



INFLUENCE OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE IN RADIO AFRICA GROUP

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ABSTRACT

Previous studies have documented the importance of the leadership style on the organizational commitment. Despite the widespread acknowledgment of the importance and value of leadership, when studying the leadership literature, it is striking that the concept of leadership lacks coherence and agreement. The research study was undertaken to determine the effect of leadership styles (transactional, transformational and Laissez faire) and organizational culture on organizational performance in RAG Limited. The research Project was based on Behavioral theory, Situation theory and Likert leadership theory in an attempt to investigate the relationship between the dependent and independent variables of this study. Descriptive survey research design was used and stratified sampling was used across the departments of RAG Limited data was collected using structured questionnaires then the data was analyzed using SPSS Version 23. Multiple regression was applied in ascertaining the relationship of the independent variables, and the dependent variable. The population of the study was 420 employees from which a sample of 126 employees was selected out of which 93 respondents were analyzed. From the findings, transactional leadership style and laissez-faire leadership style were found to significantly influence the organizational performance and in a positively way. Transformational leadership style and organizational culture were found to have no significant influence on organizational performance but in a positive way. It was further the study's conclusion that organizational performance is aided by effective leadership styles and organizational culture in RAG Limited. Most notably, it was deduced that the leadership style behaviors jointly predict organizational performance.

Key Words: Transactional Leadership, Transformational Leadership, Laissez-Faire Leadership, Organization Culture, Organizational Performance

INTRODUCTION

Both researchers and practitioners have devoted considerable attention to the potential effects of leadership on organizational performance. Despite increased research into the leadership performance relationship, major gaps still remain in our understanding (Jing & Avery, 2008). Most of the leadership literature confuses the definition of effective leadership by failing to make clear distinctions in some definitions, such as between leaders and non-leaders, effective and ineffective leaders, as well as overlooking the definition of the levels of leadership (Bergsteiner, 2005). Further, there has been limited research that has specifically addressed the relationship between leadership behavior and organizational performance.

Human Capital, which gives competitive edge due to its uniqueness, is one of the resources that work as a pillar for an organization (Holland, Sheehan and de Cieri, 2007). The focus has therefore shifted to “people”, the employees of the organizations (Cohen, 2005). Employees play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and commitment that the organization can become competitive (Sempane, Rieger & Roodt, 2002).

Leadership is seen as a determinant of several aspects in the way employees behave, so its impact cannot be overlooked (Randeree & Chaudhry, 2012). Organizational crises, mostly due to the world economic crises, emphasized the need for leadership and organizational culture development by organizational decision makers (Earle, 1996). Changes occurred in employment practices and the decision makers needed to get their organizations through the crises by creating trust, influencing employees to achieve common organizational goals (Leadership) with certain

values and beliefs of the organization in mind (Northouse, 2007).

Different studies showed leadership and organizational culture to have a significant influence on organizational commitment and job satisfaction (Lok and Crawford, 2001). If a leader and his style are seen as trustworthy, employees are willing to follow that leader in accomplishing the organization’s goals. This leads to positive results for the organization which in time affects job satisfaction and organizational commitment. In the case of organizational culture, having a set of values and beliefs which are commonly shared creates affinity and a connection with the organization (Chen, 2004) because people then identify with the organization and want to be part of the collective and they are also more likely to have values which benefit the organization.

The role of leadership is largely determined by the culture of the organization. It has been argued that organization’s “beliefs, values and assumptions are of critical importance to the overall style of leadership that they adopt” (Bunmi, 2007). Leadership style is the behavior pattern used by leader to resolve the organizational issues. There are several different leadership styles that can be identified in various leaders. Every style has its own set of good and not-so-good characteristics. The leadership styles we are considering in this study are autocratic, democratic, laissez-faire. “The autocratic leader dominates team-members, using unilateralism to achieve a singular objective. This approach to leadership generally results in passive resistance from team-members and requires continual pressure and direction from the leader in order to get things done”. Autocrat leaders maintain servant-master relationships with followers and a democratic leader consults his team for making any decision however he acts as a central controlling unit of the team. The democratic leader facilitates the team for initiating any task and gives them liberty to achieve it at their own free will

through mutual understanding. A good democratic leader always promotes participation and delegates keeping the fact in mind that he was ultimately responsible for all outcomes. The laissez-faire leader does not interfere in the affairs of followers very slightly showing little control on the group. Participation of leader is very low in the activities of group members. Starrat, (2001)

Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Engaging leadership is based on integrity, openness and transparency, and genuinely valuing others, and their contributions, along with being able to resolve complex problems and to be decisive. It is essentially open-ended in nature, enabling organizations not only to cope with change, but also to be proactive in meeting the challenge of change. At all times behaviour is guided by ethical principles and the desire to co-create and co-own ways of working with others towards achieving a shared vision. The product of engaging leadership has been defined as "a measure of the extent to which employees put discretionary effort into their work" (Towers Perrin, 2005).

(Abiola, 2012) Carried out a research to evaluate the leadership pattern and the extent to which it has affected organizational performance in some selected small scale industries in Nigeria and the study revealed that the existence of favourable working environment enhances employee's output which on the long run helps to stabilize the business enterprises. (Obiwuru., Okwu., Akpa., & Idowu, 2011) Investigated the effects of leadership style on organizational performance in small scale enterprises and found out that while transactional leadership style had significant positive effect on performance, transformational leadership style had

positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured.

