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A RESEARCH PROJECT PAPER SUBMITTED FOR THE PARTIAL FULFILLMENT FOR THE AWARD OF MASTERS OF PUBLIC ADMINISTRATION IN THE DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION OF UNIVERSITY OF NAIROBI

OCTOBER, 2017
DECLARATION

This project paper is my original work and has not been presented for a degree or other award in any university.

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This project report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this project paper to my family for standing with me during the entire period of my study. To my wife and children, thank you. I also dedicate it to my employer, the Ministry of East African Community, Labour, and Social Protection for granting me the opportunity to progress career wise and study this master program. Not forgetting their financial support that has enabled me to attain my master education. All in all, thanks be to God who is my strength for providing me with protection, guidance, and wisdom to reach this far.
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# TABLE OF CONTENTS

DECLARATION .......................................................................................................................... ii  
DEDICATION ........................................................................................................................... iii  
ACKNOWLEDGEMENT .............................................................................................................. iv  
TABLE OF CONTENTS .......................................................................................................... v  
LIST OF TABLES ...................................................................................................................... ix  
LIST OF FIGURES .................................................................................................................... x  
ABSTRACT ............................................................................................................................... xi  
1.0 CHAPTER ONE: INTRODUCTION ......................................................................................... 1  
1.1 Background of the study .................................................................................................... 1  
1.2 Statement of the problem .................................................................................................. 5  
1.3 Objectives of the Study ..................................................................................................... 6  
1.4 Justification of the Study ................................................................................................ 6  
1.5 Scope and Limitations of the Study ................................................................................... 7  
1.6 Definition of terms .......................................................................................................... 8  
2.0 CHAPTER TWO: LITERATURE REVIEW ............................................................................ 9  
2.1 Introduction ....................................................................................................................... 9  
2.2 Leadership styles and their influence on service delivery ............................................... 9  
2.3 Types of leadership style .................................................................................................. 11  
2.5 Conceptual framework .................................................................................................... 16  
2.6 Hypotheses ...................................................................................................................... 17  
3.0 CHAPTER THREE: METHODOLOGY .............................................................................. 18  
3.1 Introduction ....................................................................................................................... 18  
3.2 Research design .............................................................................................................. 18  

---

**Table of Contents**

DECLARATION .......................................................................................................................... ii  
DEDICATION ........................................................................................................................... iii  
ACKNOWLEDGEMENT .............................................................................................................. iv  
TABLE OF CONTENTS .......................................................................................................... v  
LIST OF TABLES ...................................................................................................................... ix  
LIST OF FIGURES .................................................................................................................... x  
ABSTRACT ............................................................................................................................... xi  
1.0 CHAPTER ONE: INTRODUCTION ......................................................................................... 1  
1.1 Background of the study .................................................................................................... 1  
1.2 Statement of the problem .................................................................................................. 5  
1.3 Objectives of the Study ..................................................................................................... 6  
1.4 Justification of the Study ................................................................................................ 6  
1.5 Scope and Limitations of the Study ................................................................................... 7  
1.6 Definition of terms .......................................................................................................... 8  
2.0 CHAPTER TWO: LITERATURE REVIEW ............................................................................ 9  
2.1 Introduction ....................................................................................................................... 9  
2.2 Leadership styles and their influence on service delivery ............................................... 9  
2.3 Types of leadership style .................................................................................................. 11  
2.5 Conceptual framework .................................................................................................... 16  
2.6 Hypotheses ...................................................................................................................... 17  
3.0 CHAPTER THREE: METHODOLOGY .............................................................................. 18  
3.1 Introduction ....................................................................................................................... 18  
3.2 Research design .............................................................................................................. 18
3.3 Study area and population

3.4 Sampling procedures

Table 3.1: Population and sample size of the study

3.5 Data collection techniques

3.6 Data analysis

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

4.2 Demographic information

Table 4.1: Number of Years worked in the Department

Table 4.2: Respondents Current Occupation

4.3 How leadership contributes to service delivery

Table 4.3: Cross tabulation on the effectiveness of leadership styles in enhancing service deliver against years employees have worked in the department

Figure 4.1: Summary of the effectiveness of leadership in enhancing service delivery

4.4 Qualities of leadership among departmental heads

Table 4.4: Cross tabulation on the leadership styles of departmental heads against the employees level of occupation

Figure 4.2: Summary of the leadership styles among departmental heads

4.5 Measures put in place to ensure employees match the leadership styles

4.6 Satisfaction of internal and external needs

4.7 Conclusion

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

5.2 Summary of the study

5.3 Conclusions

5.4 Recommendations

5.5 Suggestions for further studies

References
Appendixes ......................................................................................................................... 46
Appendix 1: Letter of Introduction ............................................................................. 46
Appendix 2: Interview tool for heads and deputy heads of departments ................. 47
Appendix 3: Questionnaire for departmental employees ........................................... 48

CATION .......................................................................................................................... iii
ACKNOWLEDGEMENT ................................................................................................. iv
TABLE OF CONTENTS ................................................................................................. v
LIST OF TABLES ........................................................................................................... ix
LIST OF FIGURES ......................................................................................................... x
ABSTRACT .................................................................................................................... xi

1.0 CHAPTER ONE: INTRODUCTION ........................................................................ 1
  1.1 Background of the study ...................................................................................... 1
  1.2 Statement of the problem ................................................................................... 5
  1.3 Objectives of the Study ...................................................................................... 6
  1.4 Justification of the Study ................................................................................... 6
  1.5 Scope and Limitations of the Study ................................................................... 7
  1.6 Definition of terms ............................................................................................. 8

2.0 CHAPTER TWO: LITERATURE REVIEW ............................................................... 9
  2.1 Introduction ......................................................................................................... 9
  2.2 Leadership and their influence on service delivery ........................................... 9
  2.3 Types of leadership style ................................................................................... 11
  2.4 Theoretical framework ..................................................................................... 14
  2.5 Conceptual framework ..................................................................................... 16
  2.6 Hypotheses ....................................................................................................... 17

3.0 CHAPTER THREE: METHODOLOGY ................................................................ 18
  3.1 Introduction ....................................................................................................... 18
3.2 Research design ........................................................................................................................................... 18
3.3 Study area and population ......................................................................................................................... 18
3.4 Sampling procedures ................................................................................................................................. 18
3.5 Data collection techniques ....................................................................................................................... 20
3.6 Data analysis ............................................................................................................................................... 20

4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION ............................................................... 21
4.1 Introduction ................................................................................................................................................ 21
4.2 Demographic information .......................................................................................................................... 21
4.3 How leadership contributes to service delivery ...................................................................................... 23
4.4 Qualities of leadership among departmental heads ............................................................................... 27
4.5 Measures put in place to ensure employees match the leadership styles ............................................. 32
4.6 Satisfaction of internal and external needs ............................................................................................. 33
4.7 Conclusion ................................................................................................................................................ 35

5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS ........................................ 36
5.1 Introduction ................................................................................................................................................ 36
5.2 Summary of the study .............................................................................................................................. 36
5.3 Conclusions ............................................................................................................................................... 38
5.4 Recommendations .................................................................................................................................. 41
5.5 Suggestions for further studies ............................................................................................................... 42

References ....................................................................................................................................................... 43
Appendixes ....................................................................................................................................................... 46
Appendix 1: Letter of Introduction .............................................................................................................. 46
Appendix 2: Interview tool for heads and deputy heads of departments .................................................. 47
Appendix 3: Questionnaire for departmental employees ............................................................................ 48
LIST OF TABLES

Table 3.1: Population and sample size of the study ................................................................. 19
Table 4.1: Number of Years worked in the Department .......................................................... 22
Table 4.2: Respondents Current Occupation ......................................................................... 22
Table 4.3: Cross tabulation on the effectiveness of leadership styles in enhancing service deliver
against years employees have worked in the department ......................................................... 25
Table 4.4: Cross tabulation on the leadership styles of departmental heads against the employees
level of occupation..................................................................................................................... 29
LIST OF FIGURES

Figure 4.1: Summary of the effectiveness of leadership in enhancing service delivery ..........24
Figure 4.2: Summary of the leadership styles among departmental heads............................29
ABSTRACT

