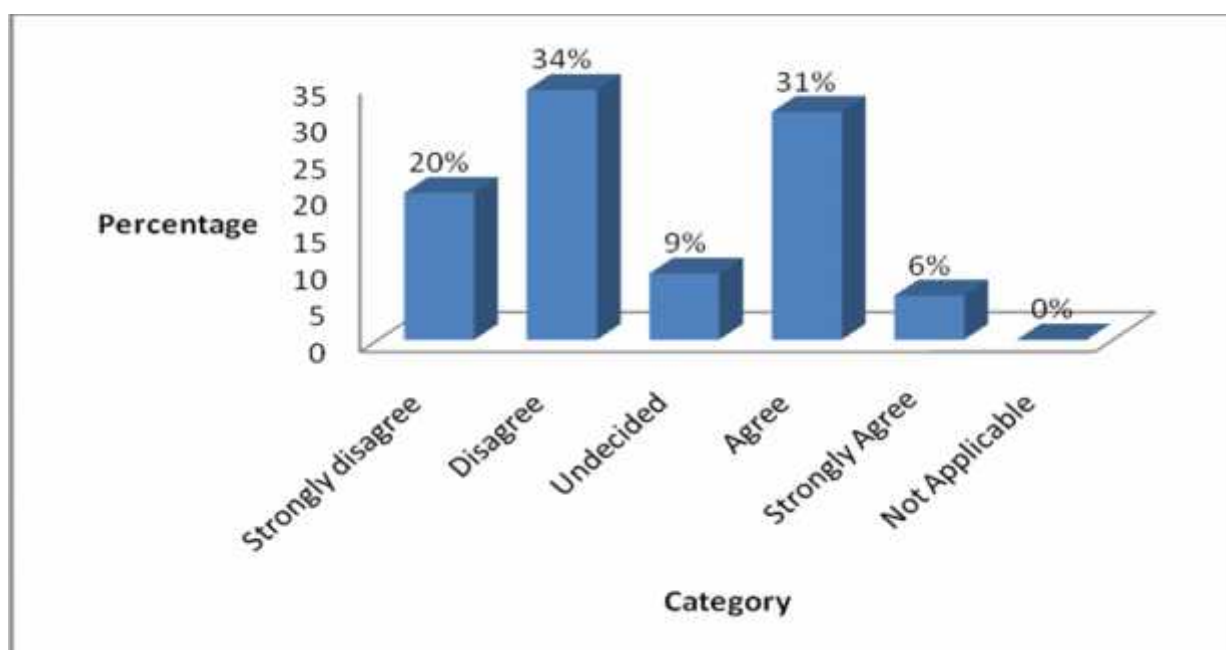
From the findings it indicated that majority of the respondents agreed that they utilize their time theyll at work appropriately with a representation of 40%, 33% represented strongly agree, 5% theyre undecided, 9% strongly disagree, disagree was represented by 11% while not applicable was represented by 2%.

4.2.15 Whether Performance is High when Supervisor is Around

Table 4.10 Whether Performance is High when Supervisor is Around

Category	Frequency	Percentage
Strongly disagree	7	20
Disagree	12	34
Undecided	3	9
Agree	11	31
Strongly Agree	2	6
Not Applicable	0	0
Total	35	100

