

**IMPACT OF MANAGEMENT LEADERSHIP STYLES ON THE EMPLOYEES
PERFORMANCE IN FAST FOOD RESTAURANTS IN THIKA TOWN, KIAMBU
COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY AND
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AWARD OF DIPLOMA IN HOTEL AND RESTAURANT MANAGEMENT GREYSA
UNIVERSITY**

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DECLARATION

This research project is my original work and has not been presented for the award of a diploma, degree or for any similar purpose in any other institution.

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This research project has been submitted with my approval as a University Supervisor

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Most importantly, I thank God, for His supplication of grace and mercies towards me. Thank you to my family and relatives who have supported my dreams till this juncture. Thank you to the hotel employees who helped me with filling the questionnaire.

Thanks to my lecturers and friends for your input into my study. I am forever grateful to you all.

DEDICATION

I dedicate this research work to my family, and close allies, who have always believed in my abilities and helped me throughout the way.

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ABBREVIATIONS AND ACCRONYMS

KNBS- Kenya National Bureau of Statistics

SPSS- Statistical Package of Social Sciences

OPERATIONAL DEFINITION OF TERMS

Employee productivity- this is how employees carry out themselves in their daily performance, in interacting with the guest. The employees use their specific skills and knowledge to support the organizations program.

Democratic Leadership- This refers to the form of leadership of people, by the people and for the people.

Free style leadership- Form of leadership where there is no apparent control on the employees, as they can make decisions they want to, whenever they want to.

Authoritative leadership- Form of leadership whereby subjects are not in a position to make any decisions pertaining anything. They go by the set rules and standards without questions.

ABSTRACT

This project research had a major aim of understanding and finding out the impact of management leadership styles on the productivity of employees in fast food restaurants in Thika town, Kenya. In recent times, a couple of studies aimed at investigating leadership styles had been done in various sectors globally, and as such, this study sought to look into the hospitality sector and specifically, fast food restaurants. This sector, with so much emphasis on guest satisfaction and loyalty, has a lot of dynamisms and flexibilities and as such, the need to better understand what could alter the productivity of employees was brought about. This study therefore used descriptive survey design to study the impact if management leadership styles on employee productivity. This study applied and used total census/ survey sampling technique in that all the workers in the fast food restaurants were sampled. All the existing and operational 16 fast food restaurants were sampled consequently. After completing data entry, analysis and interpretation, the researcher found out that there indeed exists a statistically significant relationship between all the independent variable and the dependent variable. Data in this case was represented by use of charts and tables. Managers and operators of fast food restaurants in Thika Town, Kenya would not over-look any leadership style for the strong correlation of each of the leadership style with employee pperformance means that they are all important and have significance on their productivity as employees. Prospective researchers in future can venture into other hospitality outlets, with similar study variables in trying to better understand employee productivity

CHAPTER ONE: INTRODUCTION

1.0 Preview

This chapter touches on the background of the study, statement of the problem, the purpose of the study, conceptual framework, the general and specific study objectives, research questions and hypothesis, the significance of the study, scope and limitations pertaining the study.

1.1 Background of the study

Leadership entails the ability to rise up higher, a group towards achieving given goals or a vision that is set. The style of leadership has a strong influence on the rate of employee turnover in any organisation. The human resource management concept has, inevitably taken over from the traditional idea of personal administration. According to an assertion by Kenneth & Heresy (1988), any individual considered as an effective leader must be in a position to diagnose well, and subsequently take on a leadership style that can effectively and efficiently meet the demands of the situation under which they are operating at all times.

There exist some leadership styles and each leader has their own most preferred, Muhammad Saqib Khan (2015). These include participative or democratic leadership which considers employees as the most effective individuals as they are included in decision making within the organisation, authoritative leadership in that the managers and owners are the only ones responsible for decision-making always and lastly, laissez-faire style of leadership where utmost little or no direction is provided to the subordinates by the management meaning that they (subordinates) possess as much freedom as there is.

Greenleaf (1970) and Spears (1990) are among scholars who've long debated the impact of servant leadership on the productivity of employees in any given organisation and how this in turn impacts

the sales of goods and services. Employees tend to reciprocate with higher performance levels and a formidable team work if the management would turn their attention on the needs of the employees as the former will realise increased sales and profits.

Given the above deduction, leadership of the hotel could be having an impact on employee performance, seemingly, thus an impact on profitability as well. Research in the past by Obondo (2004) & Senteza (2004) et al. looked into the phenomena of performance and how this was affected by various variables like leadership and motivation, just to mention but a few and consequently it was noted that in a number of cases, the concept of corporate approach was lacking yet in the data that was collected thereafter.