This study sought to assess the extent leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection. Over the years, studies have demonstrated positive relationship between leadership style and quality service delivery in organizations. While leadership styles vary from one organization to another, most of the literature has described styles such as visionary, democratic, affiliate, commanding and coaching as being in existence in most organizations. The Ministry of East African Community Labour, and Social Protection, continues to be ranked low in terms of service delivery. This is despite the Constitutional reforms that articulate service improvements of the government and change of leadership standards within the public service. The study therefore sought to answer the question “to what extent do leadership styles influence service delivery in the Ministry?” A mixed research design was used. The study was carried out in the Ministry’s headquarters based in Nairobi County. Purposive sampling technique was used to select respondents for this study. Respondents drawn from the Cabinet Secretary, Principal Secretary, and departmental heads were identified for this study. The researcher triangulated the findings by obtaining responses from members of staffs who are the immediate implementers of leadership within the Ministry. A total of 10 directors, 18-line managers, and 18 junior staffs were sampled. Data was obtained using a structured questionnaire. Collected data was analyzed both qualitatively and quantitatively and presented in form of tables and graphs. The findings of the study revealed that leadership styles have a positive impact on improving service delivery in the Ministry. 44% of the respondents rated the leadership styles as very effective in enhancing service delivery; however, 67% rated them not effective. Those in leadership positions however described themselves as being democratic by involving employees in decision making. Employees on the other hand felt that leaders possess commanding qualities. It was however recommended that leaders to shun away from leadership styles that have connection with poor service delivery, such as the commanding leadership style.
1.0 CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Over the years, there has been increasing scholarly interest in the relationship between leadership style and quality service delivery. Lipley (2004) observed that leadership styles adopted by various organizations influence the effectiveness of the service delivery, leading to greater levels of quality service being provided to organizational customers. As defined by Gallos (2008), leadership is “a social process rooted in the values, skills, knowledge, and way of thinking of both followers and leaders.” Those in leadership positions are said to offer guidance and directions to followers in a manner that they all achieve the intended purpose.

Leadership styles are varied and situational. According to Carman (2006), the major types of leadership styles adopted within organizations include transactional, transformational, laissez-faire, autocratic as well as democratic leadership styles (Naidu, 1996). Carman (2006) further argues that the range of leadership styles applied in organizations may influence employees’ service attitudes and behaviors as well as the interrelationships between these constructs. It is therefore paramount for managers to understand how customers quality service can be enhanced through the display of appropriate behaviors on service by employees. Stum (1999) pointed out that employee commitment reflects the quality of an organization’s leadership. In addition, a study by Koopman (1991) revealed how leadership styles influenced employees and found those employees who favored their manager’s style also favored the organization more.

As described by Kirimi & Minja (2010), leaders with transactional leadership style are responsive to present issues, they rely on standard forms of rewards, punishment, and sanctions to control followers, and they motivate workers by setting goals, just to mention a few. Meanwhile, transformative leadership style is based on proactive, individualization, leaning, and driven by good visioning and working beyond self-interest goals (Kirimi & Minja, 2010). On the other hand, autocratic leadership style is characterized by centralized decision making whereby leaders make decisions on their own, while democratic leadership style involves group discussion in making informed decisions and setting targets (Naidu, 1996). Finally, Naidu (1996)
describes laissez-faire leadership style as one which involves group freedom in making decisions as they set their own goals; power is given to the subordinates.

Disadvantages of these leadership styles vary according to the situation in which they are applied and in most cases, they affect the command system, the work center, or individual performance (Integrated Publisher, 2015). The report further describe good leadership is achieved through a combination of several leadership styles. A leader may be required to tailor personal leadership style to fit each situation. However, these leadership styles are highly affected by motives, values, past experiences, past and present supervisors, jobs or tasks, as well as the organizational culture and norms (Integrated Publisher, 2015).

The traditional perception of the consumers on services has changed drastically due to substitute of the services offered in the market rather than considering the cost of the service where quality of the service is the key consideration of the consumers (Alexander, 2005). In this realization, Hrebiniak (2009) pointed out that there is an increasing focus on the efficacy of different leadership styles in producing high performance outcomes. Leadership is considered as a major factor which contributes immensely to the general wellbeing of organizations services delivery and employee’s commitment (Jaworski, 2001). In particular, leaders are judged with the kind of leadership they offer in the organization and its end result on services delivered and consumers level of satisfaction (Bass, 2007).

Quality service delivery is considered differentiation, customer value and satisfaction (Ozment & Morash, 2004). The process of service delivery according to Farrell, Souchon, & Durden (2001) comprise of diverse “managerial and employee specific factors whose inter-relationships and effects upon service quality have been well documented.” In developed countries such as USA and different European countries, services account for over 50% of gross domestic product and over 25% of world trade (Winsted, 2000); an indication that service delivery is meeting its intended purpose.

On the other hand, effective leadership is one that has the ability to enhance creativity, intuition and planning aimed towards organizational destiny. As pointed out by Niehoff, Enz, & Grover (1990), there exists a positive correlation between organization performance, quality of
service offered, and leadership style adopted in the organization. According to Hitt and Ireland (2009) without effective strategic leadership, the likelihood that an organization would attain superior or even good performance when confronting the challenges of the global economy will be mitigated.

In most African countries, state corporations and government institutions are meant to meet both commercial and social goals. It is the responsibility of the government and government institutions to facilitate efficient service delivery that is required by the society as a means of improving and maintaining welfare (Makanyeza, Kwandayi, & Ikobe, 2013). Furthermore, government institutions operate within specified structures which support the delivery of services as required. Observably, Makanyeza, Kwandayi, & Ikobe (2013) noted that the developing countries such as Kenya are faced with issues in service delivery that require attention, bearing in mind the low quality of service provision and the pressing needs of the poor.

Though there has been an improvement in service delivery in government ministries, there is need to enhance efficiency and effectiveness of the services to the targeted consumers. The Kenyan government has emphasized on service reforms particularly on government ministries and state-owned corporations. This has been necessitated by the adoption of the new Constitution of Kenya in 2010. As stipulated in Article 10 (national values and principles), Article 232 public service values and principles), and chapter 6 (leadership and integrity) of the Constitution of Kenya, it is expected that public institutions together with their employees align with the provisions.

Focusing on the public and private sectors in Kenya, democratic and visionary leadership styles have been celebrated respectively. In the public sector, Government Ministries and Parastatals are necessitated to align their leadership style to democratic values as envisioned in the Constitution of Kenya (2010). Among the celebrated icon leaders, Dr. Bitange Ndemo, a former Minister for Information, Communication and Technology, attracted both regional and international attention through his leadership in revolutionizing of the ICT sector in Kenya, especially among the Small and Medium Enterprises (Dixon, 2012). His leadership style is well articulated to democratic values and principles. Particularly, Dr. Ndemo is celebrated for
engaging all the relevant stakeholders in the adoption and installation of startup incubators and IT labs through a joint fiber-optic cable connectivity which provides high-speed internet across the country (Dixon, 2012). It can be recalled that Kenya and African countries under the joint agreement for a fiber-optic had been encountered with delays; but not under Dr. Ndemo’s leadership who, after experiencing the challenges, a decision was reached among stakeholders to fast-track the connection from other willing sellers to ease the unemployment rate within the country and among the youths.

On the other hand, Equity Bank under the leadership of Dr. James Mwangi is an exemplary example of a visionary leadership style in an organization. According to Ndekere (2008), Equity Bank revolution was driven by three main visions, that is; access, convenience and flexibility that saw the bank record fast growth to its share capital. Through the business model, Dr. Mwangi has been recognized as a visionary leader and being awarded an Honorary Doctorate in Business Administration in 2007 (Ndekere, 2008) and also became the 2012 Ernst & Young World Entrepreneur of the Year (Monaco, 2012). The concern therefore is that if these two leadership examples can be reflected in other Government Ministries and institutions, wouldn’t service delivery meet the expectations of the customers both internally and externally?

The Ministry of East African Community, Labour, and Social Protection is mandated to “promote decent work and enhance empowerment of vulnerable groups.” Its projects and programs aim to build highly productive workforce capable enabling the country to the attain rapid industrialization while empowering communities and individuals to fully participate in all aspects of the country’s growth (www.labour.go.ke). The Ministry thus plays a major role in Kenya’s long-term aspiration of transforming into a globally competitive and prosperous nation with a high quality of life” as stated Vision 2030. This role is even more critical as the country implements the Vision’s Second Medium Term Plan (MTP) 2013-2017 which place emphasis on the full implementation of devolution in the context of a rapidly growing economy, promoting equity, inclusiveness, and employment to meet the needs of vulnerable groups including the youth.
1.2 Statement of the problem

Just like other government ministries, the Ministry of East African Community, Labour, Social Protection continues to focus on improving service delivery to all citizens. Importantly, the leadership style within the ministry plays a key role in achieving its set objectives; thus, enhancing easy access of services. The current leadership within the Ministry borrows a lot from the Constitution of Kenya 2010. As stipulated in Article 73 of the Constitution of Kenya (2010), every leader must uphold the honor and dignity of the office he represents and serve people rather than ruling over them. The Article further describes leadership principles to include competence in selection, impartiality in decision making, selfless in service delivery, accountability, and commitment to serve.