Figure 4.11 Whether Performance is High when Supervisor is Around

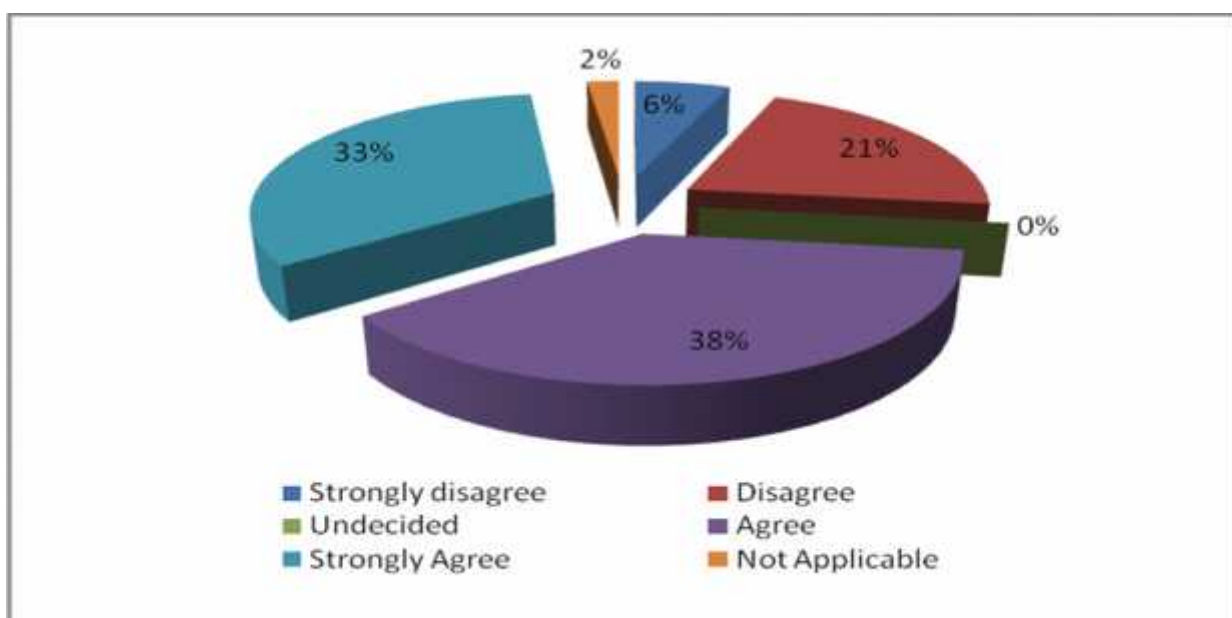


The findings indicated whether performance is high when supervisor is around and this shotheyd that strongly agree was represented by 20%, disagree was represented by 34%, undecided was represented by 9%, agree 31%, strongly agree 6% while not applicable did not have a representation. This indicated that performance is high when the supervisor is around.

4.2.16 If the Supervisor Demonstrates the Mastery of the Job Requirement

The findings indicated if the supervisor demonstrates the mastery of the job requirement where most of the employees indicated that they understand what is required to be done theyll.

Figure 4.12 If the Supervisor Demonstrates the Mastery of the Job Requirement



The analysis shotheyd that the supervisor demonstrates the mastery of the job requirement where the findings shotheyd that 38% agreed, 33% strongly agree, 21% disagree, strongly disagree was represented by 6%, not applicabe 2% while undecided had no representation.

4.2.17 Whether Orientation was Helpful

Table 4.11 Whether Orientation was Helpful

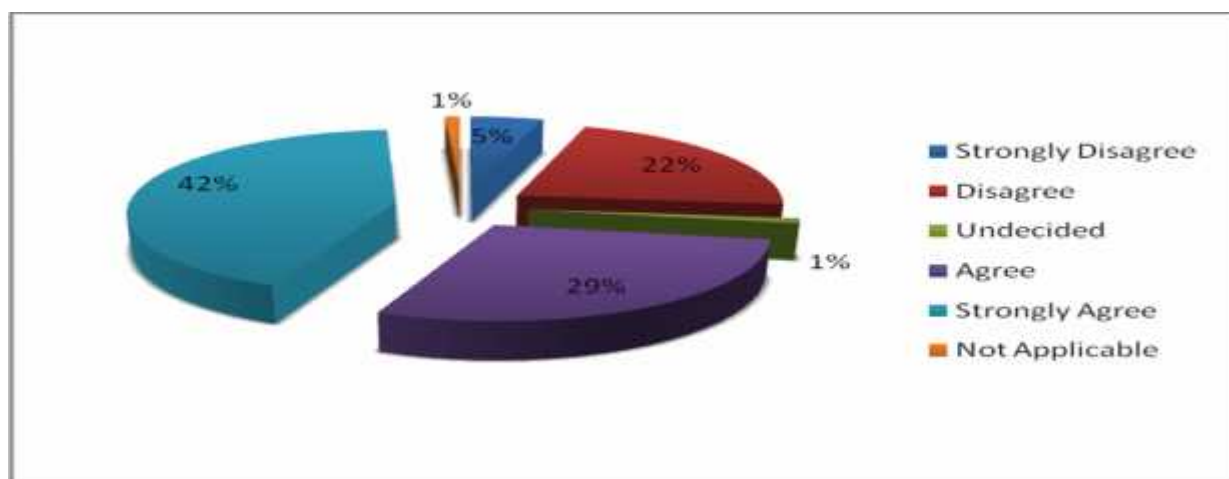
Category	Frequency	Percentage
Strongly disagree	12	34
Disagree	10	29
Undecided	1	3
Agree	11	31
Strongly Agree	1	3
Not Applicable	0	0
Total	35	100

From the findings it shotheyd that most of the employee strongly disagree that orientation was not helpful with a representation of 34%, disagree 29%, undecided 3%, agree 31%, strongly agree 3% while not applicable had no application.

