

**LEADERSHIP STYLES AND OPERATIONAL PERFORMANCE OF
DOMESTIC TOUR AND TRAVEL FIRMS IN KENYA**

BY

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DECLARATION

I hereby certify that this research project is my original work and has not been presented for examination in any other university.

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This research project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This work is dedicated to those who helped me carry out this research and to the almighty God for the wisdom and gift of life that has made me realize and see the conclusion of this research.

ACKNOWLEDGEMENT

I am sincerely grateful to God for the gift of serenity throughout my studies from the beginning of the course to its completion.

To my academic Supervisor, Dr. James Thuo Kariuki for his great contribution and support offered that enabled this research project to take its present form, without his guidance and persistent help, this research would not have been successfully completed.

Further thanks goes to my wife Hafswa Kageni, and our children Bismah Sudi and Omar Babu. Mother Amina Omar and late brother Omar Babu.

I must admit humbly that the success of this research has been largely due to collaborative efforts and devotion of many people to who I owe a lot of gratitude.

Thank you to you all.

ABSTRACT

Leadership styles shape institutional strategies towards realization of organizational objectives. Through different leadership styles, organization management influences the way employees execute tasks. This study sought to establish the different leadership styles used and their effect on operational efficiency among domestic tour and travel firms in Kenya. The study used a descriptive research design and targeted 141 travel agencies. The study collected primary data using a structured close-ended questionnaire which was input into Statistical Package for Social Sciences (SPSS) version 22.0 software where percentages, means, standard deviation and frequencies of the responses were obtained. The study established that manager involves them in decision making, were more concerned with the performance of tasks, always shares with them the vision for the company, motivates them to come up with new ways of doing work, managers recognizes achievement through remuneration, makes unilateral decision on key functions in the company and leadership style adopted in the organization had an impact on timely delivery of services, the level of customer satisfaction, level of accuracy in production and cost efficiency. The study concludes that managers were helping their staff develop themselves, guides their staff on how to do their work in order to be rewarded, managers being satisfied with their staff if they meet the agreed upon targets, staff receive recognition and rewards for performance and that good leadership styles and right adoptions are necessary for provision of teamwork and ensuring everyone understands their roles. Staff who were properly motivate and guided by the management to work to achieve the desired results leads to increased efficiency, reduction of costs and improved performance. The study concludes that managers were helping their staff develop themselves, guides their staff on how to do their work in order to be rewarded, managers being satisfied with their staff if they meet the agreed upon targets, staff receive recognition and rewards for performance, setting the standards of working to their staff members and managers not asking for more information than what is essentially required. The study also concludes that good leadership styles and right adoptions are necessary for provision of teamwork and ensuring everyone understands their roles. Managers should help others develop themselves, be satisfied when others meet agreed-upon standards, provide recognition or rewards, communicate with clarity on the vision, mission and objectives of an organization so that their subordinates can focus their energies towards realizing them. The study also recommends that managers strife to motivate their subordinates by drafting and implementing appropriate policies for effective reward and recognition. Managerial policies formulated should serve as motivational factors to promote greater employee productivity.

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ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
IATA	International Air Transport Association
KATA	Kenya Association of Travel Agencies
KATO	Kenya Association of Tour Operators
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background

Leadership is a situation where one individual influences others to act in a certain manner for the common good of an organization's objectives (Wang, Chich-Jen & Mei-Ling, 2010). Leaders help organizations achieve set objectives by directing the operations through influencing their followers (Puccio, Mance & Murdock, 2010). They determine how well the resources of an organization are utilized towards realization of organizational objectives. However, in normal organizational setting, there are no situations requiring similar styles of leadership. Different organization settings demand different leadership styles hence the need to adopt a suitable leadership style for optimal organization performance. Peter (2010) notes that leadership influences organizational productivity through their influence on activities happening in an organization on a day to day basis. According to Andreescu and Vito (2010), the type of leadership style employed by leaders in an organization has a direct influence on organizational value which later determine the outcomes in terms of employee turnover, punctuality, absenteeism, customer service, and overall organizational efficiency. Leadership styles shape the manner in which activities are conducted towards the realization of organizational objectives for increased operational efficiency in an organization.