(Mureithi, 2013) Carried out a research on the effects of leadership style on organizational performance on tertiary institutions in Nyeri town and found out that leadership style was a major factor affecting organizational performance and that in order for an organization to realize its objectives, there was need for the leaders to understand the employees' perceptions of their leadership styles. Factors such as Education level, skills and knowledge and experience were seen to affect the way they perceive their leader and leaders can therefore not treat all the employees the same way hence not all styles can fit all levels of employees.

(Koech & Namusonge, 2012) Studied the effect of leadership styles on organizational performance at state corporations in Kenya and found out Correlations between the transformational-leadership factors and organizational performance ratings were high (0.518 to 0.696, $P < .05$), whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375, $P < .05$). As expected, laissez-faire leadership style is not significantly correlated to organizational performance.

Statement of the Problem

During the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership (Giambatista, 2004; Rowe *et al.*, 2005). Perhaps

the most prominent reason for this interest is the widespread belief that leadership can affect the performance of organizations (Rowe *et al.*, 2005). The style of leadership adopted is considered by some researchers to be particularly important in achieving organizational goals, and in evoking performance among subordinates (Berson *et al.*, 2001; Zacharatos *et al.*, 2000).

Staff turnover in the media industry has been on the rise in the recent past which could be attributed to motivational aspect of the employees and this necessitates a study to investigate this trend since leadership plays a major role in staff motivation. Clear links have now been established between certain kinds of leadership, particularly a “post-heroic”, “engaging” style of leadership, and both staff attitudes to work and their wellbeing at work (Borrill *et al.*, 2005). The quality of performance measurement is critical to determining outcomes about whether leadership matters and not all studies have been well designed (Dionne *et al.*, 2002).

Chege, Wachira, & Mwenda, (2015) Investigated the effect of leadership styles on implementation of strategic plans in SMEs. (Mureithi, 2013) Carried out a research on the effects of leadership style on organizational performance on tertiary institutions in Nyeri town. (Koech & Namusonge, 2012) Studied the effect of leadership styles on organizational performance at state corporations in Kenya. (Samaitan, 2014) Examined the impact of leadership style on organizational performance in commercial Banks in Kenya. None of these studies looked into the effect of leadership style on organizational performance and thus this research project was undertaken to determine the influence of leadership styles on organizational performance in RAG Limited.

Objective of the Study

The general objective of the study was to determine the influence of leadership style and organizational

culture on organizational performance in RAG Limited. The specific objectives were:-

- To examine the influence of transactional leadership style on organizational performance in RAG Limited
- To determine the influence of transformational leadership style on organizational performance in RAG Limited
- To ascertain the influence of Laissez-faire leadership style on organizational performance in RAG Limited
- To determine the influence of organization culture on organizational performance in RAG Limited

LITERATURE REVIEW

Theoretical Review

Likert Leadership theory

This theory collaborates the leadership styles. According to (Likert, 1967) basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert’s model of management effectiveness. Based on this model, there are four possible leadership systems. Namely Exploitative and authoritative, Benevolent and authoritative, Consultative, Participative. With respect to the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them. Benevolent and authoritative management style operates with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure. The third system is the consultative style. The

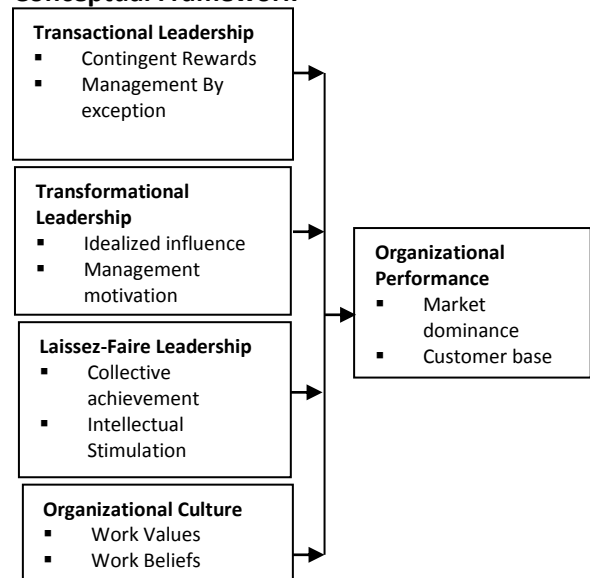
manager set goals and targets after due consultation with the subordinates. Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry out work with minimal supervision and correction. The forth style is the participative style. This is the last and most supported management style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore set goals and decisions may not be favored on personal or individual grounds. Workers are motivated with economic rewards and a sense of self- worth and importance. This style holds friendly interaction between managers and subordinates. Conclusively, Likert's studies shows that leaders in organizational departments used the first and second styles of management mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded that system IV of management is the best form of management in almost all work situations. However, other theorists, who are of the opinion that no management style fit all situations, have opposed this assertion. Likert, (1967)

Fiedler's contingency theory

This theory collaborates the leadership styles. According to Fiedler, (1978) the relationship among structures of leader's need, productivity and morale as well as his interactions with the subordinates. Though no clear pattern was discovered in these studies, Fiedler went ahead to present his "contingency mode of effective leadership". Likert

(1967) further explained that work group was classified into three categories in the original model proposed by Fiedler. The first group is the interacting group. The reflection on this group shows that the ability of an individual to carry out his job could depend upon another that has completed his part of the total task. The second group is the coaching group. This group also works together on the same task; however, group performance is a result of cumulative performance of all members in the group. Thirdly is the counteracting group. This group consists of members who work to achieve only individual goals at the detriment of others. Initially, Fiedler suggested his theory was applicable to only to interacting group. However, additional evidence prompted him to extend the model to coaching groups, while counteracting groups were left out (Filley and House,1971)

Conceptual Framework



Independent Variables Dependent variable

Figure 1: Conceptual Framework

The leadership factors that was used to measure, transactional transformational and laissez-faire leadership styles in this study are from the

Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (2004) based on the theory of transformational leadership as discussed below in detail; Laissez-Faire Factor, the non-leadership where leaders in this type will always avoid getting involved when important issues arise and avoid making decisions.