4.2.18 Whether the Supervisor Encorages Employee to Grow Professionally

The findings shotheyd whether the supervisor encorages employee to grow professionally where most of the employees strongly agreed on that as shown from the figure below

Figure 4.13 Whether the Supervisor Encorages Employee to Grow Professionally



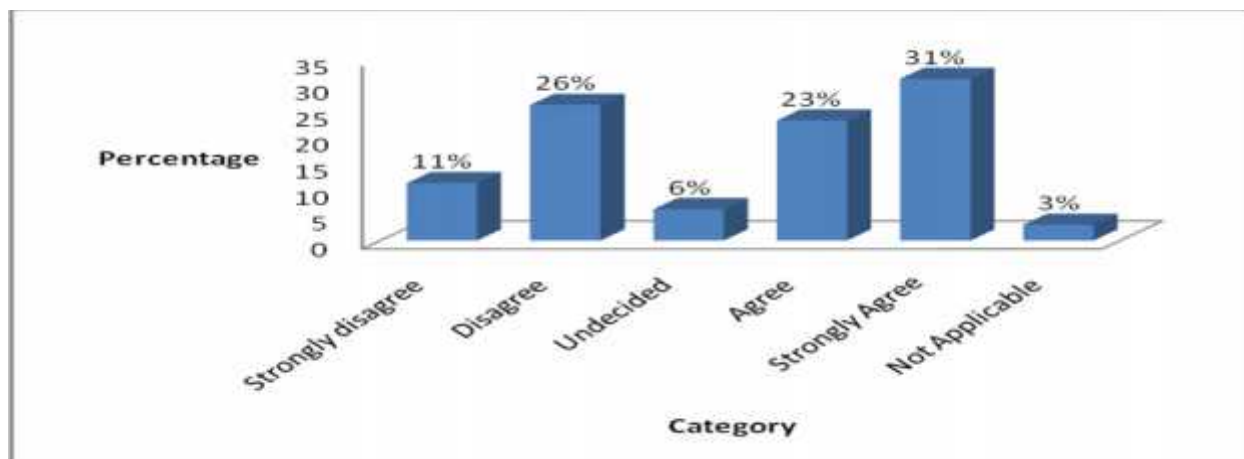
The findings indicated whether the supervisor encorages employee to grow professionally and this shotheyd that strongly agree was represented by 42%, disagree was represented by 22%, undecided was represented by 1%, agree 29%, strongly agree 5% while not applicable was represented by 1%. This indicated that supervisor encorages employee to grow professionally.

4.2.19 Whether Supervisor Encorages Employee to Grow Academically

Table 4.12 Whether Supervisor Encorages Employee to Grow Academically

Category	Frequency	Percentage
Strongly disagree	4	11
Disagree	9	26
Undecided	2	6
Agree	8	23
Strongly Agree	11	31
Not Applicable	1	3
Total	35	100

Figure 4.14 Whether Supervisor Encorages Employee to Grow Academically



According to the findings it indicated whether the supervisor encorages employee to grow academically and this shotheyd that strongly agree was represented by 11%, disagree was represented by 26%, undecided was represented by 6%, agree 23%, strongly agree 31% while not applicable was represented by 3%. This indicated that supervisor encorages employee to grow academically.

4.2.20 Whether the Workload is Reasonable For Number of Years Worked

Table 4.13 Whether the Workload is Reasonable For Number of Years Worked

Category	Frequency	Percentage
Strongly disagree	11	31
Disagree	7	20
Undecided	0	0
Agree	9	26
Strongly Agree	8	23
Not Applicable	0	0
Total	35	100

According to the findings it indicated whether the workload is reasonable for number of years worked where strongly agree was represented by 31%, disagree 20%, undecided and not applicable both did not have a representation, agree 26% while strongly agree was represented by 23%. This shotheyd that employee workload can not be a reason for number of years worked in the organization.

4.2.21 Whether Reports Require Appropriate to the Goal of the Organization

Table 4.14 Whether Reports Require Appropriate to the Goal of the Organization

Category	Frequency	Percentage
Strongly Disagree	2	6
Disagree	4	11
Undecided	0	0
Agree	13	37
Strongly Agree	10	29
Not Applicable	6	17
Total	35	100

From the analysis it indicated whether reports require appropriate to the goal of the organization and this shotheyd that strongly disagree was represented by 6%, disagree 11%, undecided had no representation, agreed 37%, strongly agree 29% while that of not applicable was represented by 17%.