Although the Constitution of Kenya, 2010 brought about reforms in the public service, the leadership style within the Ministry is of concern. Noticeably, under the old constitution, members of parliament were appointed to lead various ministries, however, the new constitution settled for the politics-administration dichotomy whereby the Cabinet Secretaries are appointed from the professional field rather than the political field. Therefore, the leader is expected to steer other members of staffs towards attaining set institutional goals, amid, attaining high service delivery to all.

In line with leadership styles, the Constitution stipulates the National and Public Service Values and Principles in Articles 10 and 232 which promote democratic leadership style in service delivery. Though the Constitution emphasis on transparency, accountability, inclusiveness, fairness, and public participation in service delivery, which should be reflected by all leaders in public organizations, on the other hand, appointed leaders come in with diverse leadership theories. Over the years of practice and learning, most leaders appreciate other leadership styles which may not necessarily relate to the provisions of the Constitution but can either enhance or delay improvement of service delivery when applied in the public sector.

On the basis of the aforesaid, leadership styles within the Ministry of East African Community, Labour, and Social Protection can be described as diverse and ambiguous. It is observed that, where participation in decision making is required, leaders have opted for
autocratic leadership style; with less anticipation of how the decision would affect other staff members as well as service delivery. On the other hand, the feedback on service delivery of the ministry is recorded as low. In a 2015 report on efficiency of government ministries in responding to request of information by members of the public ranked the Ministry of East African Community, Labour, and Social Protection among others, as the least proactive institution in regard to disclosing information to the public (Jamah, 2015). The report further noted that, of the best government ministries where Kenyans felt satisfied with information shared included the Ministry of Transport, Ministry of Industrialization, and Ministry of Energy. These outcomes could be related to leadership issues that bring about service delivery efficiency.

Therefore, this occurrence brings about the quest to access the leadership style and its impact on service delivery within the Ministry. This study aims to bridge this knowledge gap by answering the following research question; to what extent do leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection.

1.3 Objectives of the Study

The general objective of this study is to assess the extent to which leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection. Specific objectives include;

i. To investigate the type of leadership styles within the Ministry of East African Community, Labour, Social Protection.

ii. To determine the most prevalent leadership style that brings about service delivery.

1.4 Justification of the Study

There exists a knowledge gap on the extent the leadership style within the Ministry of East African Community, Labour, and Social Protection impact on the general service delivery, both within and outside. Although different leadership styles hold space within organizations; based on their merits and demerits, it is difficult to demonstrate the low performance of the ministry. However, understanding the leadership styles within the ministry would help bring out the low level
of service delivery. Therefore, this study is justified in that, its findings would illustrate the extent to which leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection.

The value of this research will to a greater extent benefit the Ministry of East African Community, Labour, and Social Protection in that, demonstration of the existing leadership styles and their effects on service delivery would necessitate development of more strategic plans as well as policy measures that incorporate those in leadership positions and those led, towards one goal which is improving service delivery. Thus, the justification that, outcomes would provide the ministry with an insight on how best to devise a future comprehensive human resource policy that enables it to become strategically and competitively positioned in service delivery.

Lastly, the study findings are expected to be of great importance to those occupying leadership positions as well as those aspiring to lead such that, they are able to understand their styles of leadership and the effects they have towards service delivery. Furthermore, the study will make a myriad contribution to the literature on the role of leadership on employees’ service delivery to the researchers who want to further on their study in the area.

1.5 Scope and Limitations of the Study

This study assessed the extent leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection. The focus of the study was between 2013 to 2016. The rationale for this period of study was that, the newly appointed leaders of institutions (Cabinet Secretaries) was based on the Constitution of Kenya 2010 that separates the politicians and professionals in steering the public institutions.

The population of this study was drawn from the Ministry of East African Community, Labour and Social Protection. The Ministry was found fit in this study because it was among the low performing ministries and that its leadership styles were questionable. The study area were the employees within the ministry who are the major agents of service delivery.

The major limitation in this study was obtaining biased response from participants. Respondents may develop inferiority complex while responding to this study based on the fact
that they were evaluating their institutional leaders. However, the researcher assured respondents of their confidentiality and that any information they shared would be used only for the purpose of the study and not against them.

1.6 Definition of terms

**Leadership** – Leadership is defined as a social process rooted in the values, skills, knowledge, and way of thinking of both leaders and followers (Gallos, 2008). In the context of this study, leadership is the practice adopted by institutional managers in steering the activities of the organization.

**Service delivery** – It is the provision of both tangible and intangible public goods, activities, benefits, or services (Waldt, et al., 2007). In the context of this study, service delivery is the easiness in accessing the relevant information and feedback from the relevant public institution.
2.0 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents an overview of the extent to which leadership styles influence service delivery, the existing types of leadership in organizations, and the most prevalent leadership style that brings about improved service delivery. The theoretical framework and the study hypotheses are also given at the end of this chapter.

2.2 Leadership styles and their influence on service delivery

The type of leadership managers apply in organizations is key in determining whether the institution records success or failure. As described by Ehrhart (2004), leadership styles are the various ways leaders behave and treat their employees. He further noted that leadership styles enhance employee’s behavior that is linked to the organizational strategies, values, outcomes, and employee’s performance. Ideally, employees act according to the directions leaders propel them to follow. In support, Robbins (2000) describes the character of leadership as being responsible to direct, guide, and motivate employees towards achieving set of goals in an organization.

In most instances, leaders are said to set the tone of the organization, to define values and norms, and to create and maintain a persona representing the organization (Van Fleet and Griffin, 2006). Generally, setting the tone to followers through visible behavior patterns as well as informal messages which denote assumptions and values to others portrays the leadership styles in organizations. Often seen as a key factor in coordinating and aligning organizational processes, leadership should therefore focus on organizational performance, and most important, effectiveness in achieving desired outcomes (Lewis, Packard, & Lewis, 2007).

Where else management enables organization to predict, order work activities, and produce consistency in terms of planning, budgeting, organizing, staffing, controlling, and problem solving (Kotter, 1990), leadership plays significant role in enhancing relevant change by establishing necessary path through organizational vision, aligning employees with strategies, and enhancing employee’s motivation and inspirations.
On the other hand, the organizational culture is also considered as a determinant of the type of leadership style adopted. Venter and Mass (2007) argued that leaders who adopt diverse cultures encounter minimum resistance from employees because with explicit cultures, management becomes effective and allows values and ideas to be well expressed and experienced by its members. Embracing different cultures thereby bring about wide range of leadership styles, thus enlarging the possibilities of improving service delivery and performance of employees. Factors such as vision, persistence, patience, flexibility and readiness to embrace change are areas that Schein (2004) suggests to leaders as a means of creating new organizational culture. What is fundamental to leaders is the ability to perceive emanating problems, self-awareness regarding organizational strengths and limitations, having high motivation for change, and the ability to incorporate others in the change process.

Arguably, it is certain that good leadership contributes to the success of an organization. Accordingly, Dolatabadi & Safa (2010) described organizational success as dependent on the performance of managers and the quality of leadership stewarded. As revealed by Indermun & Karodia (2013), there exists a positive correlation between effective leadership and organizational success. In their study, Indermun & Karodia found out that 69% of employees agree that most leaders concentrate on how to improve organizational productivity, thus their involvement in the organizational processes is crucial. Similarly, Bass (1990) revealed that 45% to 65% of the total factors that facilitate success or failure of organization are attributed by leaders.

In relation to service delivery, Babakus et al. (2003) argues that leadership plays a big role in enhancing employees’ commitment to quality of service delivered. Characteristically, Ferrell, Souchon, & Durden (2001) describe patterns of adaptability, attentiveness, courteous, cooperative, and keen to listen to customers as some of the contributors of improved service. Moreover, they recommended that organizational leadership need to encourage employees to adopt customer orientation response techniques, have the ability to respond effectively to customer complaints, perform in teamwork, and to provide a room for flexible behaviors that meet the changing needs and requests of customers, if they were to deduce improved service delivery.
As conceptualized, service delivery should be customer oriented to demonstrate dimensions of concern, caring, and understanding, attentiveness, and civility (Winsted, 2000). A report by the OECD (2001) revealed that leadership in the public service should be facilitated by “change agents, promoters of enhanced performance, coordinators of government policies, and keepers of public service values.” This can be reflected in Kenya through the experiences of successful leaders who have had credit and recognition for their role in improving service delivery and livelihood of Kenyans. As described by Dixon (2012), Dr. Bitange Ndemo’s leadership style was more of democratic leadership which shuns away political interferences to change management in the Information Communication and Technology (ICT) sector. Although Dr. Ndemo is celebrated for revolutionizing the ICT sector in Kenya, his leadership entailed involvement and participation of a wider scope of ICT stakeholders which gave him the path of victory.