Transactional Leadership Factors; Contingent reward which is a factor based on a bargaining exchange system in which the leader and subordinates agree together to accomplish the organizational goals and the leader will provide rewards to them. Leaders must clarify the expectations and offer recognition when goals are achieved,

Management-by-exception (active) where the leader specifies the standards for compliance, as well as what constitutes ineffective performance, and may punish subordinates for being out of compliance with those standards. This style of leadership implies closely monitoring for mistakes and errors and then taking corrective action as quickly as needed, Management-by-exception (passive) where passive leaders avoid specifying agreements, clarifying expectations and standards to be achieved by subordinates, but will intervene when specific problems become apparent. This style does not respond to situations and problems systematically.

Finally, the transformational Leadership Factors; Idealized influence (charisma) which consists of firstly, idealized influence attributed, and secondly, idealized influence behavioural. They are the charismatic elements in which leaders become role models who are trusted by subordinates. The leaders show great persistence and determination in the pursuit of objectives, show high standards of ethical, principles, and moral conduct, sacrifice self-gain for the gain of others, consider subordinates' needs over their own needs and share successes and risks with subordinates, Inspirational motivation where

leaders behave in ways that motivate subordinates by providing meaning and challenge to their work. The spirit of the team is aroused while enthusiasm and optimism are displayed. The leader encourages subordinates to envision attractive future states while communicating expectations and demonstrating a commitment to goals and a shared vision, Intellectual stimulation where leaders stimulate their subordinates' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.

The intellectually stimulating leader encourages subordinates to try new approaches but emphasizes rationality, Individualised consideration where leaders build a considerate relationship with each individual, pay attention to each individual's need for achievement and growth by acting as a coach or mentor, developing subordinates in a supportive climate to higher levels of potential. Individual differences in terms of needs and desires are recognized.

Empirical Review

People tend to evaluate their jobs on the basis of factors that they find important (Sempene et al, 2002). If the employees get the salary, the working conditions, the recognition and the advancement they want, they will probably be more productive and will also stay with the organization Randeree & Chaudhry, (2012).

Due to their impact on performance and the success of an organization, Organizational commitment and job satisfaction, characteristics of the way employees behave, received a lot of attention in workplace studies. Organizational commitment and job satisfaction increased in importance over the last few years (Lok & Crawford, 2004) because, when employees are satisfied with their job, they are committed and usually not tempted to look for other

opportunities (Lok, Wang, Westwood & Crawford, 2007).

Griffith, (2012) Studied the effect of organizational culture and leadership style on organizational commitment within Small and Medium-size Enterprises (SMEs) in Suriname, with job satisfaction as a mediator and found out that transformational leadership style should be practiced in SMEs to gain satisfied and committed employees. Leaders need to state their views clearly; they need to consider employee capabilities and needs. This could ultimately lead to a better performance and a competitive advantage for the organization.

Popa, (2012) investigated the relationship between leadership effectiveness and organizational performance in Romania and found out that successful organizations are the result of effective leadership and organizational culture and that these two elements are interrelated since an organization will always reflect the values and beliefs of its founder(s) since they are the ones shaping the cultural traits of the organization and as the organization evolves and its culture develops, this new culture will shape the leader and will influence his actions.

Saeed, (2011) carried a research on the effect of leadership styles (transformational & transactional) on organizational commitment (affective, continuous, and normative) among academic staff in Yemeni Universities. A total 105 staff of public universities in Yemen were participated in this study in order to investigate the relationship between the dependent and independent variables of this study. The result of this study shows that there is a positive significant relationship between the transformational leadership to all dimension of organizational commitment. The result also find that transactional leaders are positive by

significant relate to all dimension of organizational commitment

Abiola, (2012) Carried out a research to evaluate the leadership pattern and the extent to which it has affected organizational performance in some selected small scale industries in Nigeria and the study revealed that the existence of favourable working environment enhances employee's output which on the long run helps to stabilize the business enterprises

Obiwuru., Okwu., Akpa., & Idowu, (2011) Investigated the effects of leadership style on organizational performance in small scale enterprises and found out that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured.

Nuhu, (2010) Carried of a research on the effect of leadership styles on employee performance in Kampala district council and found out that the corporate leadership style was not highly practiced, authoritative leadership was practiced especially in higher offices and also the laissez-faire leadership was highly existent especially in lower offices and that there was high confusion in the practice of leadership since most managers were arrogant yet employees were practicing laissez-faire leadership.

Mureithi, (2013) Carried out a research on the effects of leadership style on organizational

performance on tertiary institutions in Nyeri town and found out that leadership style was a major factor affecting organizational performance and that in order for an organization to realize its objectives, there was need for the leaders to understand the employees' perceptions of their leadership styles. Factors such as Education level, skills and knowledge and experience were seen to affect the way they perceive their leader and leaders can therefore not treat all the employees the same way hence not all styles can fit all levels of employees.