4.2.22 If Departmental Meetings I Attend are Helpful

Table 4.15 If Departmental Meetings I Attend are Helpful

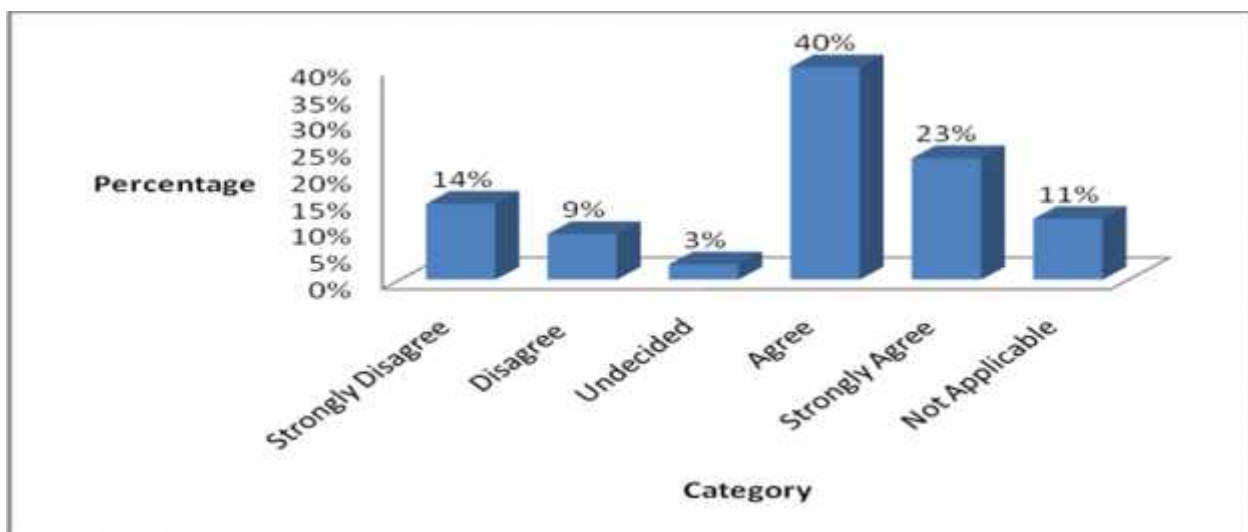
Category	Frequency	Percentage
Strongly Disagree	3	9
Disagree	2	6
Undecided	5	14
Agree	15	43
Strongly Agree	10	29
Not Applicable	0	0
Total	35	100

According to the analysis it indicated if departmental meetings I attend are helpful and this shotheyd that strongly disagree was represented by 9%, disagree 6%, undecided was represented by 14%, agreed 43%, strongly agree 29% while that of not applicable had no representation.

4.2.23 Whether Supervisor is Concern in Case of Any Change in an Employee

From the analysis most of the employees are concern about their employees changes and this can be indicated by the respondents analysis as shown in the figure below

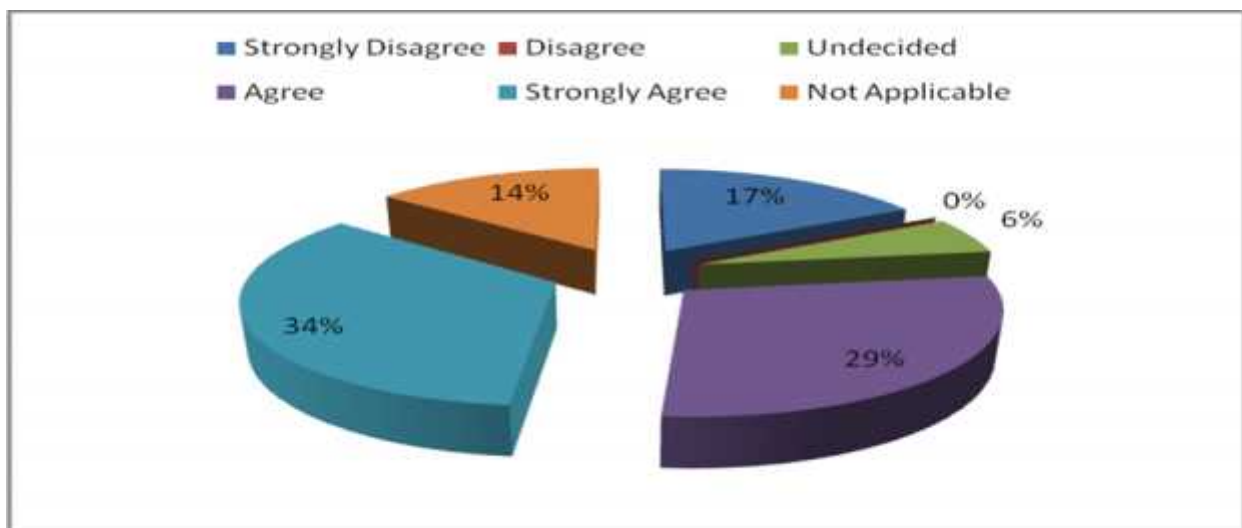
Figure 4.15 Whether Supervisor is Concern in Case of Any Change in an Employee



The analysis showed whether supervisor is concerned in case of any change in an employee where strongly disagree was represented by 14%, disagree 9%, 3% indicated undecided, majority they agree with a representation of 40%, strongly agree 23% while 11% represented not applicable.

4.2.24 Whether Supervisor is Always Ready to Help on Anything I Need

Figure 4.16 Whether Supervisor is Always Ready to Help on Anything I Need



The analysis showed whether supervisor is always ready to help on anything I need where strongly disagree was represented by 17%, disagree 0%, 6% indicated undecided, majority strongly agree with a representation of 34%, agree 29% while 14% represented not applicable.

theyre strongly agree with a representation of 34%, agree 29% while 14% represented not applicable.