Notwithstanding, the late John Michuki, former Minister for Transport (also served as Minister for Environment), is remembered for his action-oriented approach to leadership which saw him achieve a milestone in his leadership capacity (Nyagwoka, 2012). His leadership approach can be related to those of a transactional leader of which, he was able to identify presenting policy and social issues, provided responsive solutions to them and used rewards and sanctions to promote behavior change. To date, current leaders refer to the leadership styles of Hon. Michuki in calling for actionable service delivery both at the National and County levels (Waithera, 2016). Leaders describe Hon. Michuki as a true leader who was passionate about improving the livelihood of all citizens. It will be remembered that under his leadership, Hon. Michuki brought sanity in the ‘matatu’ industry by introducing safety belts, speed limits and excess passenger’s management in the country. In addition, the late minister is remembered for promoting sanitation of the environmental by maintaining cleanliness across Nairobi River and its environs (Nyagwoka, 2012).

2.3 Types of leadership style

Different organizations adopt different leadership styles to steer the strategic goals of an organization. In both successful and low performing organizations, the credit is directed towards the top management and the type of leadership styles in place. According to Goleman, Boyatzis, & McKee’s (2004), the most common leadership styles include; visionary, democratic, commanding, affiliate, pacesetter, and coaching leadership styles. Although these leadership
styles exist in diverse names such as autocratic, democratic, transactional, transformational, and laissez-faire (Carman, 2006), their description serves the same purpose.

Visionary leadership style has been credited to those who inspire followers by articulating a heartfelt, shared goal, offering necessary feedback, and suggesting improvements and needs for a shared purpose. According to Marzano (2003), visionary is also intentional leadership style, establish and implement specific goals, supervises the education curriculum, evaluates learning progress, and establishes a safe environment for learning to take place. Their leadership style is basically propelled by set objectives and defined path to achieve a common goal. According to Kirimi & Minja (2010), visionary leaders are characterized as transformative, who basically adopt a proactive, individualized, and learning model, and driven by good visioning and working beyond self-interest goals (Kirimi & Minja, 2010). This type of leadership would be a perfect fit for the Ministry of East African Community, Labour, and Social Protection. The ministry operates with set targets and objectives that both leaders and subordinate staff members coordinate to deliver services. However, the extent that visionary leaders exist within the ministry cannot be ascertained. Though staff members work towards a shared purpose, the performance rating of service delivery of the ministry creates a discrepancy on whether this type of leadership style is applied in the day to day activities.

Secondly, there is coaching (transactional leadership style) which brings people to talk about their aspirations, provide feedback in relation to what they aspire, and go out of their way to achieve those aspirations (Goleman, Boyatzis, & McKee's, 2004). As described by Kirimi & Minja (2010), leaders with transactional leadership style are responsive to present issues, they rely on standard forms of rewards, punishment, and sanctions to control followers, and they motivate workers by setting goals, just to mention a few. Within the ministry, structures such as the human resource management exist to facilitate rewards and sanctions upon recommendations by supervisors. Moreover, the existence of the Performance Appraisal Systems (PAS) enables the monitoring of employees set objectives and the extent they have accomplished their set goals. Being a government institution, it is however expected that the individual objectives to point towards improving means of service delivery.
Another leadership style is the commanding which is characterized by giving orders that require compliance (Goleman, Boyatzis, & McKee's, 2004). Also referred to as autocratic leadership style (Naidu, 1996) leaders are said to centralize decision making process and they come up with one, they propel employees to implement them and demonstrate outcomes (Naidu, 1996). The command, which is mostly hierarchical, facilitates control of work flows, resolving technical uncertainty, and providing necessary administrative support. Contrary, autocratic leadership styles tent to dominate within government institutions as directives are said to “come from above” and in most instances, require compliance. The Ministry of East African Community, Labour, and Social Protection is mandated to implement the Labour Laws (www.mol.go.ke) while serving citizens. This however does not discourage participation of parties in coming up with conclusions. Thus, understanding of existing autocratic leaders would be of essence to demonstrate the extent they influence service delivery, whether positively or negatively.

Finally, there is democratic leadership style which draws collaborative efforts in listening and asking for inputs, thus coming up with better decisions (Goleman, Boyatzis, & McKee's, 2004). As revealed by Marzano (2003), democratic leadership style brings about good relationship between the leaders and followers, thus creating strong bonds that enhance commitment and improved performance among employees. He further coined that engaging other employees in decision making invites divergent point of views, increases trust, professionalism, and affirmative relationship between leaders and followers. A combination of the democratic, affiliate, and pacesetter leadership styles would bring about the transformational style of leadership which according to Bass (2007), it develops full potentials, higher needs, good value systems, moralities and motivation among the subordinate staff members. Marzano (2003) notes that transformational leadership style promotes group process that bring about teamwork. This form of leadership would take forms during negotiations of labour relations activities. However, it would not be certain to argue that negotiations present leaders as participatory, or rather the institutional procedures mandate them to do so.

Contrary to the other leadership styles, Carman (2006) argues that there may exist fewer or no public institutions that operate with laissez-faire kind of leadership style since most
organizations are characterized by a structure of operations; therefore, may not fit the style of society movements to run their activities (Carman, 2006). According to Naidu (1996), laissez-faire leadership style involves group freedom in making decisions while coming up with individual goals. This style empowers subordinate staffs to choose what to do, thus affecting the coordination of activities in an organization. Focusing on the government institutions, Ministry of East Africa Community, Labour, and Social Protection in particular, the organizational structure lays the foundation of the placement of employees both at the top, middle, and lower levels. It would be difficult for employees, especially the managerial team, to embrace laissez-faire leadership style which would be against the operations of the institution.

In conclusion, effective leadership is coined by scholars as shared leadership (Blankstein, 2004) one which defines and commits to a common goal and that ensures learners get the best possible education. For high achievement among learners, Hambright & Franco (2008) argued that leaders must make use of at least four or more of these styles. On the other hand, they contended that poor leadership styles are cultivated over the use of pacesetting and commanding leadership styles. The concern for this study therefore is to present a basis of the existing leadership styles within the ministry, assess the most prevalent leadership style, and correlate which styles bring about improved service delivery.

2.4 Theoretical framework

A good number of theories have been advanced by scholars. These include great man theory, trait theory, behavioral theory, contingency theory, and situational leadership theory. These theories are reviewed, indicating their key assumptions. However, the study used the services of situational leadership theory.

The great man theory assumes a leader is born rather than made. It also assumes that leadership is a right and is inherited. The great man approach does not provide an assurance that every person born in leadership is a leader and it is quite an informal way of leadership and cannot appropriately apply to many leadership situations.
The Trait approach to the study of leadership holds that persons are endowed with some characteristics that account for their executive success. Such characteristics are a basis of organization success. However not all leaders have similar personality traits. This approach fails to demonstrate consistency in bringing out personalities as to what a good leader should be. This approach has limitations of not explaining the entire context of leadership, particularly employee responses to personality traits of leaders and its impact on service delivery.

The behavioral theory attempts to explain the behavior of leadership in terms of what the leader does, how he leads, and how he behaves. This approach shifts from who the leader is, to how the leader behaves. However, with time this approach changed to how a leader behaves from one situation to another due to changing context of leadership.

The situational theory of leadership looks at leadership as a relationship between leaders and the led and the situation within which they find themselves in. The theory assumes that to be an effective leader, one requires the ability to adapt or adjust to one’s style to the circumstances of the situation. The primary factors that determine how to adjust are an assessment of the competence and commitment of the leader’s followers. The leader should adapt either a more directive or supportive style, authoritarian or democratic. Thus, the theory emphasizes the importance of adopting the most effective leadership style in accordance with the needs of the work situation. This study prefers situational approach to leadership because of adaptation demands of service delivery in the Ministry.
2.5 Conceptual framework

The conceptual framework presents both the dependent variable and the independent variables. The independent variables are based on the various leadership styles that are demonstrated by leaders in organizations. In this study, five leadership styles, that is; transformational, lazier-faire, democratic, autocratic and transactional were identified as the measure for the dependent variable. These leadership styles were chosen because they contribute to most of the literature surrounding leadership styles that impact on organizational performance, service delivery, among others. From the conceptual each character of leadership style is associated with service delivery. Each character of the leadership style will have an effect on service delivery, especially in enhancing effective service delivery, promoting adequate feedback in the Ministry as well as timely service delivery.