Koehn & Namusonge, (2012) studied the effect of leadership styles on organizational performance at state corporations in Kenya. A descriptive survey research based on the perceptions of middle and senior managers in thirty (30) state-owned corporations based in Mombasa, Kenya was undertaken. A structured self-completed research questionnaire was thereafter distributed and collected after one week. The completed questionnaires were checked for plausibility, integrity and completeness resulting in 72 usable cases. Three independent variables with various factors were identified and measured using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). These were laissez-faire; transactional; and transformational leadership styles. The dependent factor was represented by the degree to which the organization has achieved its business objectives in the previous financial year. To discover the leadership styles that influence organizational performance, correlation analysis was employed. Correlations between the transformational-leadership factors and organizational performance ratings were high (0.518 to 0.696, $P < .05$), whereas correlations between the transactional-leadership behaviors and organizational performance were relatively low (0.219 to 0.375, $P < .05$). As expected, laissez-

faire leadership style is not significantly correlated to organizational performance.

Chege, Wachira, & Mwenda, (2015) Investigated the effect of leadership styles on implementation of strategic plans in SMEs. Specifically the study analyzed the effect of autocratic leadership style, assessed the effect of democratic leadership style and evaluated the effect of laissez faire leadership style on implementation of strategic plans in SMEs. Descriptive research design was used on a sample of 354 SMEs selected using stratified random sampling. Regression results showed that autocratic leadership had the highest effect of implementation of strategic plans with a coefficient of 0.488, followed by democratic leadership with a coefficient of 0.384 and laissez faire with a coefficient 0.269. The study recommends that organizations should use all the three leadership styles to maximize implementation of strategic plans.

Samaitan, (2014) Examined the impact of leadership style on organizational performance in commercial Banks in Kenya. Census survey sampling technique was adopted and relevant primary data was gathered with the aid of a structured questionnaire administered on respondents. Pearson correlation was used to examine the relationship between leadership style dimensions and organizational performance. Findings showed positive and negative correlation between leadership style and organizational performance. It was also found that leadership style behaviors jointly predict organizational performance. The study concluded that six leadership styles behaviors should be employed by the Banks' management in order to perform stronger in the competitive environment.

Obiwuru., Okwu., Akpa., & Idowu, (2011) Investigated the effects of leadership style on organizational performance in small scale

enterprises. The major objective was to determine effect of leadership styles on performance in small scale enterprises. Transformational and transactional leadership styles were considered in this study. Transformational leadership behaviours and performance/outcome considered relevant in the study were charisma, inspirational motivation and intellectual stimulation/individual consideration; and effectiveness, extra effort and satisfaction, respectively. Transactional leadership behaviours and performance/outcome variables were constructive/contingent reward and corrective/management by exception; and effort, productivity and loyalty/commitment, respectively. The study followed a survey design, and employed evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviours and associated performance variables. OLS multiple regression models were specified, estimated and evaluated. The result showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured.

Keller, (2006) investigated transformational leadership, Initiating Structure, and Substitutes for

Leadership using a longitudinal methodology looked into transformational leadership, initiating structure, and selected substitutes for leadership were studied as longitudinal predictors of performance in 118 research and development (R&D) project teams from 5 firms. As hypothesized, transformational leadership predicted 1-year-later technical quality, schedule performance, and cost performance and 5-year-later profitability and speed to market. Initiating structure predicted all the performance measures. The substitutes of subordinate ability and an intrinsically satisfying task each predicted technical quality and profitability, and ability predicted speed to market. Moderator effects for type of R&D work were hypothesized and found whereby transformational leadership was a stronger predictor of technical quality in research projects, whereas initiating structure was a stronger predictor of technical quality in development projects. Implications for leadership theory and research are discussed.

Hofmann & Jones, (2005) investigated the Leadership, Collective Personality, and Performance by viewing behavior regularities at the individual and collective level as functionally isomorphic, a referent-shift compositional model for the Big 5 personality dimensions is developed. On the basis of this compositional model, a common measure of Big 5 personality at the individual level is applied to the collective as a whole. Within this framework, it is also hypothesized that leadership (i.e., transformational, transactional, and passive) would predict collective personality and that collective personality would be significantly related to collective performance. The results supported these hypotheses using a sample of franchised units. On the basis of recent research at the individual level, several interactions among the various personality dimensions were hypothesized and supported.

This study aimed to investigate further how laissez-faire may contribute to employee performance. On the other hand, much has been written in regard to the relation of positive self and effective management. (Kerns, 2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions.

Kilburg, (2006) builds on this argument the positive self of the manager in his conceptualization of executive wisdom which is comprised of three interacting components: discernment, decision making, and action. All important in building positive psychology, which in the end creates positive relationships. This was further reflected in the management literature and indeed in the findings of the study, where Quick and (Macik-Frey, 2007), in an article outlining the correspondence between individual performance and organizational well-being, suggested that healthy organizations promoted quality connections to others as characterized by open and honest leadership, cohesiveness and shared mission. (Dutton and Heaphy, 2003) outlined the power of what they term high quality connections. They provided data that suggest that such positive relationships built on effective leadership in organizations, promote the exchange of resources, the development of organizational identity and meaning, promote the growth of the employees, and promote learning in the organization.

RESEARCH METHODOLOGY

This study adopted a descriptive research design. According to Kothari (2007) a descriptive case study approach makes a detailed examination of a single

subject or a group of phenomena easier. The target population for this study was the employees of RAG Limited. Qualitative and quantitative techniques were used in the data analysis. The multiple regression model assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: -

Y= Organization performance of RAG Limited

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Transactional Leadership

X_2 = Transformational Leadership

X_3 = Laissez faire

X_4 = Organization Culture

ε =Error Term

RESEARCH DISCUSSION

Study Variables

Effects of transactional leadership style on the organizational performance

The study first sought to establish the extent to which transactional leadership style affects the organizational performance of RAG Limited. Respondents were asked to respond as whether Very High, High, Moderate, Low and Very low. Figure 4.4 below presents the findings. A majority of respondents, 35.9%, affirmed that transactional leadership style affects the organizational performance of RAG Limited to a high extent, closely followed by 30.5% who indicate the influence as moderate while 21.3% claim that the same influences organizational performance to a very high extent. Only 10.1% and 2.2% respectively rate the influence as low and very low respectively.