This study was anchored on two theories: Resource Based View (RBV) and the Institutional Theory. The RBV holds that in order for organizations to effectively implement strategies as planned, they need to have adequate resources and capability (Bhide, 2000). The firm can also benefit from intangible assets like good leadership that

would lead the organization to operational efficiency and increased productivity. The resources take different forms including: appropriately skilled human capital and finances. Inadequacy of these resources means that the attainment of the set strategic objective may just remain a dream (Baumol, Litan & Schramm, 2009). The Institutional Theory on the other hand spells out the role of hierarchy and structure in organizational performance (Peng, 2009). All organizations are organized in form of chain of command which dictates how information flows from the top to the lower cadres (Jepperson, 1991). The effectiveness of the structures put in place affect how tasks are executed hence operational efficiency.

The tour and travel firms deal with several leadership challenges which affect the way they formulate and implement strategies for operational efficiency. The leaders have to coordinate several specialized staff to perform their best so as to ensure best experience among tourists using their services. The employees have diverse backgrounds in terms of cultural orientation, gender, sexuality and general life ideologies. All these affect the way they view their work and how well they execute their tasks. The industry is highly people intensive as the services are rendered through people. In order to influence all the staff to follow the strategies developed, it is important that the leaders employ appropriate leadership styles.

1.1.1 Leadership Styles

Leadership styles refer to systematic patterns of behaviour engaged by organizational leaders when dealing with other employees. Some of the commonly acknowledged leadership styles; transformational and transactional leadership styles (Sumers & Hyman, 2005). Transformational leadership is a type of leadership that brings about change in the

way things are done in an organization (Hill, 2000). It is the most embraced kind of leadership as it helps both the leader and follower to advance their commitment and productivity in an organization (Fletcher, Uhl-Bien & Ospina, 2012). Transformational leadership is one in which all employees across different levels in the organization are involved in the process of making decisions to ensure that operational efficiency is achieved (Spreitzer, 2007). Transformational leaders seek contributions from their subordinates on key decisions so as to include their views and opinions in decision making.

Transactional leadership is a leadership style in which leaders has absolute power to make key decisions concerning the organization over their subordinates to an extent that subordinates are left with little opportunity to contribute to key decision making process (Sumers & Hyman, 2005). Transactional leaders put more emphasis on the processes as opposed to putting much emphasis on forward-thinking to come up with new and better ways of achieving set objectives. In transactional leadership, the leader is seen as an expert and having all the knowledge on how things should run therefore leaving no room for innovations and coming up with new ideas (Sumers & Hyman, 2005).

1.1.2 Operational Efficiency

According to Kigundu (2015), operational efficiency refers to an organization capability to deliver high quality products and services in the most possible cost-effective manner. It is aimed at minimizing wastes and maximizing resource capabilities so as to deliver quality firm products or services to end customers. Operational efficiency concerns the ability of firms to minimize on inputs wastage and maximize the same time on resource utilization in order to deliver quality but cheaper products and or services to the final

targeted customers (Scheraga, 2004). Operational efficiency strives to identify wasteful processes and resources which deplete organizational profits so as to ensure they are optimized. In an efficient environment, outputs delivery is maximized and costs are minimized (Kiringai & Kulundu, 2002). Operational efficiency strives to ensure that firms deliver quality products and services to customers in the most cost-effective manner possible.

Operational efficiency is achieved by reorganization of core processes so as to effectively and adequately respond to the dynamic market forces in a lucrative manner. Organizations strive to minimize redundancy and waste by leveraging on most used resources to attain success as well as to utilize the best of its workforce, technology and business processes in their attempts to attain operational efficiency. Through reduction of internal costs, firms can be able to achieve higher profit margins as a result of attainment of operational efficiency (Scheraga, 2004). Operational efficiency is an imperative component in the attainment of optimal organizational performance as well as long term sustainability of firms in the long run.