On the other hand, the dependent variable is improved service delivery. While it is true that leadership styles have diverse impacts on the organization, this study settled for service delivery based on the fact that it is what is being affected within the Ministry, resulting to its low
ranking among other government ministries. In the quest of assessing whether leadership styles would improve service delivery, the study assessed service delivery in terms of effectiveness in service delivery, feedback, and timely provision of services within the organization. Effective service delivery is attained when measurable results can be demonstrated. On the other hand, feedback will be based on the frequency employees are able to obtain adequate response from leaders and timely service is based on whether decision is reached in time to enable delivery of services.

2.6 Hypotheses

$H_1$ – There is a positive relationship between leadership styles and service delivery in the Ministry of East African Community, Labour, and Social Protection.

$H_0$ – There exists no relationship between leadership styles and service delivery in the Ministry of East African Community, Labour, and Social Protection.
3.0 CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter discusses the research design, study area and population, sampling procedures, data collection procedures, and data analysis used in the study.

3.2 Research design

The study used mixed research design which applies both quantitative and qualitative data collection and analysis. The rationale for mixed research design is that, it helped the researcher obtain data that complements each other thus increasing the understanding of the study. Closed-ended questions was coded to numerical and analyzed using quantitative techniques while those from open-ended questions were analyzed qualitatively to provide wider perspectives and support to the quantitative findings by providing descriptive information.

3.3 Study area and population

The study area was Nairobi County. The population of this study was employees in the Ministry of East African Community, Labour, and Social Protection, headquarters office. Employees in Nairobi head office are found fit in this study because its where majority of leaders are situated, and it is their leadership styles that influence the service delivery in the entire ministry.

3.4 Sampling procedures

This study applied purposive sampling technique to select respondents from the entire population. Purposive sampling involves selecting of a sample based on certain information about the participants, in this case, those who are in leadership positions. Because of the arrangements in government institutions, the study categorized participants into different strata in order to select them purposively. The current structure of the Ministry of East African Community, Labour, and Social Protection office of the Cabinet Secretary, office of the Principal Secretary, and 8 departmental offices where middle level managers and other employees perform their duties from. The justification for the sampling technique is that it enabled categorization of
leaders, middle level manager and junior members of staff into different strata. For triangulation purposes, the researcher randomly selected middle level managers and junior staffs to obtain their views and perceptions of the character of those in leadership. A total of 46 (31%) participants were selected in this study. Table 3.1 below summarizes the population and sample size of the study.

Table 3.1: Population and sample size of the study

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>POPULATION</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Cabinet Secretary</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>The Principal Secretary</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Department of Labour (LC, S/DLC)</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Department of Occupational Health &amp; Safety Services (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Department of Children Services (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Department of Social Services (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Department of Employment Services (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>The Central Planning Unit Department (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Administration (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Human Resource Department (Director, Deputy Director)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Wages Advisory Council (Secretary)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Line Managers (JG ‘Q/P’)</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Junior Staff (JG ‘L’ and below)</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>149</strong></td>
<td><strong>46</strong></td>
</tr>
</tbody>
</table>
3.5 Data collection techniques

The study used structured questionnaires to conduct interviews based on the study variables. Two sets of questionnaires were developed, one for organizational leaders who occupy director’s positions while the other questionnaire was for line managers, supervisors and support staff members. The questionnaires had both closed-ended and open-ended questions. The researcher conducted interviews with the directors guided by the interview tool. Similarly, the researcher, after identifying and selecting a sample from the managerial, supervisory and support services, issued them with a questionnaire to fill. Respondents were allowed to retain the questionnaire for a period of 5 days before they were obtained back.

3.6 Data analysis

Both quantitative and qualitative data were coded and analyzed. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) to compute descriptive statistics such as frequencies, percentages, and cross tabulation. MS Excel was used to draw tables and graphs. On the other hand, information obtained from the qualitative data was analyzed through content analysis which established patterns and trends in relation to the variables in this study.
4.0 CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the findings and discussions of the study. The study concentrated on the extent leadership styles influence service delivery in the Ministry of East Africa Community, Labour, and Social Protection. In addition, the study sought to investigate the type of leadership style within the Ministry of East African Community, Labour, and Social Protection and to determine the most prevalent leadership style that brings about service delivery. Data was obtained from two streams; one from the directors and deputy directors of each department in the ministry (main respondents) and the second one was obtained from employees within the departments for triangulation purposes.

4.2 Demographic information

The study aimed at sampling 10 heads of departments within the Ministry of East African Community Labour, and Social Protection. The head of departments were identified through the office they hold, and either the director or the deputy director was interviewed. The response rate of the heads of departments was 100% as all identified respondents interviewed. This was a positive response in this study in that, the population of the staff members within the Ministry of East African Community, Labour, and Social Protection was represented within the sample framework adopted. The indication therefore is that the study findings could be outstretched to represent the feedback of the ministry’s staff members.

On the other hand, the responses from the heads of departments were triangulated through the views of employees within the department. The study sought response from 18 line managers and 18 junior staff members that is technical and support staff members. Their demographic information was obtained from the department they execute their duties, the number of years they have worked in the department, and the level of their work, either managerial, technical, or support staff. The researcher was able to obtain respondents from all the 8 departments within the ministry. Other tabulations are presented in the Tables 4.1 and 4.2.
Table 4.1: Number of Years worked in the Department

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent (%)</th>
<th>Cumulative Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 2 Years</td>
<td>4</td>
<td>11.1</td>
</tr>
<tr>
<td>2 – 4 Years</td>
<td>11</td>
<td>30.6</td>
</tr>
<tr>
<td>5 – 10 Years</td>
<td>9</td>
<td>25.0</td>
</tr>
<tr>
<td>Above 10 Years</td>
<td>12</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Study findings in Table 4.1 shows that majority of the respondents (33.3%) have worked for over 10 years in their respective departments. This is an indication that majority of the respondents have been exposed to various leadership skills. In addition, it can be deduced that respondents with more than ten years of work experience have worked all the way from being followers of certain leaders until they became leaders within the ministry. The shared experience of these types of respondents is significant to inform this study of the various types of leadership styles that exist within the ministry.

In all, the study established that majority of the respondents have worked for two years and above (Table 4.1). The diverse nature in the number of years employees have worked in their respective departments is an indication that they have experience on substantive leadership from the ministry.

Table 4.2: Respondents Current Occupation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent (%)</th>
<th>Cumulative Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Staff</td>
<td>8</td>
<td>22.2</td>
</tr>
<tr>
<td>Technical Team</td>
<td>11</td>
<td>30.6</td>
</tr>
<tr>
<td>Managerial</td>
<td>17</td>
<td>47.2</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.2 illustrates the current level of occupation respondents were selected from. This finding was significant to demonstrate the diversity of employees reporting area. In addition, apart from the overall leader within the ministry, employees are distributed within different
departments where they are guided by different leaders, thus an indication that respondents have interacted with different kinds of leadership styles. In addition, their views would provide further information in regard to how respondents holding leadership positions, that is either the director or deputy director, describe their leadership styles within the ministry.

4.3 How leadership contributes to service delivery

The literature review acknowledges leadership as a fundamental component in enhancing service delivery. To that effect, the study sought to assess how the leadership of individual leaders within the ministry contribute to service delivery. Question 1 of the interview tool provided response in this area.

**Question 1:** Let’s talk about leadership. In your opinion, does leadership style affect service delivery? In your own words, describe how?

**Responses:**

Yes, it is important in mentoring junior employees on work specification and execution tactics for effective and efficient service delivery.

It contributes in promoting collective action and inclusivity of all relevant organs in decision making.

Yes, it enables to inculcate participation and extensive consultation to ensure the right course of action is taken.

Able to delegate work responsibly and follow up with respective assignments to assess their accomplishment and challenges. Delegation is however based on employees’ ability to undertake assigned duties.

Through guidance and setting the pace for performance measurement and deliverables.

By observing the relevant labour laws that touch on employers and employee’s rights and ensure they are well articulated in our organizations as well as others.
It enables us (the human resource) as a department to build and develop the capacity of our staff members by ensuring that all their needs are catered for in time.

Policy development, monitoring and evaluation are important for the country to manage its labour matters. On my side, I ensure relevant policies are developed to address the needs of all and promote frequent monitoring and evaluation of the policies to assess whether they are meeting their intended purposes.