As such, transactional leadership style can thus be deemed as affecting the organizational performance of RAG Limited to a high extent.

The researcher sought the respondents' perception regarding the various aspects defining transactional leadership style in relation to the organizational performance of RAG Limited. To this end, respondents were asked to respond to pertinent statements posed by indicating the level at which they agreed with the same, as applies in their respective institutions. Responses were given on a five-point Likert scale (where 1= Strongly Disagree;

2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree). The scores of 'Strongly Disagree' and 'Disagree' have been taken to represent a statement disagreed with by a majority of respondents, equivalent to mean score of 0 to 2.5. The score of 'Neutral' has been taken to represent a statement affirmed to moderately, equivalent to a mean score of 2.6 to 3.4. The score of 'Agree' and 'Strongly Agree' had been taken to represent a statement highly agreed with by a majority of respondents, equivalent to a mean score of 3.38425 as per Table 1.

Table 1: descriptive statistics for transactional leadership style

Statement	Mean	Std. Dev
Transactional leaders are positive by significant relate to all dimension of organizational commitment.	3.103	.8738
Transactional leadership style has a significant positive effect on performance.	3.494	1.1936
Transactional leadership style is more appropriate in inducing performance in small scale enterprises than transformational leadership style	2.454	.7026
Transactional Leader predicts collective personality and that collective personality would be significantly related to collective performance	4.486	.6580
Grand mean		3.38425

As presented in table 1 above, with a grand mean of 3.38425, a majority of respondents indicated a neutral response with most the pertinent statements posed with respect to the effect of transactional leadership style in the organizational performance of RAG Limited. More specifically however, a majority of respondents were found to agree with the view that a transactional leader predicts collective personality and that collective personality would be significantly related to collective performance (4.486). A majority were neutral on the views that there transactional leadership style has a significant positive effect on performance (3.494, transactional leaders are positive by significant relate to all dimension of organizational commitment (3.103), and that transactional leadership style is more appropriate in

inducing performance in small scale enterprises than transformational leadership style (2.454).

From the findings, it was deduced that transactional leadership style significantly and positively influences the organizational performance of RAG Limited only to a moderate to low extent, based on the neutral levels of responses. Most notably, it was noted that transactional leader predicts collective personality and that collective personality would be significantly related to collective performance. This suggested a convergence with Hofmann & Jones, (2005) who investigated the Leadership, Collective Personality, and Performance by viewing behavior regularities at the individual and collective level as functionally isomorphic, a referent-shift compositional model for the Big 5 personality dimensions is developed and found out that on the basis of recent research at the individual level,

several interactions among the various personality dimensions were hypothesized and supported.

Effect of transformational leadership style on the organizational performance of RAG Limited

The study first sought to establish the extent to which transformational leadership style affects the organizational performance of RAG Limited. Respondents were asked to respond as whether Very High, High, Moderate, Low and Very low. A majority of respondents, 42.3%, affirmed that transformational leadership style affected the organizational performance of RAG Limited to a very high extent, followed by 36.2% who indicated the influence as moderate distantly followed by 13.2% claiming that the same influences organizational performance to a moderate extent.

Only 6.2% and 2.1% respectively rate the influence as low and very low respectively. Transformational leadership can thus be deemed as affecting the organizational performance of RAG Limited to a very high extent. The study further sought the respondents' perception regarding the various aspects defining transformational leadership style in relation to the organizational performance of RAG Limited. To this end, respondents were asked to respond to pertinent statements posed by indicating the level at which they agreed with the same, as applies in their respective institutions. Responses were given on a five-point likert scale (where 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree). Table 2 below presented the findings.

Table 2: Descriptive Statistics for transformational leadership style

Statement	Mean	Std. Dev
Transformational leadership style should be practiced in organizations to gain satisfied and committed employees.	4.542	.6895
There is a positive significant relationship between the transformational leadership to all dimension of organizational commitment.	4.248	.8457
Transformational leadership style has a positive but insignificant effect on performance.	4.470	.7554
Transformational leadership is a stronger predictor of technical quality in research projects.	3.915	.9660
Transformational predicts collective personality and that collective personality would be significantly related to collective performance.	4.144	.9703
Grand mean		4.2636

As presented in table 2 above, with a grand mean of 4.2636, a majority of respondents were found to highly agree that Transformational leadership style should be practiced in organizations to gain satisfied and committed employees (4.542); Transformational leadership style has a positive but insignificant effect on performance (4.470); There is a positive significant relationship between the transformational leadership to all dimension of

organizational commitment (4.248); Transformational predicts collective personality and that collective personality would be significantly related to collective performance (4.144); and that Transformational leadership is a stronger predictor of technical quality in research projects (3.915).

As such, transformational leadership style can be considered of utmost importance in the

organizational performance of RAG Limited. More specifically, it is notable from the findings that transformational leadership style has a positive but insignificant effect on performance. The finding is in agreement with a study carried out Obiwuru., Okwu., Akpa., & Idowu, (2011) Investigated the effects of leadership style on organizational performance in small scale enterprises and found out that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance.