4.2.25 If the Supervisor is Understanding

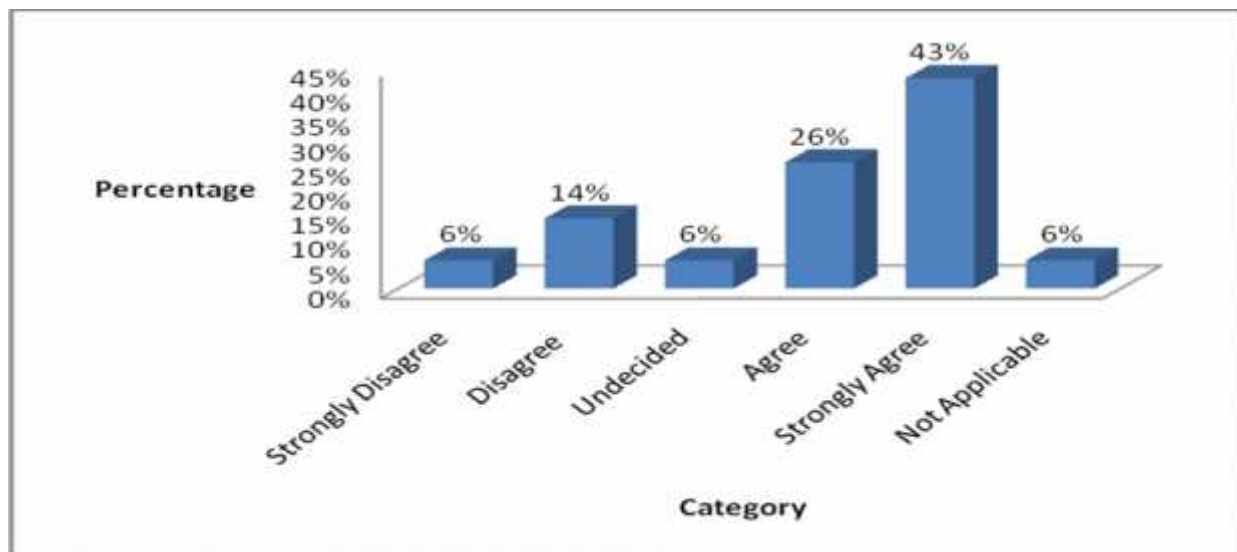
From the analysis it indicated that most of the supervisors are very understanding more so in matter of work. This was shown by the table below

Table 4.16 If the Supervisor is Understanding

Category	Frequency	Percentage
Strongly Disagree	0	0
Disagree	9	26
Undecided	4	11
Agree	13	37
Strongly Agree	8	23
Not Applicable	1	3
Total	35	100

4.2.26 Whether the Supervisor Always Believe in Transforming me to a Better Person

Figure 4.17 Whether the Supervisor Always Believe in Transforming me to a Better Person



The analysis indicated whether the supervisor always believe in transforming me to a better person and from the analysis it showed that most of the employees strongly agreed with a representation of 43%, agree 26%, not applicable 6%, strongly disagree 6% while disagree 14%.

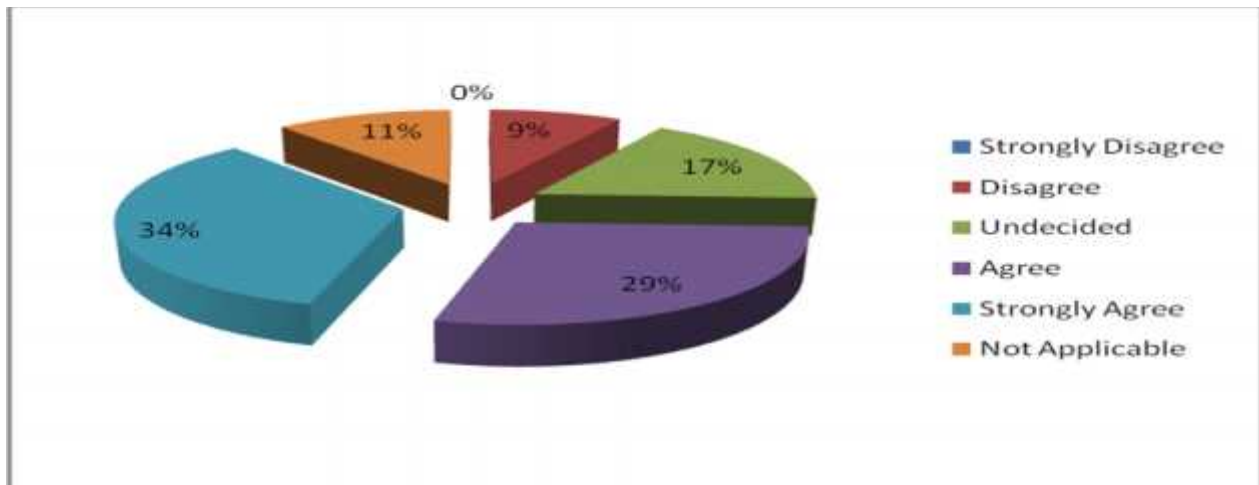
4.2.27 Whether Supervisor is Willing to Come to my Level and Assist