As analysed by Larry Spears (1990), a good servant should be committed to growth, and this should be made the main objective as clearly, where the management style can be blamed for the lack of profits within an organisation, the assumption can trigger the need to want to know statistically the truth in this. According to Saqib Khan, 2015, the style of management's leadership significantly impacts the outcomes of employees and when time comes where organisations are not realising any growth then the style of leadership should be investigated to ensure things work for the better.

Leadership is a massive weapon that an organisation holds to meet its objective and accomplish set goals for without; it is not practical for organisations to meet its major target set. Just as Quinn Mills, 2005 suggested, without leadership in place, task implementation and achievement is not possible to meet.

1.2 Problem Statement

King & Avery (2011), made a conclusive attestation that even though a leadership performance that is hypothesized and as suggested by some researchers in the recent past, findings currently are not conclusive and consequently difficult to make interpretations making comparisons that are not possible, virtually. Leadership in organisations is proving a little of an issue as not only fast food restaurants need this for a continued success but also all the other hospitality establishments operators require good leadership from the core to make things work with the employees.

The need for the study on this subject is tremendous and a big priority to be able to understand if this subject matter does impact in any way the leadership and the behaviour of staff in the fast food restaurants in Thika town, Kenya. Mohammed et al. (2014) did make a statement that despite the long progress that has been made in grasping fully on the traits of leadership, and there is absolute need to realize that not a lot is known about how to effectively apply a style of leadership that can be done to effectively enhance the performance of employees and thus there exists gaps and questions that remain not answered.

Koech and Namusonge (2012) did identify that the literature information available on the leadership style subject and performance on companies is limited and not conclusive making it open for more studies to be conducted. Scholars have brought up the need to look into academic research on this matter as this is particularly notable with respect to what role leadership plays in the job performance of employees and as such, this study seeks to find out how exactly the fast food restaurants take this. A number of recent studies did pay a close examination on what leadership styles there are and how these affects the performance of employees.

Rasool, et al. (2015) indicated that leadership styles that are transformative and transformational affect the job performance of employees. Both Raja and Palanichamy (2015) gave a feedback that's

positive on the relationship between both transformational and transactional styles of leadership that in turn translates into a negative relationship between the free style kind of leadership and the performance of employees in different sectors of the economy.

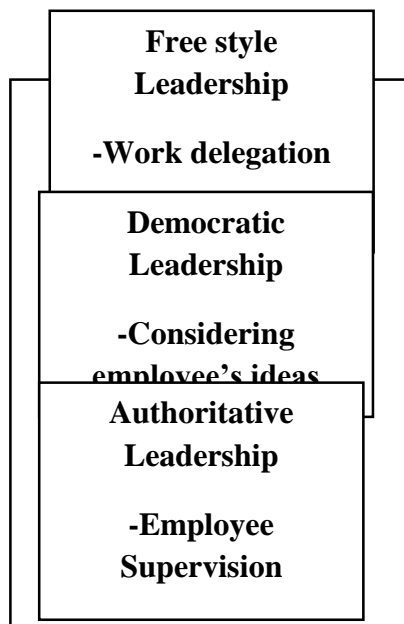
1.3 Purpose of the study

This study aims at finding out the relationship between the leadership styles of the management on the productivity of employees in fast food restaurants in Thika town, Kiambu County, Kenya. The study also looks into providing study recommendations and a suggestion for future researchers based on the findings to make it possible for the fast food restaurants under the study to make informed management decisions on leadership.

1.4 Conceptual Framework

Independent variables

Management Leadership Styles



Dependent variable

Employee Performance

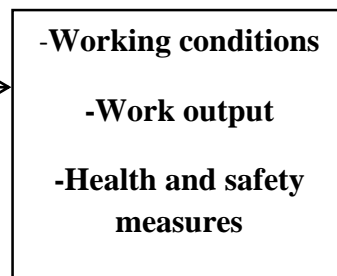


Fig. 1.1 Conceptual framework

Source: Developed basing on Cole (1997).

1.5 Objectives of the study

1.5.1 General Objective

To investigate the relationship between management leadership styles and performance of employees in fast food restaurants in Thika town, Kenya.

1.5.2 Specific Objectives

1. To establish the influence of free style leadership on employee performance in fast food restaurants in Thika town, Kenya.
2. To determine the relationship between democratic leadership and the performance of employees in fast food restaurants in Thika town, Kenya.
3. To find out the impact of authoritative leadership style on the performance of employees in fast food restaurants in Thika town, Kenya.