The responses by heads of departments are a clear indication that they have inculcated their leadership towards enhancement of service delivery. In one way or the other, the feedback obtained can be tied to service delivery either directly or indirectly. The findings agree with what Robbins (2000) notes as the responsibility of leadership in directing, guiding and motivating employees towards the organizational goal. Similarly, when respondents describe their roles in setting the pace in service delivery, this aligns to the works of Van Fleet and Griffin (2006) who described the tone leaders set as being important in maintaining employees focus to organizational values and norms. However, in order to triangulate the findings, the study sought to assess the consumers of the leadership by asking respective departmental employees to describe whether the leadership of the heads of departments is sufficient in enhancing service delivery.

The response was cross tabulated with the number of years employees have been working in the department. Table 4.3 illustrates the statistics of the findings and Figure 4.1 provides a summary of the findings.
Table 4.3: Cross tabulation on the effectiveness of leadership styles in enhancing service deliver against years employees have worked in the department

<table>
<thead>
<tr>
<th>Item</th>
<th>Count</th>
<th>Years worked in this department</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Less than 2 Years</td>
<td>2 – 4 Years</td>
</tr>
<tr>
<td>How effective are the leadership styles in your department sufficient to enhance quality service delivery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not effective</td>
<td>Number</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>66.7</td>
<td>33.3</td>
</tr>
<tr>
<td>Effective</td>
<td>Number</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>5.9</td>
<td>35.3</td>
</tr>
<tr>
<td>Very Effective</td>
<td>Number</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>6.3</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>Number</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>11.1</td>
<td>30.6</td>
</tr>
</tbody>
</table>

Figure 4.1: Summary of the effectiveness of leadership in enhancing service delivery

Study findings in Figure 4.1 shows that employees who have worked for longer periods appreciate the effectiveness of leadership from their heads of departments in enhancing service
delivery. In reference to Table 4.3, it is illustrated that majority of the employees (17 out of 36) felt that the leadership of their heads of departments is effective in enhancing service delivery, 16 out of 36 rating them as very effective and only 3 out of 36 rating not effective.

Focusing on the specific years employees have been in service, majority of those who have worked for less than 2 years (66.7%) rated the leadership of their heads of departments as not effective in enhancing service delivery; only 5.9% and 6.2% rated effective and very effective. 35.3%, 33.3% and 25% of employees who had worked for 2 – 4 years rated the leadership of their heads of departments as effective, not effective, and very effective respectively. On the other hand, 29.4% and 25% of those who had worked for 5 – 10 years and 29.4% and 43.8% of those who had worked for more than 10 years rated the leadership of their heads of departments as effective and very effective respectively.

The findings were in support of the heads of departments views on how their leadership contributes to service delivery. Even though there were respondents who were against the leadership influence of their heads of departments, majority of the respondents felt that their contributions were effective in enhancing service delivery. In addition to the rating, respondents were asked to provide a brief explanation to support their choice of response. Those who said the leadership of their heads of departments was effective and very effective explained that;

- It enabled work flows downwards
- Work division and assignments are well distributed
- They provide effective feedback to internal and external queries
- Communication is prioritized to ensure good flow of information
- Frequent consultation enables effective service delivery
- The leadership provides effective implementation of the legal and policy measures
- There is provision of skills inventory opportunities which enables growth and development, thus effectiveness in service delivery
Respondents descriptions aligns to the characteristics of leadership roles described by Babakus et al. (2003) in enhancing employees’ commitment to quality service delivery and the literature by Ferrell, Souchon, & Durden (2001) in elevating attentiveness, cooperativeness and customer oriented approaches in service delivery. However, those who were against that the leadership of their heads of departments does not contribute to service delivery explained that:

The (support staffs) are not given an opportunity to share their grievances and views in decision making and issues affecting them

There is poor management of resources to facilitate service delivery

The kind of leadership they demonstrate neither inspires, motivate, nor challenge

Inadequacy of tools of work that challenge the effectiveness of service delivery

Lack of recognition and appreciation of the lower cadre staffs by the rest of the members

From the explanation by respondents (employees), it was realized that those who were of the opinion that leadership was effective to enhance service delivery were those in managerial and some in technical levels. On the other hand, majority of those who were at the lower and some in middle level (support staff and technical team) expressed their dissatisfaction on the leadership in their departments as effective to enhance service delivery. Although the dissatisfactions cannot be associated with any leadership styles, the Ministry is called upon, especially those in leadership position, to frequently seek for feedback from other members of staff in the quest of assessing their leadership styles as well as striking a balance between their roles and how it may affect others within the organization.

4.4 Qualities of leadership among departmental heads

The study sought to determine the qualities of leadership of those who occupy the departmental heads positions. This was important as it is from their leadership styles that employees acquire and apply in their day-to-day life. Question 2 of the interview tool provided the response in this area.
**Question 2:** In your view, what qualities of leadership do you think fits your description?

**Response:**

- Open and participatory
  - Democratic by providing employees with their rights to contribute and make decisions
  - Directing employees on the right path in the organization, also coaching them
- Innovative and transformative
  - Focus on the vision as an institution and individually by setting attainable goals

The feedback respondents provided were in line with what literature on leadership styles/qualities provided. Leaders with open and participatory approach can be described as democratic that Goleman, Boyatzis, & McKee's (2004) noted is characterized by collaborative efforts in listening to other people’s opinions before coming up with final decisions. On the other hand, path directing is associated with visionary leadership styles whereby leaders align employees to the organizational shared goals (Marzano, 2003) and enable employees to develop self-interest goals to accomplish (Kirimi and Minja, 2010) which in turn impact positively on service delivery. Additionally, innovative and transformative leadership styles articulate Kirimi and Minja’s (2010) description of being proactive in enabling others to develop their skills and talent that in turn facilitate the success of the organization. Bass (2007) noted that transformational leadership is desired by any organization because it combines democratic, affiliate, and pacesetter leadership styles that bring about value, morals, higher needs as well as motivation among those led.

While this was the views of the heads of the departments, it was of the view of the study to assess whether their leadership styles are reflected within their department. Members of staff under their leadership were invited to describe the leadership styles of their heads of departments. Their feedback is summarized in Table 4.4 and Figure 4.2 below.
Table 4.4: Cross tabulation on the leadership styles of departmental heads against the employees level of occupation

<table>
<thead>
<tr>
<th>Item</th>
<th>Count</th>
<th>Description of your occupation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of the following leadership styles fits the description of your departmental leadership</td>
<td></td>
<td>Support Staff</td>
<td>Technical Team</td>
</tr>
<tr>
<td>Visionary</td>
<td>Number</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>12.5</td>
<td>18.2</td>
</tr>
<tr>
<td>Democratic</td>
<td>Number</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>37.5</td>
<td>36.4</td>
</tr>
<tr>
<td>Commanding</td>
<td>Number</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>37.5</td>
<td>36.4</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Number</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>12.5</td>
<td>9.1</td>
</tr>
<tr>
<td>Coaching</td>
<td>Number</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>Number</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
The study findings in Table 4.4 illustrate that majority of employees were of the opinion that the leadership style of their heads of departments was commanding. 33.3% of the respondents rated the leadership styles of their heads of departments as commanding, 30.6% as democratic, 19.4% as visionary, 11.1% as affiliate, and 5.6% as coaching.

In Figure 4.2, it is elaborated that employees within the managerial, technical, and support levels have experienced commanding, democratic, visionary, and affiliation leadership styles among their departmental heads. 37.5% of the support staffs, 36.4% of the technical team, and 29.4% of the managerial described their heads of departments as leading through commanding leadership styles while 37.5% of the support staffs, 36.4% of the technical team, and 23.5% of the managerial described their heads of departments as leading through democratic leadership styles. In addition, 12.5% of the support staffs, 18.1% of the technical team, and 23.5% of the managerial described their heads of departments as leading through visionary leadership styles and 12.5% of the support staffs, 9.1% of the technical team, and 11.8% of the managerial described their heads of departments as leading through affiliation leadership styles. Only 11.8%
of the managerial staffs had experienced coaching leadership styles among their departmental heads.