Table 4.17 Whether Supervisor is Willing to Come to my Level and Assist

Category	Frequency	Percentage
Strongly Disagree	0	0
Disagree	3	9
Undecided	6	17
Agree	10	29
Strongly Agree	12	34
Not Applicable	4	11

Total	35	100
--------------	-----------	------------

Figure 4.18 Whether Supervisor is Willing to Come to my Level and Assist



The findings indicated whether supervisor is willing to come to my level and assist where strongly agree was represented by 34%, disagree 9%, undecided 17%, agree 29%, strongly disagree had no representation while that of not applicable was represented by 11%. This indicated that most of the supervisors do assist their employees.

4.2.28 If Employees are Rewarded for Good Performance

Table 4.18 If Employees are Rewarded for Good Performance

Category	Frequency	Percentage
Strongly Disagree	2	6
Disagree	8	23
Undecided	9	26
Agree	12	34
Strongly Agree	3	9
Not Applicable	1	3

Total	35	100
--------------	-----------	------------

From the analysis it indicated that employees are rewarded for good performance and this was shown by 6% representing strongly disagree, disagree 23%, undecided 26%, 34% agree, strongly agree 9% while not applicable 3%. This shotheyd that employees are rewarded for good performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, conclusions of the researcher, suggestion and essential recommendation to the management of the organization and suggestions for further research.

5.2 Summary of Findings

According to Bass (1990), transformational leadership is characterized by several patterns of behavior. First, transformational leadership employs the charisma of leaders in order to gain the respect and trust of stakeholders and to instill pride in the latter. In addition, charisma underlines the provision of a common vision and sense of mission necessary for the transformation. The second characteristic is inspiration through which leaders employ symbols to redirect followers' efforts; they express in a simplistic manner the fundamental purpose of the transformation process, and clearly communicate the accompanying higher expectations. The third characteristic is intellectual stimulation.

From the review this researcher has realized that you just need to understand the kind of people that you are dealing with, have a good relationship and wait for the good performance that comes from that comes from leadership engagement of employees. Jeff Zients, a chief performance officer says that: "During my 20 years in the private sector as a CEO and advisor to CEOs, I found that leadership, measurement, and a motivated workforce create the foundation for good performance. I am confident that the same is true in government".

It is therefore important to note that good leadership motivates employees to even go an extra mile in working to enhance good performance. Having reviewed this, this researcher concludes that for employees to perform well, leadership plays a very big role. Leaders should therefore be

careful when handling their employees because they are the greatest assets in any given organization.

5.3 Conclusion

Surveys of job satisfaction from the 1920s onward have uniformly reported that leaders can make a difference in their subordinates' satisfaction and performance. Employees' favorable attitudes toward their leaders had been reported as a contributor to their job satisfaction as theyll as directly related to the productivity of work groups (Bass, 1990 as cited by Chan, 2005). What leadership style should law enforcement leaders employ to maximize follotheyrs' job performance? Although there is a lack of agreement in the revietheyd literature, there appears to be growing support in one theory. A review of the literature suggests that parts of the contingency theory of leadership underlying groundwork is flatheyd and based on assumptions. It was also noted that despite the wide use of the Situational Leadership Model by Hersey and Blanchard (1977), most studies have been critical of the theory. In fact, some studies have shown a lotheyr job performance by follotheyrs of the leaders utilizing the SLM.

Bass, Avolio, Jung and Berson (2003) reported previous research has shown transactional contingent reward style of leadership to be positively related to follotheyrs' commitment, satisfaction, and performance. In contrast, the transactional management-by-exception style of leadership is associated with the negative aspects of leadership behavior. While there are positive aspects of the transactional theory, it has shown to have inherent theyaknesses. Additionally, the theory maybe deficient in the long-term in that it does not readily avail itself to allow for change which is increasingly important in today's climate.

Densten (1999) asserts that to meet the demands of modern organizations, especially criminal justice agencies, the managers must implement more humanistic and principle-based styles of leadership. To respond to these demands, the researcher believes that there is a need for the law enforcement managers to apply transformational leadership to their agencies. The

traditional style of management resting upon strict managerial rules needs to be transformed by a new process based on diverse skills, interests, and attitudes. This form of transformational leadership can be a valuable tool to help reform management within police agencies. With a better understanding of the needs and aspirations of police employees, transformational leadership can turn traditional police managers into effective and valuable leaders. Such a change can make police chiefs more competent and better equipped to handle policing in a complex and rapidly changing society.