1.1.3 Tour and Travel Firms in Kenya

Tour and Travel operators are key stakeholders in the tourism industry as they provide the vital link between consumers and tourism products by providing the distribution or place utility. They handle all details itinerary of travelers in terms of purchasing tickets, making arrangements for local road travel, accommodation and food, handling transfers to and from the airports to the different accommodation locations. The tour operators are regulated by the Kenya Association of Tour Operators (KATO) while the Kenya

Association of Travel Agencies (KATA) regulates the travel agencies (KATA newsletter 2015).

The travel industry includes Hotels, Camps and Lounges for accommodation, Restaurants, Bars, Canteens and Catering for service. Buses, taxis, airplanes, ferries, cruise for transport and tour operators, car rental agents and travel agencies for arrangements. There are 265 IATA approved travel agencies in Kenya (KATO, 2015). The travel agencies play an important function in the refinement and distribution in the tourism industry by bringing together different stakeholders. The tours and travel is closely connected to the tourism industry that makes million of shillings to the Kenyan economy. This raises a concern that the tours and travel industry be well managed. Thus there is need to understand what leadership style would be best to improve the operational efficiency in tours and travel firms.

1.2 Research Problem

Leadership styles shape institutional strategies towards realization of organizational objectives. Through different leadership styles, organization management influences the way employees execute tasks. Application of the right leadership styles enhances employees' execution of tasks in terms of accuracy and effectiveness to ensure operational efficiency. The adoption of effective leadership styles aids staff in firms to work in the desired direction thereby jointly harnessing collective efforts to reduce wastes and redundancies by improving on organizational efficiency. Leaders however need to marshal adequate support so as to ensure that everybody is involved in firms' objectives of the realization of superior performance through reduction of operational costs and optimal utilization of available organizational resources (Sethuraman & Suresh, 2014).

Tour and travel firms in Kenya are faced with various challenges emanating from external environment which affect the way they operate. For instance, changes in the level of competition, cultural settings, technological advances and general economic changes have affected the operations of these firms. These challenges pose a serious threat since managers have to manage individuals from diverse background, different education levels and experiences so as to deliver a memorable tour experience to visitors using their services. In the recent past, the industry has been negatively affected as more and more visitors cancel their flights following security alerts issued by different governments. In order to improve efficiency in a strained income period, it is important that the management of these tour operation firms apply appropriate leadership styles to register the desired operational efficiency and overall organization performance.

Different scholars have established different propositions between leadership styles and operational efficiency in organizations. Globally, Karamat (2013) sought to find out the impact of leadership orientation on organizational productivity. The study found out that leadership behaviors significantly influence organizational productivity. Alloubani and Almkhtar (2014) examined leadership styles and how they related with service quality offered in healthcare and established a positive and significant relationship between organizational outcomes like the levels of team work among employees, levels of customer satisfaction and the overall commitment of staff. Wang, Jen and Ling (2010) explored how different leadership styles affected performance of organization and established that adoption of transformational leadership facilitates achievement of changes aimed at implementing organizational strategies and culture. Ojokuku et al. (2012) established that different dimensions of leadership approaches jointly predicted

the levels of performance attained by organizations whereas Puni, Ofei and Okoe (2014) established that there are no leadership styles that can significantly predict the level of financial performance for the two banks studied.

Locally, Ngure (2013) examined how leadership styles influenced strategy implementation among commercial banks using the case of Co-operative bank of Kenya and established that leadership styles positively influenced strategy implementation. Maina (2009) examined how different leadership styles affect strategy implementation and established a close links between leadership styles and strategy implementation. Kivasu (2015) explored how different leadership styles affect the process of implementation of strategy among non-governmental organizations in Nairobi City County and established that leadership styles influences strategy implementation. These studies examined leadership in general and not the different leadership styles and how they affect operations efficiency. The context of the reviewed studies is different from this study hence limiting the application of the findings for the current study. This study was guided by one research question: How do leadership styles affect operational performance of domestic tour and travel firms in Kenya?

1.3 Research Objectives

- i. To establish the different leadership styles adopted by tour and travel firms in Kenya.
- ii. To establish the effect of different leadership styles on operational efficiency among domestic tour and travel firms in Kenya.

1.4 Value of the Study

The findings would enable future researchers in the field of leadership styles and operational efficiency as it would act as a source of reference whereby they can compare their results to determine presence or absence of similarities in findings. The empirical results of this study would aid future researchers to further identify future research gaps in the field of operational efficiency.