1.6 Research Hypothesis

The following null hypothesis will be set for the study:

Ho1. There's no statistically significant relationship between free style leadership and employee performance in fast food restaurants in Thika town, Kenya.

Ho2. There's no statistically significant relationship between democratic leadership and employee performance in fast food restaurants in Thika town, Kenya.

Ho3. There is no statistically significant relationship between authoritative leadership and employee performance in fast food restaurants in Thika town, Kenya.

1.7 Significance of the study

The findings of this study will benefit the operators, proprietors and managers in the fast food restaurants in Thika town, Kenya, as they can use these as a basis to make decisions regarding leadership. Future researchers will also find this study useful as its findings can be used to make reference in other closely related studies in future. Improved productivity can be staged by the management to enable turning of profitability around.

1.8 Scope of the study

The study was conducted in two major domains i.e.

1.8.1 Subject Scope

The study covered the effect of management leadership styles on the productivity of employees in the fast food restaurants and as such, it focused on free style leadership, democratic leadership and authoritative leadership as the dimensions of interest.

1.8.2 Geographical scope

The study was conducted in Thika town, Kiambu county Kenya due to the fact that this location has a number of fast food restaurants operational while others are not, thus a prompt to look into management leadership.

1.9 Limitations of the study

Only fast food restaurants in Thika town, Kenya were sampled and in this case, all the other fast food operators within and outside the country will be left out. To mitigate this, sampling touched across all fast food restaurants as long as they are within the scope of study. Also, the response

was assumed honest and sincere, and such, respondents were encouraged to be more honest as their response were confidential.

CHAPTER TWO: LITERATURE REVIEW

2.0 Preview

This chapter explains in details the conceptual and theoretical framework and how they inform the study. It also goes ahead to explain the gaps present in this field in relation to what other researcher did and what they got.

2.1 Management Leadership Styles and the productivity of employees

Leadership is an influence process that is partially social and in which a leader seeks to get the participation and involvement of his/her employees on voluntary basis in an effort to meet the goals set in the organisation. According to Al-sharafi & Rajiani (2013), the principles, beliefs and values that distinguish right from wrong have features that show some foundation of organisational behaviour thus making room for growth of a pedestal that's a cause of leaders in an organisation impacting the employees to achieve the goals and set objectives of the organisation. Bubble (2012) goes on to elucidate much on leadership and brings to an understanding that it is a process of having an influence on the workers via principles, beliefs and values that highly and broadly border on the behaviours that are acceptable in the behaviours within an organisation.

Kumar (2014) also brings pit an understanding of leadership and states that it is a process by which a person (not necessarily a leader), impacts other individuals to meet and accomplish (and even exceed) the goals set and consequently, directs an organisation into making it a more coherent and cohesive firm for it's with this that the style of leadership adopted aids a lot (Wammy & Swammy, 2014).

Just the same way, both Wammy and Swammy (2014) view leadership as a social influence process that entails a leader seeking the subordinates to voluntarily participate so as to help reach

the goals of an organisation and thus, a leader is that person who delegates the rest to conduct their duties and roles. According to Levine & Crom (1994), leadership entails giving a listening ear to people, offering actual support to these people and being a source of encouragement and motivation to them and therefore making these people a part of the decision-making and problem-solving. The type of leadership chosen hereby is what will matter the most and therefore, it is up to the leaders and management to take on a style that will help in the building of teams that are united and have the ability to make decisions that are skilful (Conger & Kanungo, 1994).

Leadership style is seen as a combination of a number of features, behaviours and traits that leaders use in organisations, by leaders to interact with their subordinates, according to Mitonga-Monga & Coetzee (2012) who did make a consideration of leadership as the pattern that's related to the behaviour of managers and as an effect, meant to guide the organisation towards achieving its goals. Harris et al (2007) also brings out an understanding of leadership style as it's viewed as a major tool that is some sort of a relationship between staff and organisation management and one that is used to bring about unity and enhance the productivity of employees, which, by essence, is the common goal. The style of leadership in the organisation does impact the organisation's culture therefore impacting on the general performance of the organisation (Klien et al., 2013).

According to Tan Bee Wen (2019), the leadership styles of managers have, in the recent past, been gaining so much importance in pushing forward the efficiency of employees and their productivity levels as they (employees) are key drivers of the organisation. In order to boost the performance of employees, the management should therefore demonstrate higher levels of leadership.