Effect of laissez-fair leadership style on the organizational performance of RAG Limited

The study first sought to establish the extent to which laissez-fair leadership affects the organizational performance of RAG Limited. Respondents were asked to respond as whether Very High, High, Moderate, Low and Very low. A majority of respondents, 35.2%, affirmed that

laissez-fair leadership style affects the organizational performance of RAG Limited to a moderate extent, followed by 31.6% who indicate the influence as high followed by 11.8% claiming that the same influences organizational performance to a very high extent. Only 14.3% and 7.1% respectively rate the influence as low and very low respectively. Laissez-fair leadership style can thus be deemed as affecting the organizational performance of RAG Limited to a moderate extent. The study further sought the respondents' perception regarding the various aspects defining laissez-fair leadership style in relation to the organizational performance of RAG Limited. To this end, respondents were asked to respond to pertinent statements posed by indicating the level at which they agreed with the same, as applies in RAG Limited. Responses were given on a five-point likert scale (where 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree). Table 3 below presented the findings.

Table 3: Descriptive statistics for laissez-fair leadership style

Statement	Mean	Std. Dev
Laissez- faire leadership is highly existent especially in lower offices.	2.392	.7965
In organizations where laissez-faire leadership is practiced amongst the employees there is high confusion since most managers are arrogant.	4.023	.6632
Laissez-faire leadership style is not significantly correlated to organizational performance.	4.376	.5923
Laissez- faire predicts collective personality and that collective personality would be significantly related to collective performance.	4.055	.6633
Laissez-faire style in bridging the gap between the employer and employee and creates a positive environment through which employees and employers feel like a family.	4.392	.6612
Grand mean		3.8478

As presented in table 3 above, with a grand mean of 3.8478, a majority of respondents were found to agree with most of the pertinent statements posed with respect to laissez-fair leadership style and its effects on Organizational performance of RAG Limited. A majority of respondents agreed that

laissez-fair leadership style bridges the gap between the employer and employee and creates a positive environment through which employees and employers feel like a family (4.392); that laissez-faire leadership style is not significantly correlated to organizational performance (4.376); that Laissez-

faire predicts collective personality and that collective personality would be significantly related to collective performance (4.055); and that in organizations where laissez-faire leadership is practiced amongst the employees there is high confusion since most managers are arrogant (4.023). However, a majority were observed to disagree with the views that laissez- faire leadership is highly existent especially in lower offices (2.392)

It can be deduced from the findings that the laissez-fair leadership style in RAG Limited is quite clear on in bridging the gap between the employer and employee and creates a positive environment through which employees and employers feel like a family. However the study refutes the fact that that laissez- faire leadership is highly existent especially in lower offices which is inconsistent with (Nuhu, 2010) who carried a research on the effect of leadership styles on employee performance in Kampala district council and found out that the corporate leadership style was not highly practiced, authoritative leadership was practiced especially in higher offices and also the laissez- faire leadership was highly existent especially in lower offices and that there was high confusion in the practice of leadership since most managers were arrogant yet employees were practicing laissez-faire leadership.

Effect of organizational culture on the organizational performance of RAG Limited

The study sought to establish the extent to which organizational culture affect organizational performance of RAG Limited. Respondents were asked to respond as whether Very High, High, Moderate, Low and Very low. A majority of respondents, 34.6%, affirmed that organizational culture has an effect on organizational performance in RAG Limited to a high extent, closely followed by 33.5% who indicate the influence as moderate while 23.3% claim that the same influences organizational performance to a very high extent. Only 6.2% and 2.4% respectively rate the influence as low and very low respectively. Organizational culture can thus be deemed as having an effect on organizational performance of RAG Limited to a high extent.

The study also sought the respondents' perception regarding the various aspects defining organizational culture in relation to the organizational performance of RAG Limited. To this end, respondents were asked to respond to pertinent statements posed by indicating the level at which they agreed with the same, as applies in their respective institutions. Responses were given on a five-point likert scale (where 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree). Table 4 below presented the findings.

Table 4: Descriptive Statistics for Organizational Culture

Statement	Mean	Std. Dev
If staff are satisfied with their job, they develop a culture of commitment and usually not tempted to look for other opportunities.	2.204	1.1649
Successful organizations are the result of effective leadership and organizational culture.	3.426	1.0670

Organization will always reflect the values and beliefs of its founder(s) since they are the ones shaping the cultural traits of the organization and as the organization evolves and its culture develops, this new culture will shape the leader and will influence his actions. 4.398 1.1194

Grand mean

3.3423

As table 4 above indicates, with a grand mean of 3.3423, majority of respondents only gave a neutral response with regard to pertinent statements posed to organizational culture and its influence on organizational performance of RAG Limited. To this end, a majority of respondents were found to agree that Organization will always reflect the values and beliefs of its founder(s) since they are the ones shaping the cultural traits of the organization and as the organization evolves and its culture develops, this new culture will shape the leader and will influence his actions (4.398); Successful organizations are the result of effective leadership and organizational culture (3.426); If staff are satisfied with their job, they develop a culture of commitment and usually not tempted to look for other opportunities (2.204).

From the findings, it can be deduced that organizational culture in RAG Limited influences organizational performance; however the areas of concern however include culture development and commitment and search for organizations with better existing organization culture. The findings differ with Popa, (2012) who investigated the relationship between leadership effectiveness and organizational performance in Romania and found out that successful organizations are the result of effective leadership and organizational culture.

Organizational Performance of RAG Limited

The study sought to establish the extent to which organizational performance is aided by effective leadership styles and organizational culture in RAG Limited. Respondents were asked to respond as whether Very High, High, Moderate, Low and Very low. A majority of respondents, 39.4%, affirmed that organizational performance is aided by effective leadership styles and organizational culture in RAG Limited to a very high extent, closely followed by 33.0% who indicate the influence as high then followed distantly by 14.2% claiming that the same influences organizational performance to a moderate extent. Only 8.3% and 5.1% respectively rate the influence as low and very low respectively. It can be concluded thus that organizational performance is aided by effective leadership styles and organizational culture in RAG Limited to a very high extent.