This research would be of importance to tour and travel firms in Kenya as policy makers in these organizations would be furnished with imperative information that they can use to adjust their current leadership styles so as to positively influence operational efficacy. The management of the different tour and travel firms would realize how adopted leadership styles have influenced organizational efforts to attain operational efficiency by way of reduction of wastes and full utilization of firm resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two presents literature review on the subject of leadership styles and operational efficiency. It first presents the theoretical underpinnings after which it discusses the various leadership styles and how they relate with operational efficiency. It also presents the conceptual framework and summary of the literature review and research gaps.

2.2 Theories on Leadership Styles

This section reviews the theoretical underpinnings of the study where two theories are explained in details: Resource-Based-View and Institutional Theory.

2.2.1 Resource Based View

This theory was formulated by Barney (1991) who argued that organizational resources ought to be valuable, inimitable, rare and not easily substituted in order for the firm to attain strategic competitive advantage. This theory emphasizes the importance of resources and its implications on firm performance. There is no one organization that has all the resources it needs to implement its strategies because of the characteristic of resources in terms of limitedness (Bhide, 2000). Besides resources, other issues like organization culture, operating environment, reputation of an industry and economic incentives all lay a key role in determination of organizational performance (Baumol, Litan & Schramm, 2009). All organizations strive to improve their performance from one year to another through improved operational efficiency (Porter, 1991).

Resources under the control of an organization facilitate its competitiveness by providing it with an opportunity to take advantage of opportunities as they come about. This helps

in determining the competitiveness of that organization in an industry (Wernerfelt, 1984). The competence of its human capital and financial muscles determine how well it implements formulated strategies for the attainment of overall organizational objectives (Spanos & Lioukas, 2001). This theory is relevant to this study as human beings are the key and most important resource to any organization. The human resource is one of the greatest resources an organization can utilize to gain operational efficiency.

2.2.2 Institutional Theory

This theory explains the role played by hierarchy of leadership and flow of instructions in an organization and how they influence overall performance (Peng, 2009). All organizations regardless of size and industry have an organization structure which determines the reporting structure and seniority of employees. This institution governs how information and instructions flow for optimal decision making (Scott, 2005). This theory is concerned with the manner in which various groups interact to affect organizational performance (Scott, 2005).

This theory is about formal rule sets and how they influence the work of leaders in directing the affairs of an organization (North, 1990). Different organizations have different set of rules on how activities are performed. The set of rules may be written or unwritten but are all geared towards achievement of code of ethics (Jepperson, 1991). This theory hinges on three major theoretical arguments, the historical institutionalism, the sociological institutionalism, and the political institutionalism. Thus valid in this study in an effort to explain how different angles will affect the operational efficiency of tours and travels companies.

2.3 Leadership Styles

Different leadership styles are applied by different managers in different scenarios to ensure efficient performance among their subordinates. This study focused on transformational and transactional leadership style.

2.3.1 Transformational Versus Transactional Leadership Style

These leadership styles are some of the widely researched areas in modern organizations. Odumeru and Ogbonna (2013) note that transformational leaders motivate their subordinates to put in extra effort to get beyond the ordinary level of commitment so as to realize unimaginable results whereas a transactional leader pay attention to realize pre-set objectives (Ojokuku, Odetayo & Sajuyigbe, 2012). Transformational leaders are more concerned with how to improve the welfare of their followers to bring them to their levels. This helps in elevating the followers to a level where they can perform at the desired standards of their leaders (Alloubani, Almatari & Almkhtar, 2014).

Transformational leadership is based on four perspectives including: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. Idealized Influence is based on circumstances where leaders develop trust in their subordinates besides maintaining faithfulness and respect. They also show dedication to the subordinates thereby appealing to their aspirations in life and in career (Kooskora & Isok, 2014). Inspirational motivations examine the extent that leaders communicate vision, mission and core values of an organization to their staff. They achieve these by using appropriate symbolic images that enable them focus on their work. This also helps followers understand how their different roles fit into the larger organizational vision and mission. Intellectual stimulation explains the extent that leaders go in getting their

followers perform at optimal. It looks at issues that hamper their performance so as to develop better and conducive working environment (Kivasu, 2015). In individualized consideration, leaders concentrate on growing and nurturing the interest in their followers' wellbeing by assigning tasks based on individual competence and promoting the level of group work by encouraging team spirit (Rasool et al., 2015).