2.2 Free style leadership

Also referred to as the *laissez-faire* leadership (hands-off), and entails the manager or leader providing little or no supervision or direction at all as employees are seen to enjoy higher levels of

freedom when at the work place, according to Muhammad Khan, 2015. As found out by Sofi & Devanadhen (2015), this type of leadership does not have so much of a direct effect on the organization's performance as it doesn't put emphasis and encouragement on creativity and innovative nature of employees as they are left with too much freedom therefore they do not perform according to expectations of the organisation. All the power, authority and mandate is given to the subordinates in making a determination of their own objectives, decision-making and problem-solving procedures without the interference of the management whatsoever. Employees in this category show a major shortcoming of being prone to breaking rules and set standards as there exists excess freedom in the work place. Lack of better productivity is seen as the general disadvantage of this type of leadership in organisations.

2.3 Democratic leadership

As defined by Tannenbanum and Schmidt (2012), democratic leadership is clearly brought out as the type of leadership that hands the making of decisions to a decentralized system whereby all subordinates are a crucial part of the decision-making process. There is a high potential for weak execution and a decision making process that is poor but nonetheless, this type of leadership motivates employees to perform better and even exceed their employer's expectations since their opinions and ideas are taken into consideration. Rukmani, et al., (2010), states that democratic leadership is associated with a bigger issue of the subordinates and everyone else assuming that they are involved and as such have an equal share and stake in the process of making decisions with a level of expertise and professionalism that is shared.

In democratic leadership style, the manager acts like a coach, who in as much as they make the final decisions; they do involve the subordinates and collect their views and opinions thus reaching a conclusion on this basis. Muhammad Saqib Khan, 2015, emphasises that a manager that is

democratic keeps the subordinates informed on all happenings within the organisation including any challenges and thus they are involved when need for problem-solving arises. And just as Tan Bee Wen (2019) states, this type of leadership can be likened with transformational leadership as it is the most effective type of leadership since subordinates are given a chance for personal skill and talent utilisation. Democratic leadership (Elenkov, 2002) has an impact on the performance of any organisation, as a sense of responsibility among the employees is also developed as a result. Choi (2007) states that a democratic leader puts their focus on the team or group and the participation of the group thus positively affecting the followers' performance. Democratic leadership can undoubtedly be used as a tool for improving the performance of an organisation thus clearly aligning to the fact that this type of leadership, according to Elenkov, 2002, has a positive significance on the performance of an organisation.

2.4 Authoritative leadership

This form of leadership involves leaders who are classic and bossy and want those below them to execute duties as per their instructions. In essence, it is typical to state that these form of leadership entails autocratic leaders having all the decision-making rights fully, as according to Obiwuru, et al., 2011. In a study by Iqbal et al., 2015, on determining the impact of leadership styles on the performance of organisation by employees, authoritarian leadership (authoritative) style have leaders whose creativity is below par and only make room for a conversation that is one-sided as these leaders consider themselves as the 'know-it-all' type. This type of leadership subsequently results into internal conflicts in the organisation that has an end product of negatively-low performance. However, a Bhargavi & Yaseen (2016) study makes a suggestion that authoritative leadership style holds an impact that is positive on the performance of the organisation and that this style is more appropriate whenever projects are to be duly completed in given timelines. An

autocratic leader is defined as an individual who determines and decides activities, actions and duties to the subordinates with a full expectation that they will adhere to what they are asked to do as such kind of leaders lack enough faith on the employees, according to a study by Igbaekemen & Odivwri (2015).

2.5 Theoretical Framework

The following theories are relevant to this study:

1. Contingency Theory

This theory puts emphasis on the different measures in a specific setting that determine which leadership style is best suited for the condition in question. The theory was developed on the principle that no one leadership style is applicable to all situations. And therefore, this is to mean that each and every given situation requires its best suited leadership style.

As clearly brought put by the researchers Hodgson and White, the best form of leadership is one that finds the perfect balance between behaviors, in a fair view, needs, and context in an organisation. Good leaders not only possess the right qualities but they're also able to evaluate the needs of their followers and the situation at hand without prejudice or discrimination. In summary, the contingency theory suggests that great leadership is a combination of many crucial variables and at no single point should any of the measures or variables be overlooked.

2. Servant Leadership Theory

According to Greenleaf (1970), this theory states that the most effective leader is a servant of their own people or those they are leading. This requires for a leader to first of all be a servant and it's from this angle that good leadership be attained. A good servant leadership should be one who can positively impact the employees and give these employees a liberty of making some decisions even in the absence of the leader.