Contrary to what the heads of departments described of their leadership qualities, employees were of a different view. The experience of commanding leadership styles across all job levels in the ministry is an indication of a gap that exist between those in leadership positions and those who are led. As described by Naidu (1996), commanding (also autocratic) leadership style is characterized by hierarchical structures and work flows is top-bottom. This however could be determined by the nature of government structures which create the ranks. However, it is not expected that leaders would use commanding styles that have negative effects on service delivery. While leaders are of the view that they are democratic, visionary, transformative, and participatory, employees on the other hand feel that their leadership is more concentrated towards commanding styles and democratic. Explanations by employees based on their rating was as follows;

Visionary leaders were described as providing clear work plans for employees to perform within them

Commanding leaders were described as ordering employees and providing them with urgent assignments

Democratic leaders were described as seeking the views of other staff members before making decisions and involving them in various activities

Affiliate leaders were described as having a mixture of leadership styles that are applied depending on the situation at hand

The explanations above are clear indication that the Ministry is guided by different leadership styles. Employees, being the consumers of leadership qualities, are required to align themselves with different styles and deliver services that reflect the institution, which is a challenge.
4.5 Measures put in place to ensure employees match the leadership styles

The study sought to determine the measures heads of departments have put in place or recommended to ensure employees match their leadership styles. This was fundamental in light of low rating of the ministry’s performance in a 2015 report on efficiency of government ministries which up to now has not been reversed. Question 3 of the interview tool provided response in this area.

**Question 3:** What measures have you put in place or recommended as a leader to ensure your department employees match your leadership styles.

**Responses:**

Conducting of ad hoc meetings and consultations with employees

Constant review of employee’s assignments and work activities

Promoting good and conducive work environment for all staffs

Pacesetting to reflect to other employees

Recommending necessary training and capacity building

Appropriate allocation of duties depending on abilities, skills, and qualifications

Set up agreed targets and timelines for effective service delivery

Encourage team work, engagement and openness in decision making.

These measures described by heads of departments are a positive move to ensure employees are equipped to deliver quality services. While the measures are desirable, the major critic that may arise from them is the extent to which they trickle downwards to incorporate all members of staff in the Ministry. The proposed measures take in diverse leadership styles which are desirable if well incorporated and coordinated. Ad hoc meeting would facilitate democratic leadership by getting opinions (Goleman, Boyatzis, & McKee's, 2004) from diverse members of staffs. On the other hand, enhancing the work environment aligns to visionary leadership styles
which Marzano (2003) describes as one that encompass training and development and establishment of safe working environment. In turn, training would motivate employees to perform and feel comfortable with their working environment. Finally, transactional (also coaching) leadership styles as described by Goleman, Boyatzis and McKee's (2004) could stem from group team works which brings people together in developing working relations and share aspirations and relevant feedback that would see them achieve their expectations.

4.6 Satisfaction of internal and external needs

The study sought to assess how the heads of departments improve service deliver by ensuring internal and external needs are satisfied. To that effect, question 4 of the interview tool provided response in this area.

**Question 4:** In the quest to improve service delivery in the MEACLSP, how do you ensure that internal and external needs are satisfied?

**Responses:**

- By encouraging innovative ways of solving public issues and concerns
- Identifying channels for social dialogue
- Employees motivation by implementing necessary rights such as promotions, rewards, and recognitions
- Mobilizing resources for effective and efficient service delivery
- Promoting sharing and seeking of advice for ease interpretation of assignment and information
- Initiating rapid response and feedback mechanisms to internal and external concerns
- Facilitating frequent monitoring and evaluating activities and programs that promote service delivery
Promotion of accountability in budgetary implementation to ensure efficient use of resources in the Ministry

The response for heads of departments presents unique ways of improving service delivery in the Ministry. Based on the literature review, these attributes have been associated with leadership styles that promote service delivery. Venter and Mass (2007) argues on the role of leadership in inculcating value based culture that impacts on service delivery. Indermun & Karodia (2013) describe the utility of leadership in enhancing productivity of an organization, thus critical in predicting success or failures. Within the public sector, studies by OECD (2001) revealed that leadership is fundamental in promoting change, performance, effective policy implementation, as well as promotion of public service values. Inculcation of these measures and the desired leadership styles would foresee improved service delivery in the Ministry. However, these measures appear deserving, but the problem is whether employees feel the same.

Employees from the respective departments were sought to provide their views on further suggestions to enhance service delivery both internally and externally. Their responses were as follows;

Leaders should increase their communication on major decisions and other relevant information that could affect service delivery in any way

There is need for support in terms of tools of work and resources

Leaders need to articulate ways of increasing the morale of their staff members.

Leaders should consider the views of all members of staff as one unit. Depending on the job level, each employee contributes to the success of the department and the Ministry as a whole

More capacity building is desired

Senior officers need to change from dictatorship to participatory approach to service delivery

More teamwork is needed to enhance service delivery
Apart from being asked for suggestions and views for them to be watered away, senior managers should ensure views of junior officers are given weight and considerations.

Response from employees reflect the need that is anticipated in forms of more involving leadership from the departmental heads. Their concerns which were more focused on communication and involvement is an indication of breakdown of information flow and non-participation of certain levels of staffs in the Ministry which in turn affect service delivery. This is the kind of feedback that leaders ought to be assessing in order to meet the needs of its employees.

4.7 Conclusion

In summary, the data analysis illustrated two-sides of a coin when it comes to leadership in the Ministry of East African Community, Labour, and Social Protection. Whereas there is the implied leadership in the Ministry, what is desired remains to be the major issue among employees. In the instance where leadership styles fail to match those of the consumers, service delivery is left to suffer. However, individuals who carry the labeling of poor performance are those who occupy leadership positions.

Based on the findings, one side of the respondents (heads of departments) were of the opinion that their leadership qualities are those of democratic, visionary, and participatory while on the other side, the consumers (employees) were of a different opinion, rating the leadership qualities of their heads of departments as commanding, democratic and visionary among others. For the Ministry therefore to record an improvement in service delivery, there is need to address this gap which could be contributing to the low rating of services in the Ministry.
5.0 CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions, recommendations and areas for further research. The aim of the study was to assess the extent to which leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection. In addition, the study sought to investigate the type of leadership style within the Ministry and to determine the most prevalent leadership style that enhances service delivery.

5.2 Summary of the study

Leadership styles adopted by various organizations have been argued to influence the effectiveness of the service delivery thus greater levels of service quality. Effective leadership is said to be rooted in the values, skills, knowledge, and the way of thinking for both leaders and followers. While guidance and directions emanate from those in top leadership positions, followers on the other hand illustrate the leadership styles of their leaders through certain behaviors that bring about service delivery.

The major categories of leadership style cited as influential in most organizations include visionary, democratic, commanding, affiliate, pacesetter, and coaching leadership styles. Visionary leadership style has been credited to those who inspire followers by articulating a heartfelt, shared goal, offering necessary feedback, and suggesting improvements needs for a shared purpose while coaching leadership style (transactional) brings people to talk about their aspirations, provide feedback in relation to what they aspire, and go out of their way to achieve those aspirations. Commanding leadership style is characterized by giving orders that require compliance while autocratic leadership style has centralized decision making process that propels employees to implement them and demonstrate outcomes. Finally, democratic leadership style draws collaborative effort in listening and asking for inputs, thus coming up with better collective decisions.
The ball is therefore left for managers to understand how customers’ quality service can be enhanced through the display of appropriate behaviors on service employees as their commitment reflects the quality of an organization’s leadership. Arguably, leadership styles influence employees’ service attitudes and behaviors as well as their interrelationships. In most instances, it is the responsibility of organizational leaders to set the tone of the organization, define values and norms and create and maintain a persona representing the organization. Ideally, they coordinate and align organizational processes, performance and most importantly, effectiveness in achieving desired outcomes. Similarly, it has been argued that managers work hand-in-hand with leaders to enable organization to predict, order work activities, and produce consistency in terms of planning, budgeting, organizing, staffing, controlling, and problem solving while leadership plays a significant role in enhancing relevant change by establishing necessary path through organizational vision, aligning employees with strategies, and enhancing employee’s motivation and inspirations.

Accordingly, culture has been cited as one of the influential factors that predicts and determines leadership styles adopted in organizations. The embracement of different cultures thereby brings about wide range of leadership styles, thus enlarging the possibilities of improving service delivery and performance of employees. Areas such as vision, persistence, patience, flexibility, readiness, among others are a great ground for creating organizational culture. What is fundamental to leaders is the ability to perceive emanating problems, self-awareness regarding organizational strengths and limitations, having high motivation for change, and the ability to incorporate others in the change process.

In addition, the outcomes and consequences of the leadership styles organizations adopt cut across desired and undesired ones. On the positive note, transactional leadership style is responsive to present issues, they rely on standard forms of rewards, punishment, and sanctions to control followers, and they motivate workers by setting goals, just to mention a few while transformative leadership style is based on proactive, individualization, leaning, and driven by good visioning and working beyond self-interest goals. Additionally, autocratic leadership style is characterized by centralized decision making whereby leaders make decisions on their own, while democratic leadership style involves group discussion in making informed decisions and
setting targets. The disadvantages however are said to vary in accordance to situation applied and in most cases, they affect the command system, the work center, or individual performance.