Transactional leader pays particular attention to the work of their followers with the aim of wanting to find faults so that they can have them corrected (Minett, Yaman, & Denizci, 2009). This leadership style is most appropriate in managing crisis situations in an organization. It also helps in dealing with emergence situations for better outcome (Ojokuku et al., 2012). This leadership style is appropriate in activity transaction because it reduces the faults and keeps high quality through insisting on high compliance levels (Karamat, 2013).

Khan, ul Amin, Ahmad and Sherani (2016) sought to create the distinction between transactional and transformational leaders and argues that transactional leader base their leadership on tangible rewards for employees to put in more efforts in attaining the set targets and adhere to the instructions given by their leaders. Transformational leaders engage with followers with main focus being placed on intrinsic needs by specifying the exact outcome desired but gives followers some freedom on how to get the tasks accomplished (Khan et al., 2016).

In another study, Wang et al. (2011) examined how transformational leadership affected organizational performance across criteria and levels through a meta analysis. The study notes that transformational style deals more with how individual subordinates perform on

their duties individually and in groups. It gauges how employees perform at the departmental level and on individual basis. It is noted that transformational leaders exhibit inspirational motivation behavior through developing and sharing vision and high expectations. They also exhibit idealized influence on their subordinates which makes it easy for the followers to buy in and perform as directed. Leithwood and Sun (2012) notes the weakness of transformational leadership school in failing to anticipate the resultant behaviour of followers so as to take appropriate corrective actions in advance. In another study, Seungmo, Marshall, Damon and Stoll (2012) establish that transformation leadership had a significant effect on the level performance registered by organizations.

2.4 Leadership Styles on Operational Efficiency

Birasnav, Rangnekar and Dalpati (2011) mentions that leadership is identified as an important subject that many organizations use in an effort to realize increased productivity, increased profitability, efficiency and effectiveness in organizational operations. Many strategies that organizations create are easily realized with the right leadership structure. According to Groves and LaRocca (2011), various leadership styles have different impacts on the way a particular organization implements its chosen strategies. Each leadership style affects the outcome of the set goals of an organization differently and thus there is need to select the best leadership style to employ in an organization. On the other hand it is best to get a leader to direct and lead the organizational process, one who has various skills and may have a tandem of skills. Lyons and Schneider (2009) posit that a good leader can exhibit traits of transformational and transactional leader and merge them well. Each of these traits will be showcased as

depended on the situation at hand, since different situations call for the leader to act differently so as to yield better results.

Yiing and Ahmad (2009) argue that the way of life in an organization which is about its culture has a significant relationship on the level of employee commitment and overall job performance. The type of leadership employed has the effect on seeing the organization develop and grow exponentially. But the ability of management to execute planned objectives and meet its expectations depends on leadership capability on men and women put at the helm of the organization.

Metzler (2006) established that leadership styles employed by organization top management have a significant and positive effect on employee commitment. The particular interest was that traits had a strong positive correlation to employee efficiency as shown by their enthusiasm, vigor and morale. The employees are dedicated at their job tasks which improves productivity and output.