2.6 Identified gaps in the reviewed literature

From the above information on literature review, assumptions have been made on how the styles of leadership may and may not be of a positive and negative impact of productivity in organisations. The literature has not considered any form of pressure that might be affecting the management as a whole and how these leaders reach to a decision of settling on to a given leadership style. No clear information has been provided on how employees need to manoeuvre in order to meet the expectations set by the management, and on how to increase their own productivity.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Preview

This part will look into the design of the research, the population of interest, techniques for sampling, sample size, means of measuring the variables in question, research instrument and how to prove their validity, pre-testing ,data collection and techniques of analysis and also the ethical and logistical considerations.

3.1 Research design

According to Polit et al., 2001, research design is a plan for conducting a study to make it possible for the researcher to put out an instrument for questions to be answered about the study. This study therefore used descriptive survey design to study the impact if management leadership styles on employee productivity.

3.2 Study area

The study was conducted in Thika town, Kenya. Just like any other fast growing and developing town in the country, Thika has an increased number of fast food restaurants within the years and thus making this a good location of study.

3.3 Target population

This study targeted a population of employees in these fast food restaurants including both the junior and senior staff as it's been defined by Mugenda & Mugenda (2003), target population is the population from which a researcher intends to get results.

3.4 Sampling techniques and sample size

Orodho (2002) explains that a sample refers to part of a large population that will represent the large population. This study applied and used total census/ survey sampling technique in that all the workers in the fast food restaurants were sampled. All the existing and operational 16 fast food restaurants were sampled.

3.5 Measurement of variables

The independent and dependent variables were measured by use of a Likert scale that stretches from 1 to 5 indicating (I.e. 1=strongly disagree to 5= strongly agree) which will be brought about by use of questions on the variables.

3.6 Research instrument

Primary data were collected by use of a questionnaire that was designed to fully fit into the needs of the conceptual Framework and its variables. Kottler and Armstrong (2004) states that a questionnaire is a tool that's used when collecting data by use of questions designed to fit into the variables.

3.7 Pre-testing

A sample of the questionnaire was pretested by distributing to some respondent. This was done in a fast food in Nairobi. Sample of the questionnaire was distributed to some respondents so as to better understand and rate whether the questions in the tool are clear and understandable so as to enhance accuracy of the data.

3.8 Validity and Reliability

Validity entails the accuracy and meaningfulness of the factors that are based on study results. Reliability on the other hand has a lot to do with the measure of degree to which an instrument of research yields results that are constant after repeated attempts (Mugenda & Mugenda 2003). Valid constructs from studies done previously were used and for reliability purposes, the researcher will test by use of Cronbach's alpha test.

3.9 Data analysis

On completion of data collection, processing of data was done then analysis was carried out. Checking, editing, coding and computations was done as a result. Analysis of data was done, presentation by use of bar graphs and tables and interpretation to enable conclusions to be made.

Both descriptive and inferential statistics will be used. The latter enabled testing of the hypothesis by correlation.

3.10 Logistical and ethical considerations

Logistics deals with the whole process of the researcher looking into details of seeking consent from the fast food restaurants before conducting the research and also obtaining a letter from the university to facilitate this. The researcher ensured validity and conformity of the research tool to the study objectives. On the matter of ethical consideration, utmost confidentiality was adhered to by the researcher as no information was leaked as to who exactly answered a given questionnaire. The questionnaires were administered in a respectable and a manner that shows due diligence.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND RESULTS

4.1 Introduction

This chapter presents the findings of the study, data analysis and the interpretation of the data that was collected from the respondents. The data as presented herein by use of tables and figures was collected by use of self-administered questionnaire as the research data collection tool.

4.2 Response rate

Fifty-six (56) study questionnaires were distributed by the researcher to a number of staff, both junior and senior in operational fast food restaurants, Thika town, out of which, forty-eight (48) were well-returned having been duly filled hence yielding a response rate of 86%. The remaining eight questionnaires were considered not useful and thus disposed off.

4.3 Data analysis and interpretation

4.3.1 Analysis of employees by gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	23	47.9	47.9	47.9
Valid Female	25	52.1	52.1	100.0
Total	48	100.0	100.0	

Table 4.1 Gender analysis

As clearly indicated in the above table, females dominated in the study having a rate of 52.1% which is slightly higher than that of the male participation in this study which stood at 47.9% as it represents 23 of the total 48 participants (respondents).

The chart below is a representation of the above explanation.