Leadership therefore is considered as a major factor which contributes immensely to the general wellbeing of organizations service delivery and employee’s commitment. Leaders are judged with the kind of leadership they offer in the organization and its end result on services delivered and consumers level of satisfaction. Thus, quality service delivery is recognized as a means of achieving differentiation, customer value and satisfaction. Moreover, effective leadership has the ability to enhance creativity, intuition and planning aimed towards organizational destiny.

This study therefore sought to assess the extent to which leadership styles influence service delivery in the Ministry of East African Community, Labour, and Social Protection with keen interest being the types of leadership style within the Ministry and the most prevalent leadership style that enhances service delivery. Mixed research design was applied in unveiling the relationship between the two variables; leadership styles and service delivery.

5.3 Conclusions

The study had hypothesized a positive relationship between leadership styles and service delivery in the Ministry of East African Community, Labour, and Social Protection. Based on the study variables, it was established that leadership has a positive impact on enhancing service delivery, thus the null hypothesis is rejected. The alternative hypothesis; $H_1$, that states there is a positive relationship between leadership style and improved service, delivery in the Ministry was adopted while the null hypothesis; $H_0$, that states there exist no relationship between leadership style and improved service delivery in the Ministry of East African, Community, Labour, and Social Protection was rejected.

Findings show that, employees who have worked for two years and above have experienced substantive leadership styles and to them they believe that the leadership styles demonstrated by their seniors (that is; those holding leadership positions in the Ministry), is very effective and effective in enhancing quality service delivery. Contrary, employees who have
worked for less than two years expressed their dissatisfaction with the leadership styles within the Ministry, majority citing not effective. Despite the fact that the two responses are valid, it may be argued that employees with less than two years of working experience in the Ministry may have been used to a different type of leadership style previously and that they are yet to internalize themselves to the organizational culture in practice within the Ministry. The argument here is that, while these employees may have recently joined the Ministry, and that their understanding of leadership cuts across the public and private sectors, then their expectations of how leaders should address or lead them comes into conflict with the reality.

In relation to the type of leadership styles, those in leadership positions were categorical on how their leadership skills within the Ministry contribute to service delivery. In their own words, leaders described some of their leadership roles as enabling and mentoring of junior employees on work specification and execution tactics for effective and efficient service delivery, promoting collective action and inclusivity of all relevant organs in decision making, inculcate participation and extensive consultation in decision making, delegating work, pace setting for performance measurement, enhancing employees’ rights, building the capacity of employees and effective policy development and evaluations. While these responses are in line with what each leader does in their leadership capacity, one can deduce the leadership characters based on how they describe themselves.

Words such as guidance, participation in decision making and collective action expressed in leader’s words can be deduced to reflect democratic leadership styles within the Ministry. Other leadership styles that can be reflected from the responses include pacesetter, visionary as well as affiliate leadership styles. In comparison to employees’ feedback, the descriptions of the leadership styles among leaders however vary. The study established that majority of employees, at all job cadres; believe that the leadership style of their top managers is commanding. While neither of those in leadership positions described themselves as commanding, the feeling by the receivers and implementers of leadership directions had all the reasons as to why they described leaders as commanding. This has been the case in many public institutions where cases of dictatorship in government organizations have made employees to work in fear of their own
leaders. With significant margins, employees however described leaders as having, in descending order, democratic, visionary, affiliate and coaching leadership styles.

The question thereby is, based on the fact that previous studies have associated commanding leadership styles to negative impacts in terms of performance, service delivery, employee work morale, among others, be the reason why the Ministry was ranked low in terms of service delivery? While on one hand leaders feel that they are satisfying the followers through their leadership styles, employees on the other hand describe leaders otherwise. Based on the findings therefore, and while it was deduced in this study that leadership styles facilitate service delivery, the description of leaders as commanding opens up a pandora box on whether commanding leadership styles can be associated with some aspects of enhancing service delivery. However, it was evident that there exist diverse leadership aspects within the ministry that when brought together, can yield better service delivery in the ministry.

Moving forward, the study sought to assess any measures put in place by leaders to ensure employees match their leadership styles. Some of the measures in place included conducting of ad hoc meetings and consultations with employees, constant review of employees assignments and work activities, promotion of good and conducive environment for all staffs, creation of a positive image to reflect other employees, recommending necessary training and capacity building, allocation of duties based on employee’s abilities, skills, and qualifications, agreeing on targets and timelines for effective service delivery and encouraging team work, engagement and openness in decision and activities, among others.

On the other hand, employees recommended the following as their wish for their leaders; enhancement of communication on major decisions and other relevant information that could affect service delivery in any way, need for support in terms of tools of work and resources, increase employees morale, put into consideration the views of all members of staff as one unit, capacity building, change of attitude such as dictatorship to participatory approach to service delivery, more teamwork is needed to enhance service delivery, among others.

Based on the conceptual framework of the study, it is established that diverse leadership styles exist in organizations and that they each have a significant effect on improving service
delivery. The findings were in support of the five leadership styles identified, that is; visionary, affiliate, democratic, commanding and coaching, as having an impact on service delivery in the Ministry of East African Community, Labour, and Social Protection. Each leadership style, either independently or in collaboration with another style, contributes towards improving service delivery in organizations. The conceptual framework can therefore be adopted to reflect the existence of diverse leadership styles in organizations and the contributions they make towards the improvement of service delivery.

5.4 Recommendations

It is evident from the study that leadership styles have a positive impact on service delivery within the Ministry of East African Community, Labour, and Social Protection. While this remains to be the case, employees felt that there is much needed to be done to enable good collaboration between staff members and those in leadership positions, thus enhance service delivery. Based on the findings, the following recommendations are therefore made:

1. It is recommended that those in leadership positions to seek more feedback from their followers in terms of the effects of their leadership styles in the quest to determine their strengths and weaknesses of their leadership roles and how they impact on service delivery both internally and externally.

2. It is recommended that leaders with commanding leadership styles should seek ways of adopting different leadership styles that would create good working relationship among those in leadership positions and their juniors.

3. While communication and feedback could be a practice in the Ministry, it is recommended that employees should also focus on providing feedback based on each other’s leadership roles and how they contribute or affect service delivery in the Ministry. This kind of feedback will enhance understanding of each other character in terms of leadership styles, understand the role each must play to improve service delivery, and develop a conducive environment for feedback channel in case those undesired leadership roles are experienced.
5.5 Suggestions for further studies

From the findings of the study, further research can be investigated. The following areas are suggested for future studies:

A study to investigate the service contents that are impacted by different leadership styles within the public service.

A study to assess how change of leadership personnel influence service delivery in the public service.
References


Appendixes
Appendix 1: Letter of Introduction

Dear Respondent,

My name is Robin Twanga, a student at University of Nairobi, currently pursuing a master’s degree in Public Administration. I am conducting a research on “Leadership Style and Service Delivery in the Ministry of East African Community, Labour, and Social Protection.” You have been identified as a respondent in this study. Kindly provide the information that has been requested. Any information given will be used for this study only and will be treated with utmost confidentiality.

Thank you.
Appendix 2: Interview tool for heads and deputy heads of departments

This section will be conducted through face-to-face interview

1. Let’s talk about leadership. In your opinion, does leadership style affect service delivery? In your own words, describe how?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

2. In your view, what qualities of leadership do you think fits your description?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

3. What measures have you put in place or recommended as a leader to ensure your department employees match your leadership styles

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

4. In the quest to improve service delivery in the MLSS, how do you ensure that internal and external needs are satisfied?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

THE END

Thank you for your feedback
Appendix 3: Questionnaire for departmental employees

Section A: General information (tick where appropriate)

1. Name of your department?
________________________________________________________________________

2. How many years have you worked in this department?

Less than 2 Year [ ] 2 – 4 Years [ ] 5 – 10 Years [ ] Above 10 Years [ ]

3. Which description below fits your occupation in the department?

Support Staff [ ] Technical Team [ ] Managerial [ ]

Section B: In this section, tick where appropriate and provide a brief explanation

4. How effective is the leadership styles in your department sufficient to enhance quality service delivery?

Not effective ( ) Effective ( ) Very effective ( )

Briefly explain your response
________________________________________________________________________
________________________________________________________________________

5. Which of the following leadership styles fits the description of your departmental leadership?

- Visionary ( )
- Democratic ( )
- Commanding ( )
- Affiliate ( )
- Transactional ( )
• Coaching  ()

Briefly explain your response

______________________________________________________________________________
______________________________________________________________________________

6. In relation to the leadership style in your department, provide any suggestion to enhance service delivery both internally and externally?

______________________________________________________________________________
______________________________________________________________________________

THE END

Thank you for your feedback