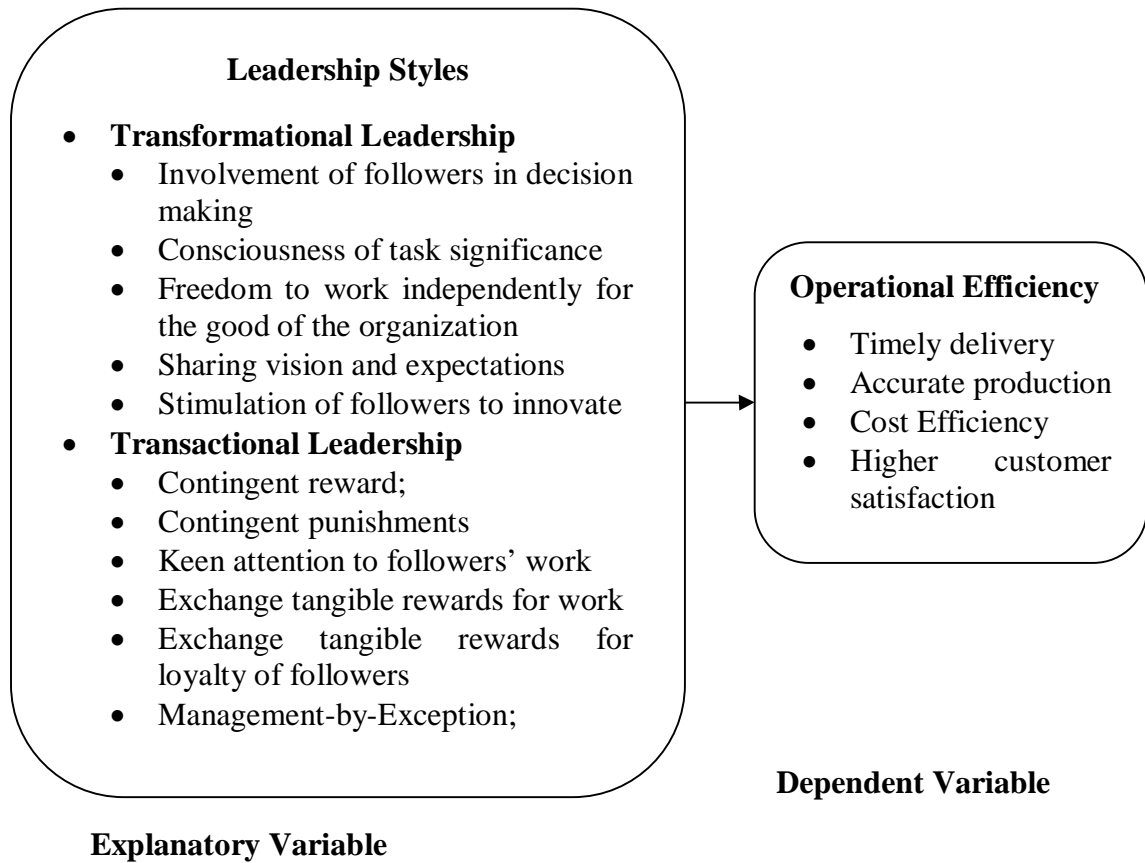
Salim (2010) found out that negative leadership practice adversely affected performance of the organization. There was an increase in wastage of resources of the organization and one of the key items noted was time wastage by employees. Productivity, efficiency and effectiveness at the organization are shown as having declined leading to high operational costs and reduced profitability. The study recommends that any organization that aims to be successful, to grow and develop must be careful in the leaders it has and the leadership styles that it employs; as this has a strong correlation to efficiency, productivity, effectiveness and profitability (Salim, 2010).

2.5 Summary of Literature Review and Research Gap

Studies on leadership styles are more theoretical explaining the meaning and definitions of the different types of leadership models and how they relate with employee commitment, customer satisfaction among other variables but failed to explain their relationship with operational efficiency. Other scholars include: Wang et al. (2011) and Leithwood and Sun (2012); and Li, Mitchell and Boyle (2016) examined different leadership styles and how they affected organizational productivity and all reached at divergent conclusions making it difficult to apply their findings in the case of the current study. These studies examined various aspects of leadership styles and organization productivity. The context of the study is different from the current study hence limiting their application in the current study context.

2.6 Conceptual Framework

Figure 2.1: Conceptual Framework



Source: Author (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology focuses on the methods that were used in collecting and analyzing the data to ensure that the research objectives were exhaustively answered. It outlines the design used, population of interest, data collection methods and finally the data analysis.

3.2 Research Design

A descriptive research design was applied in providing information on the phenomenon under review. According to Cooper and Schindler (2008), descriptive research design describes the current state of affairs as it exists in its natural state without any adjustments. This descriptive research design was appropriate for this study as it helped in understanding the effect of leadership styles on operational efficiency among domestic tour and travel firms in Kenya.

