

The effectiveness of trade union leadership and the factors influencing the leadership effectiveness: The Case of Kenya Union of Sugar Plantation and Allied Workers (KUSPAW)

Without effective leadership, the process of creating an environment that is positive for fostering relationships and conducive to effective production would falter and the organization would suffer loss, either monetary, personnel, or production. This study on the leadership effectiveness in the Kenya union of sugar plantation and allied workers (KUSPAW) aimed at determining the effectiveness of Trade Union leadership and determining the factors influencing the leadership effectiveness. A descriptive survey research design was used. Stratified sampling using the proportionate allocation method was used to determine the size of each stratum (national board members, branch officials and shop stewards). A structured questionnaire was used to collect primary data. The data was analyzed descriptively using the distribution (frequency), central tendency (Mean and mode) and dispersion (range, variance and standard deviation). The results revealed that the KUSPAW leadership's 'laissez-faire' and 'Management by exception: passive' had acceptable scores of 0.5 and 0.6 respectively against a benchmark of 0-1. The leadership also has an acceptable score in contingent reward (2.9) measured against a 2-3 validated benchmark. The two leadership styles that did not meet the expectations are 'Management by exception: active' and transformational leadership with scores of 2.4 and 2.9 measured against benchmarks of 1-2 and 3.0-3.75 respectively. The outcomes ratings (3.0) also failed to attain the benchmark in excess of 3.5. The study concludes that the KUSPAW leadership is relatively ineffective and recommends that the whole leadership is taken through a leadership course, albeit refresher for those with the training.