The study further sought the respondents' perception regarding the various aspects defining whether organizational performance is aided by effective leadership styles and organizational culture in RAG Limited. To this end, respondents were asked to respond to pertinent statements posed by indicating the level at which they agreed with the same, as applies in their respective institutions. Responses were given on a five-point likert scale (where 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree). Table 5 below presented the findings.

Table 5: Descriptive Statistics for the Extent of Leadership styles and Organizational culture on Organizational Performance

Statement	Mean	Std. Dev
People tend to evaluate their jobs on the basis of factors that they find important.	3.431	.5256

Favorable working environment enhances employee's output which on the long run helps to stabilize the business enterprises.	3.457	.6201
Organizations should use all the three leadership styles to maximize implementation of strategic plans.	4.357	.6201
There is positive correlation between leadership style and organizational performance.	4.042	.6347
There is negative correlation between leadership style and organizational performance.	3.156	.4718
Leadership style behaviors jointly predict organizational performance	2.349	.5130
Grand Mean		3.465

It was established from results presented in table 5 above that a majority of respondents indicated a neutral response to most of the statements pertinent to the process of financial report. Even though a majority agreed that organizations should use all the three leadership styles to maximize implementation of strategic plans (4.357); and that there is positive correlation between leadership style and organizational performance (4.042); that favorable working environment enhances employee's output which on the long run helps to stabilize the business enterprises (3.457); that People tend to evaluate their jobs on the basis of factors that they find important (3.431); and that there is negative correlation between leadership style and organizational performance (3.156).

It can be deduced from the findings that organizational performance is aided by effective leadership styles and organizational culture in RAG Limited. Most notably, it can be deduced that the leadership style behaviors jointly predict organizational performance. This is in agreement with Samaitan, (2014) who examined the impact of

leadership style on organizational performance in commercial Banks in Kenya and found out that leadership style behaviors jointly predict organizational performance.

Pearson Correlation Analysis

Table 6 below presented the Pearson correlations for the relationships between the various factors influencing the organizational performance of RAG Limited. From the findings, a positive correlation was seen between each aspect constituent. The strongest correlation was obtained between transformational leadership style and organizational performance of RAG Limited ($r = .798$), and the weaker relationship found between laissez-fair leadership style and organizational performance of RAG Limited ($r = .436$). transactional leadership style and organizational culture are also strongly and positively correlated with organizational performance of RAG Limited at correlation coefficient of .716 and .708 respectively. All the independent variables were found to have a statistically significant association with the dependent variable at 0.01 level of confidence.

Table 6: Pearson Correlation Matrix

	Organizational Performance	Transactional Leadership Style	Organizational Culture	Transformational Leadership Style	Laissez-Fair Leadership Style
Organizational Performance	1				

Transactional Leadership	.716**	1			
Organizational Culture	.708**	.650**	1		
Transformational Leadership Style	.798**	.485**	.115	1	
Laisses-Fair Leadership Style	.436**	.724**	.300	.692**	1
	.004	.000	.057	.000	

***Correlation is significant at the 0.01 level (2-tailed)**

Regression Analysis

To establish the degree of influence of leadership style and organizational culture on organizational performance in RAG Limited., a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship between the independent and dependent variables for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation.

The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y is the dependent variable (organizational performance of RAG Limited), β_0 is the regression constant, β_1 , β_2 , β_3 , and β_4 are the coefficients of independent variables, x_1 is transactional leadership, x_2 is transformational leadership style, x_3 is laisses-faire leadership style, and x_4 is organization culture.

Regression analysis produced the coefficient of determination and analysis of variance (ANOVA). Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

Table 7: Regression analysis Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.720	1.94285

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership Style, Laisses-Faire Leadership Style, Organization Culture

Regression analysis was used to establish the strengths of relationship between the Leadership styles, organizational culture (independent variables) and organizational performance (dependent variable). The results showed a correlation value (R) of 0.865 which depicts that there is a good linear dependence between the independent, and dependent variables. With an

adjusted R-squared of 0.720, the model shows that Transactional Leadership, Transformational Leadership Style, Transformational Leadership and Organizational culture explain 72.0 percent of the variations in Organizational Performance while 28.0 percent is explained by other factors not included in the model.

Table 8: Regression analysis ANOVA

		ANOVA ^b				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	402.892	4	100.723	65.235	.000 ^a
	Residual	135.888	88	1.544		
	Total	538.780	92			

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership Style, Laissez-Faire Leadership Style, Organization Culture

b. Dependent Variable: Organizational Performance

ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the three. The P-value of 0.000 implies that the organizational performance of RAG Limited has a significant joint relationship with transactional leadership, transformational leadership style, laissez-fair leadership and organizational culture which was significant at 0.05 confidence interval. This implied

that the regression model was significant and can thus be used to assess the association between the dependent and independent variables.

To determine the relationship between the independent variables and the dependent variable and the respective strengths, the regression analysis produced coefficients of determination. Findings revealed a positive relationship between the organizational performance of RAG Limited and all the independent variables.