As a result of global technological and social alteration, transformational leadership became necessary for both private and public agencies, particularly for those in paramilitary structures, such as police agencies, because interactions between supervisors and subordinates are more crucial than ever (Ozmen, 2009). Bono and Judge (2003) concluded that transformational leaders could influence how followers perceive their work activities and that these perceptions resulted in an increase in the followers' job satisfaction, commitment, and performance. Whether called active, street sergeants, etc., strong indications are that transformational leaders affect their subordinates' behavior and effectiveness more (Johnson, 2006).

In contrast to other researchers, Engel concedes none of the four supervisory styles identified in her research should be considered the ideal standard for police supervision. It should be noted the three of Engel's styles identified in her research are transactional and one is transformational. There are pros and cons associated with each style. The appropriate style of leadership for departments would differ depending on the agency's organizational goals (Engel, 2001). This assessment is supported by Conger (2004) who argued that transformational leadership is a principally normative model, which takes a single approach to practicing leadership across levels but it does not consider situational contingencies (as cited by Chan, 2005).

Therefore this paper concludes there is a sufficient quantity of information which suggests the flatheyd contingency theory has lost popularity with practitioners as theyll as theorists. Transactional theory is to some extent effective but not necessarily the optimal theory. Transformational theory is the foremost leadership theory to optimize job performance at this point of time. But there is some evidence in studies that hint that a blend of transactional and transformational theories of leadership may be the style of leadership to be examined further to optimize job performance, especially in organizations such as law enforcement agencies.

5.4 Recommendations

1. It is recommended to managers as instructors to create and accelerate learning to improve employees' performance; train and develop employees through methods such as job cycle, assistance and etc; try to empottheyr employees; provide the ground for employees' participation in decision-makings by making individuals familiar with affairs and their manner and it is necessary to prioritize authorization methods in their management. Also it is recommended to conduct this survey topic in other institutions and organizations and study the relationship among leadership development and productivity and efficiency.

5.5 Suggestion for Further Study

1. It was recommend that the company should carry out further research which will help the company in future to get more information and how to improve the leadership style on organization performance as theyll as retaining and employing more qualified personnel.

REFERENCES

- Albrecht, K. (2011). *Organizational performance meeting the challenges of the new business, environment*. New York, USA :McGraw Publishers
- Avolio, B. J., and Gardner, W. L. (2005). *Authentic leadership development: Getting to the root of positive forms of leadership*. The Leadership Quarterly, 16(3)
- Avolio, A.W. and W.P. Koh. (2004) "Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance". 'IN' *Journal of Organizational comittment*, Vol. 12 No. 6
- Bass, B. M. (1990). *From transactional to transformational leadership: Learning to share the vision that influences firm performance*. New York: Free Press
- Bass, B. M. and R. E. Riggio (2008). *Transformational leadership*. Mahwah, New Jersey: Lawrence Erlbaum Associates, Inc.
- Baumruk, R. And B. Gorman . (2006). *Why managers are crucial to increasing engagement.-:* Melcrum Publishing
- Bossidy, L. and R. Charan (2007) *Confronting reality*. New York: Crown Publishing.
- David, D. (2015). *Doing a literature review in business and management*. London: Sage Publications
- Epstein, M. J. and M. J. Roy. (2002). *Measuring and improving the performance of corporate boards*. Canada: Society of Management Accountants of Canada.
- Epstein, M. J. and M. J. Roy (2003). "Making the business case for sustainability: Linking social and environmental actions to financial performance." 'IN' *Journal of Corporate Citizenship*, spring
- Epstein, M. J. and M. J. Roy (2003). "Measuring and improving the performance of corporate boards using the balanced scorecard." 'IN' *Balanced Scorecard Report HBS Publishing*, March-April.
- Gentry, J. (2008). *Understanding leadership's role with employee engagement*, <http://www.usfa.fema.gov/pdf/efop/efo46322.pdf>
- Greenleaf, R.K. (1977) *Servant leadership: A journey into the nature of legitimate power and greatness* New York, USA: Paulist Press
- Greenleaf, R. K. (1970). *The servant as a leader*. Indianapolis: Josey-Bass Publishers.
- Hartog, D. (2010). *Linking transformational leadership and organizational culture*, <http://jlo.sagepub.com/content/3/4/68>
- Hersey, P. and K. H. Blanchard (1969). *Management of organizational behavior: Utilizing human resources*. New Jersey/Prentice :-.
- Hall J. S.L. (2009). *Research methods and statistics: A critical thinking approach*, 3rd edition. Belmont, CA: Wadsworth.
- Karamat A.U. (2013). *Impact of leadership on organizational performance: A case study of d&r.Cambric Communication, Business Economics and Tourism*.
- Katz ,D. and R .L. Kahn (2007) .*The social psychology of organizations*. New York: Wiley.
- Leigh, A. (2015) *Define situational leadership.-:* Demand Media.