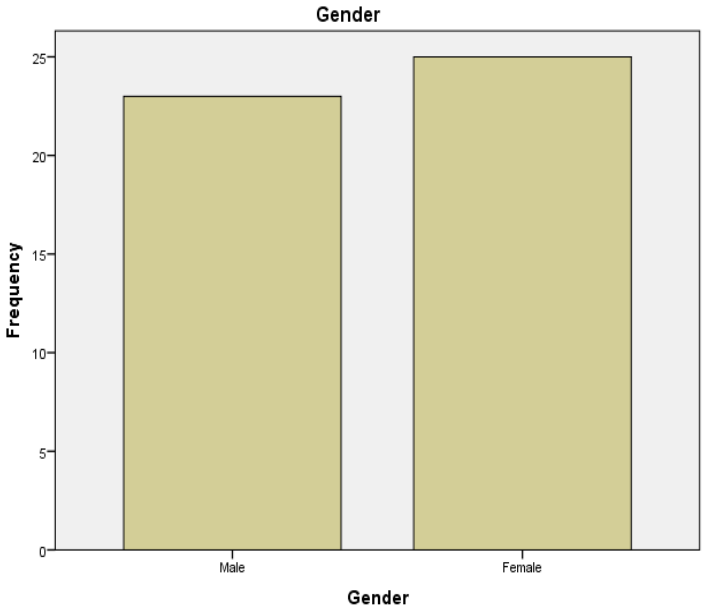


Fig. 4.3. A bar graph for the representation of gender

4.3.2 Analysis of employees by duration worked

As indicated below, majority of the respondents (24) amounting to 50% which is half of the respondents have worked for a period of at least one year in their respective fast food restaurants, this is an important detail as it will add more concrete support on the findings herein. The other 12-half a piece amounting to 25% each have worked for less than a year and more than 1-year in their respective fast food restaurants.

Duration worked in the fast food restaurant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than a year	12	25.0	25.0	25.0
Valid 1 Year	24	50.0	50.0	75.0
Valid More than 1 year	12	25.0	25.0	100.0
Valid Total	48	100.0	100.0	

Table 4.2 Analysis by duration worked

4.3.3 Education Level analysis

Of the 48 total questionnaires fully filled and entered, on analysis, 33.3% of the respondents are holders of diploma (16 of 48) whereas 15, 31.3% are degree holders working in these fast food restaurants in Thika town, Kenya. Only 13, amounting to 27.1% of the 48 respondents are certificate holders and the least number standing at 4, having master's degree (8.3% rate).

Education Level					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Certificate	13	27.1	27.1	27.1
	Diploma	16	33.3	33.3	60.4
	Degree	15	31.3	31.3	91.7
	Master's degree	4	8.3	8.3	100.0
	Total	48	100.0	100.0	

Table 4.3 Education level analysis

4.4 Descriptive statistics

4.4.1 Descriptive statistics on Free Style Leadership

Table 4.3.1 below is a clear indication of how the respondents reacted to the measures of free style leadership. All of the means stand at 3.40, 3.46 and 3.21 meaning therefore that the respondents neither agreed nor disagreed with these measures, they have neutral opinions on the measures.

Free Style Leadership Descriptive Statistics

Measures	E	Mean	Std. Deviation
There is leadership freedom in my department.	48	3.40	1.047
I communicate properly with my employer.	48	3.46	.849
Whenever I have a different view from that of my employee am not mistreated	48	3.21	1.148
Valid N (list wise)	48		

Table 4.4.1 Descriptive Statistics on Free style leadership

4.4.2 Descriptive statistics on Democratic leadership

Most of the respondents agreed with the second measure of democratic leadership (my supervisor encourages delegation) as this had a mean of 3.56 and a positive standard deviation of .873. Most of the respondents however, neither agreed nor disagreed with the other measures of democratic leadership as shown below in table 4.3.2.

Democratic Leadership Descriptive Statistics

Measures	N	Mean	Std. Deviation
I am friendly and approachable to my fellow employees.	48	3.35	.863
My supervisor encourages delegation.	48	3.56	.873
I dialogue with my supervisor on a daily basis	48	3.21	.967
The management takes the employees' ideas into consideration	48	3.46	.898
I am involved in performance appraisals to my department	48	3.33	.907
Valid N (list wise)	48		

Table 4.4.2 Democratic Leadership descriptive statistics

4.4.3 Descriptive statistics on Authoritative leadership

The respondents neither agreed nor disagreed on the 1st and 4th measures of authoritative leadership that states: my performance is not limited by leadership and performance requirements are designed according to the council's needs, as these two had means of 3.42 and 3.17 respectively. However, most of the respondents disagreed with both the second and third measures of authoritative leadership as these two had means of less than 3.0.