Table 9: Regression analysis Coefficients

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.242	8.138		.521	.605
	Transactional Leadership style	.336	.112	.353	3.011	.005
	Transformational leadership style	.610	.998	.099	.611	.545
	Laissez-Faire Leadership Style	2.435	.867	.421	2.809	.008
	Organization Culture	1.576	.905	.205	1.742	.090

Taking the regression model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$; where, the established regression equation was: Organizational Performance of RAG Limited = 4.242 + .336 (Transactional Leadership) +

.610 (Transformational Leadership Style) + 2.435 (Laissez-Faire Leadership Style) + 1.576 (Organization Culture) + 8.138 (error term)

A unit change in transactional leadership style would thus lead to a .336 change in the organizational performance of RAG Limited *ceteris paribus*; a unit change in transformational Leadership style would lead to a .610 change in the organizational performance of RAG Limited reports *ceteris paribus* and so on. Transactional leadership style and laissez-fair leadership style have a significant influence organizational performance at the significance level of $P < 0.005$ whereas Transformational leadership and organization Culture both do not have a significant influence on organizational performance of RAG Limited with significance levels of $P > 0.005$. The findings also concluded that the most significant variable was Transactional Leadership style, then laissez-fair leadership style finally Organization Culture and Transformational leadership style using the t-coefficients

CONCLUSION AND RECOMMENDATIONS

The study sought to establish the effects of transactional leadership on the organizational performance of RAG Limited. A majority of respondents indicated a neutral response with most the pertinent statements posed with respect to the effect of transactional leadership in the organizational performance of RAG Limited. More specifically however, a majority of respondents were found to agree with the view that a transactional leader predicts collective personality and that collective personality would be significantly related to collective performance. A majority were neutral on the views that the transactional leadership style has a significant positive effect on performance, transactional leaders are positive by significant relate to all dimension of organizational commitment and that transactional leadership style is more appropriate in inducing performance in small scale enterprises than transformational leadership style.

The study sought to examine the effects of the transformational leadership on the organizational performance of RAG Limited. A majority of respondents were found to highly agree that Transformational leadership style should be practiced in organizations to gain satisfied and committed employees; Transformational leadership style has a positive but insignificant effect on performance; There is a positive significant relationship between the transformational leadership to all dimension of organizational commitment, Transformational predicts collective personality and that collective personality would be significantly related to collective performance and that Transformational leadership is a stronger predictor of technical quality in research projects.

The study sought to assess the effects of the laissez-fair leadership on the organizational performance of RAG Limited. A majority of respondents were found to agree with most of the pertinent statements posed with respect to laissez-fair leadership style and its effects on Organizational performance of RAG Limited. A majority of respondents agreed that laissez-fair leadership style bridges the gap between the employer and employee and creates a positive environment through which employees and employers feel like a family; that laissez-faire leadership style is not significantly correlated to organizational performance; that Laissez-faire predicts collective personality and that collective personality would be significantly related to collective performance and that in organizations where laissez-faire leadership is practiced amongst the employees there is high confusion since most managers are arrogant. However, a majority were observed to disagree with the views that laissez-faire leadership is highly existent especially in lower offices.

Inferential findings reveal a positive correlation is seen between each aspect constituent. The strongest correlation was obtained between

transformational leadership and organizational performance of RAG Limited and the weaker relationship found between laissez-fair leadership and organizational performance of RAG Limited, transactional leadership and organizational culture are also strongly and positively correlated with organizational performance of RAG Limited. All the independent variables were found to have a statistically significant association with the dependent variable at 5% level of confidence.

The study sought to determine the effects of organizational culture on the organizational performance of RAG Limited. A majority of respondents only gave a neutral response with regard to pertinent statements posed to organizational culture on organizational performance of RAG Limited. To this end, a majority of respondents were found to agree that Organization will always reflect the values and beliefs of its founder(s) since they are the ones shaping the cultural traits of the organization and as the organization evolves and its culture develops, this new culture will shape the leader and will influence his actions; Successful organizations are the result of effective leadership and organizational culture; If staff are satisfied with their job, they develop a culture of commitment and usually not tempted to look for other opportunities.

Conclusion

From the findings, it was deduced that transactional leadership significantly and positively influences the organizational performance of RAG Limited. Most notably, it can be noted that transactional leader predicts collective personality and that collective personality would be significantly related to collective performance

Further transformational leadership style has no significant influence on organizational performance since from the findings we can conclude reliably

that transformational leadership style has a positive but insignificant effect on performance

From the finding was also deduced that the laissez-fair leadership style in RAG Limited is one of the significant factors in influencing organizational performance by bridging the gap between the employer and employee and creates a positive environment through which employees and employers feel like a family

From the findings, it can be deduced that organizational culture in RAG Limited influences organizational performance, however the main area of concern however include culture development and commitment and search for organizations with better existing organization culture

It was further the study's conclusion that organizational performance is aided by effective leadership styles and organizational culture in RAG Limited. Most notably, it can be deduced that the leadership style behaviors jointly predict organizational performance

Recommendations

From the foregoing findings and conclusions therefore, following recommendations were drawn. Transactional leadership heavily influences the organizational performance of RAG Limited thus media companies that would implement transactional leadership would have improved organizational performance.

However transformational leadership style is not desirable in media companies since findings we concluded reliably that transformational leadership style has a positive but insignificant effect on performance.

Firms should also embrace Laisses-Faire Leadership style in an attempt to improve organizational

performance but organizational culture have a positive influence but insignificant influence. The study thus concludes that the factors influencing organizational performance all have a joint positive influence and thus can be considered by other firms especially media companies

Suggestions for further studies

The present study identified the factors influencing the organizational performance of RAG Limited. The same has revealed the need for further studies in

other facets not tackled in the study. The present study delimited itself to RAG Limited. It would be interesting to find out the results of other media firms with respect to the study variables. A similar study can also be conducted with different variables other the ones addressed in the present study. Furthermore, a continuous research is in fact needed to harmonize and converge with the other leadership styles through mutual understanding of corporate objectives.

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