- Louis, W. and L. L. Matherly (2006). *Spiritual leadership and organizational performance: An exploratory study*, Tarleton State University – Central Texas
- OED, (1989). *The oxford English.*: Oxford University Press.
- 30 April 2007 <<http://dictionary.oed.com/>>
- Reuber, R (2010). “ Strengthening your literature review.” ‘*IN’ Family Business Review* 23(2) 105–108
- Roger J. G. (2008). “Transformational leadership: The impact on organizational and personal outcomes.” ‘*IN’Emerging Leadership Journeys*, Vol. 1 Iss. 1, 2008
- Schein, E. H. (1992). *Organizational culture and leadership* .San Francisco: Jossey-Bass.
- Shahid ,N. K. (2010).“ Impact of authentic leaders on organization performance.” ‘*IN’ International Journal of Business and Management* Vol. 5, No. 12; December
- Weihrich, H. etal. (2008). *The impact of leadership on organizational performance*, Demand Media (12th Edition) . New Delphi India: Mc Graw Hill
- Wisner, P. S.etal. (2003) *Managing what matters: Managerial control processes and actions*.-:-. (<https://www.neumann.edu/academics/divisions/business/journal/Review2011/Gregory.pdf>).
- (<https://www.neumann.edu/academics/divisions/business/journal/Review2011/Gregory.pdf>).
- (http://www.ehow.com/info_10015759_importance-being-time-work.html).

APPENDIX

QUESTIONNAIRE

This is a research study conducted by Judith Auma Masinde a Bachelor of Science in leadership and management student at the international leadership university. The purpose of this questionnaire is to find out from resolution insurance employees, the impact of the leadership style used by their supervisor on their performance.

You are requested not to indicate your name on the questionnaire since all responses are confidential, please be honest in your responses. Thank you very much for taking your time to complete this questionnaire, your effort is greatly appreciated.

Personal Information

Gender: Male ☐ Female ☐

Age: 20-30 ☐ 30-40 ☐ 40-50 ☐

Instructions: Rate each answer on a scale of 1-5 (Circle as Appropriate). Use back in case of further Comments.

1-Strongly Disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly agree N/A

Not Applicable

	SD	D	U	A	SA	NA
1. My performance is affected by the leadership style used by my supervisor	1	2	3	4	5	NA
2. My supervisor makes me see myself as the greatest asset in the organization	1	2	3	4	5	NA
3. I get a sense of belonging in my work place	1	2	3	4	5	NA
4. I generally enjoy my work	1	2	3	4	5	NA
5. My supervisor made the requirements clear during orientation	1	2	3	4	5	NA
6. Am always punctual and present at work	1	2	3	4	5	NA
7. The duties I perform are in alignment with my job description	1	2	3	4	5	NA
8. I generally enjoy working under my supervisor	1	2	3	4	5	NA
9. I would highly recommend others to work under my supervisor	1	2	3	4	5	NA
10. Am involved in decision making by my supervisor	1	2	3	4	5	NA

11.	I utilize my time at work appropriately	1	2	3	4	5	NA
12.	My performance is high when the supervisor is present	1	2	3	4	5	NA
13.	The supervisor demonstrates the mastery of job requirement	1	2	3	4	5	NA
14.	The orientation was helpful	1	2	3	4	5	NA
15.	My supervisor encourages me to grow professionally	1	2	3	4	5	NA
16.	My supervisor encourages me to grow academically	1	2	3	4	5	NA
17.	The workload assigned is reasonable for the number of working hours in a day	1	2	3	4	5	NA
18.	The reports required are appropriate to the goal of the organization	1	2	3	4	5	NA
19.	The departmental meetings I attend are helpful	1	2	3	4	5	NA
20.	The supervisor is always concerned in case of any change in me	1	2	3	4	5	NA
21.	The supervisor is always ready to help on anything I need to know	1	2	3	4	5	NA
22.	The supervisor is very understanding	1	2	3	4	5	NA
23.	The supervisor always believe in transforming you to a better person	1	2	3	4	5	NA
24.	The supervisor is always willing to come to my level and assist	1	2	3	4	5	NA
25.	Am always rewarded for good performance	1	2	3	4	5	NA
26.	The supervisor always identifies the needed change	1	2	3	4	5	NA
27.	The supervisor increases trust amongst the employees and believes in team work	1	2	3	4	5	NA

a) What are the strengths of your supervisor?

b) What suggestions will you give to make your supervisor better?

c) How does the leadership style of your supervisor affect your performance

d) What demotivate you in your supervisors leadership style

e) What motivates you with the leadership style used by your supervisor