Measures	N	Mean	Std. Deviation
My performance is not limited by leadership.	48	3.42	.942
Leadership rules are designed by superiors.	48	2.92	.919
My performance is assessed by my supervisor alone.	48	2.94	.954
Performance requirements are designed according to the council's needs.	48	3.17	.953
Valid N (list wise)	48		

Table 4.4.3 Authoritative Leadership descriptive statistics

4.4.4 Descriptive statistics on employee productivity

Employee productivity Descriptive Statistics

Measures	N	Mean	Std. Deviation
The working conditions are favorable.	48	3.56	.848
Employees' financial rewards and salaries are encouraging.	48	3.04	.824
Employees' work performance is recognized.	48	2.90	.805
There is also provision of opportunities for all employees.	48	3.52	.850
Employees' get training from the management	48	3.50	.875
My supervisor is a team player	48	3.42	.871
Valid N (list wise)	48		

Table 4.3.4 Descriptive Statistics on employees' productivity

As indicated in the above table 4.3.4, presence of favourable working conditions was agreed upon by a number of respondents as it had a mean that was above 3.50, as well as provision of opportunities for all employees and employees getting training from the management. The respondents however, neither agreed nor disagreed on the 2nd and 6th measures of employee productivity whereas the same respondents disagreed with the measure that states employee's work performance is recognised as if had a mean of 2.90.

4.5 Correlation analysis

		Employees' productivity	Decision Rule
Free style leadership	Pearson correlation (<i>r</i>)	.628*	Reject Ho
	Sig.	0.02	
	N	48	
Democratic leadership	Pearson correlation (<i>r</i>)	.576*	Reject Ho
	Sig.	0.01	
	N	48	
Authoritative leadership	Pearson correlation (<i>r</i>)	.721*	Reject Ho
	Sig.	0.05	
	N	48	

***Correlation is significant at the 0.05 level (2-tailed).**

Table 4.5 Correlation analysis of the study variables

As it appears in table 4.5 above, significant results were indicated in all the study hypotheses and the null hypotheses of all the respective study hypothesis were all rejected (none was maintained). This was as a result of the existence of *p*-values that are within the 0.05 *p*-value significance level. There also existed strong positive relationship amongst the study variables in the independent section to the dependent variable. The above deductions can be attributed to the actual fact that indeed, there exists a statistically significant relationship between the leadership study variables and employee productivity.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter explains the study major findings and the results thereafter. Conclusions from the major findings have also been provided on this same basis, as well as the recommendations, managerial implications and suggestions for further research.

5.2 Summary of major findings

The researcher after carrying out a successful data analysis was able to establish that there exists a statistically significant relationship between free style leadership and employee productivity as there also existed a positive correlation that is strong. Employees consider this type of leadership as being very crucial in determining their productivity. Also, there exists a strong and positive correlation between democratic leadership and employee productivity in fast food restaurants in Thika town, just as there is a statistically significant relationship between these two variables. Workers/ employees consider democratic leadership as being crucial in determining their productivity. Finally, authoritative leadership has a statistically significant relationship with employee productivity and at such, this should not be taken for granted, also because of the existence of a strong positive correlation amongst the variables.

5.3 Conclusions

In line with the above major findings, the researcher made the following conclusions:

- Free style leadership is a major determinant of how exactly employees in fast food restaurants in Thika town, Kenya work, whether productively or not. Employees want their view, comments and complaints not only to be heard, but to be considered as well. They want to go by what they deem rightful and correct, without being pressured into doing the opposite.

- Democratic leadership, is considered by most employees as a better avenue of the leaders/ management and employees to work hand in hand thus impacting the productivity of employees. They (employees) want to be a part of decision making. Through this, the employee productivity will be enhanced.
- Authoritative leadership, just like the aforementioned types of leadership does have a stronger correlation and a significant relationship with employee productivity thus, it is highly important for the management to enact some authoritative rules that will in turn ensure employee productivity consequently. Views of employees are not of importance here.

5.4 Study implications

A number of study implications can be derived from the findings and conclusions of this study analysis. First and foremost, managers and leaders of fast food restaurant in Thika town, Kenya need to allow for free style leadership to some extent; for the employees to feel free and work maturely without being followed about as some need this for better productivity. Secondly, the leadership where both management and employees are able to agree upon one thing on deliberations (I.e. democratic leadership), without imposing things to employees should be enacted and encouraged at all times as this is of great importance in enhancing employee productivity. Last but not least, where necessary, management should develop strict rules for the success of their business, in an authoritative manner. They should have on board, employees who understand what their roles are and can account for anything should need arise.

5.5 Recommendations for further research

First things first, this very study can be conducted in a different geographical location, within or outside Kenya, in a move to better understand how leadership can affect the productivity of

employees in fast food restaurants in other locations outside Thika town, Kenya. Similar study variables as used in this research can also be used to study other hospitality industry facilities within Thika, or outside and globally. Other variables than can impact employee productivity should also be looked into by future researchers in this or any other related field.

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APPENDIX 1: Introductory Letter

Dear Respondent,

Presenting this questionnaire form is **Alusa Catherine Alumarcy (HPM-3-2503-18)**, an undergraduate student at Gretsia University taking a diploma in hotel and Restaurant Management.

As a requirement for the completion of my course, I am needed to make a research on a study topic on my area of my specialization. I'm therefore requesting for your assistance in answering the following set questions relevant to my area of study.

Thank you for being part of this.

Yours Faithfully,

Appendix 2: Questionnaire

NOTE: Do not write your name anywhere on this paper.

Part A. (I); Tick inside the box according to your view where appropriate

i. Gender

Male () Female ()

ii. How long have you worked in this hotel?

Less than a year () 1 Year () More than 1 year ()

iii. Level of education

1. Certificate () 2. Diploma () 3. Degree () 4. Master's degree ()

PART A II: Tick inside the box according to your view where appropriate

The following numbers in the table provided signals that:

5. Strongly Agree 4. Agree 3. Neither Agree /Disagree 2. Disagree 1. Strongly Disagree

NO.	FREE STYLE LEADERSHIP	5	4	3	2	1
1.	There is leadership freedom in my department.					
2.	I communicate properly with my employer.					
3.	Whenever I have a different view from that of my employee am not mistreated					

PART A III: Tick inside the box according to your view where appropriate

The following numbers in the table provided signals that:

5. Strongly Agree 4. Agree 3. Neither Agree /Disagree 2. Disagree 1. Strongly Disagree

NO.	DEMOCRATIC LEADERSHIP	5	4	3	2	1
1.	I am friendly and approachable to my fellow employees.					
2.	My supervisor encourages delegation.					
3.	I dialogue with my supervisor on a daily basis					
4.	The management takes the employees' ideas into consideration.					
5.	I am involved in performance appraisals to my department					

PART A IV: Tick inside the box according to your view where appropriate

The following numbers in the table provided signals that:

5. Strongly Agree 4. Agree 3. Neither Agree /Disagree 2. Disagree 1. Strongly Disagree

NO.	AUTHORITATIVE LEADERSHIP	5	4	3	2	1
1.	My performance is not limited by leadership.					
2.	Leadership rules are designed by superiors.					
3.	My performance is assessed by my supervisor alone.					
4.	Performance requirements are designed according to the council's needs.					

PART B: Tick in the box according to your view where appropriate.

The following numbers in the table provided signals that:

5. Strongly Agree 4. Agree 3. Neither Agree/Disagree 2. Disagree 1. Strongly Disagree

NO.	EMPLOYEES' PRODUCTIVITY	5	4	3	2	1
1.	The working conditions are favorable.					
2.	Employees' financial rewards and salaries are encouraging.					
3.	Employees' work performance is recognized.					
4.	There is also provision of opportunities for all employees.					
5.	Employees' get training from the management.					
6.	My supervisor is a team player					

Thanks for your generous participation.

Appendix 3: Budget

Item	Description	Units	Quantity	Unit price	Total
Stationary					
	Ball pens	No	5	20	100
	Foolscaps	Ream	1	500	500
	Calculator	No	1	800	800
	Pencils	No	10	10	10
	Note book	No	1	1	100
	Erasers	No	5	10	50
	Subtotal				1750
Services					
	Printing questionnaire	Pages	3	10	30
	Photocopying	pages	300	2	600
	Printing and photocopying research proposal	Pages	30	100	3000
	Binding proposal and research report	Booklet	1	100	100
	Subtotal				3730
Other expenses	Training of research assistants	No	2	2000	4000

	Lunch and transport	Days	30	1000	3000
	Subtotal				7000
	Total				Kshs. 9,300

Appendix 4: Work plan

Activity	Feb	March	April	May
Obtaining a topic, variables and go-ahead from supervisor	■			
Completion of chapter 1-3, corrections with my supervisor		■		
Submitting the corrected document to my supervisor, go-ahead to collect data, data analysis and findings. Then conclusion of research			■	
Project presentation				■
Compiling final report and hand over				■