3.3 Population

The target population of the study was 141 travel agencies shown in (Appendix I). Since the population of the study was small and they could all be accessed through the KATO contact addresses, all the firms were included in the study hence a census.

3.4 Data Collection

The study collected primary data using a structured close-ended questionnaire. The questionnaire was divided into three sections (the demographic information, Leadership styles and operational efficiency). The questionnaires used a 5-point Likert Scale to gauge the extent of agreement on each statement by the respondents.

The researcher used the ‘drop and pick later’ data collection method to help minimize the level of interruptions in the target respondents daily work schedules. The researcher dropped the questionnaires at the respondents place of work and allowed them 5 days to fill before going back to collect them for analysis. Follow up within the five days was done via telephone calls and e-mail.

3.5 Data Analysis and Sampling

The collected data was entered into analytical software for analysis where percentages, means, standard deviation and frequencies of the responses were calculated.

Multiple regression analysis was used to establish the relationship between the study variables. The multiple regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: Y= operational efficiency, X_1 = transformational leadership, X_2 = transactional leadership and ϵ = Error Term.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the findings based on the research objective which was to establish the relationship between leadership styles and performance of domestic tour and travel firms in Kenya.

4.1.1 Response Rate

A total of 141 questionnaires were administered to the target respondents out of whom 101 filled in and returned. This translated to a response rate of 72% which is good as per the prescriptions of Mugenda and Mugenda (2003) for generalization of findings to the entire population. The finding is presented in Figure 4.1.

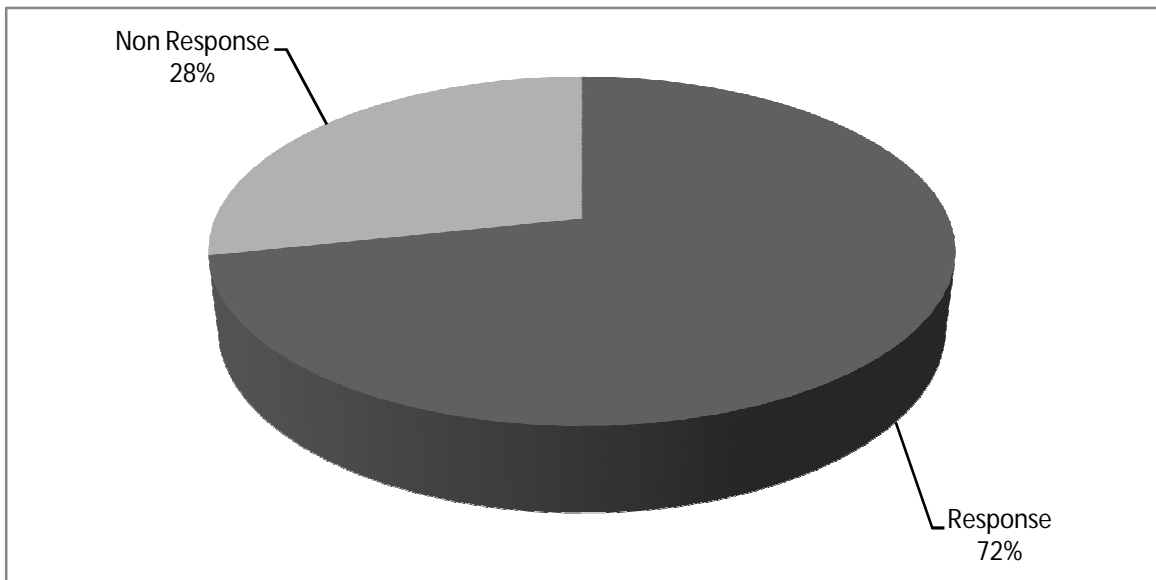


Figure 4.1: Response Rate

4.2 Demographic Characteristics of the Respondents

The demographic characteristics considered in this study included: gender, level of education attained, period working in the tours and travel industry and period working in the organization in order to have an understanding of their suitability to undertake the study. The findings are in the subsequent sections.

4.2.1 Distribution of Respondents by Gender

The statistics on distribution of respondents by gender was as shown in Figure 4.2.

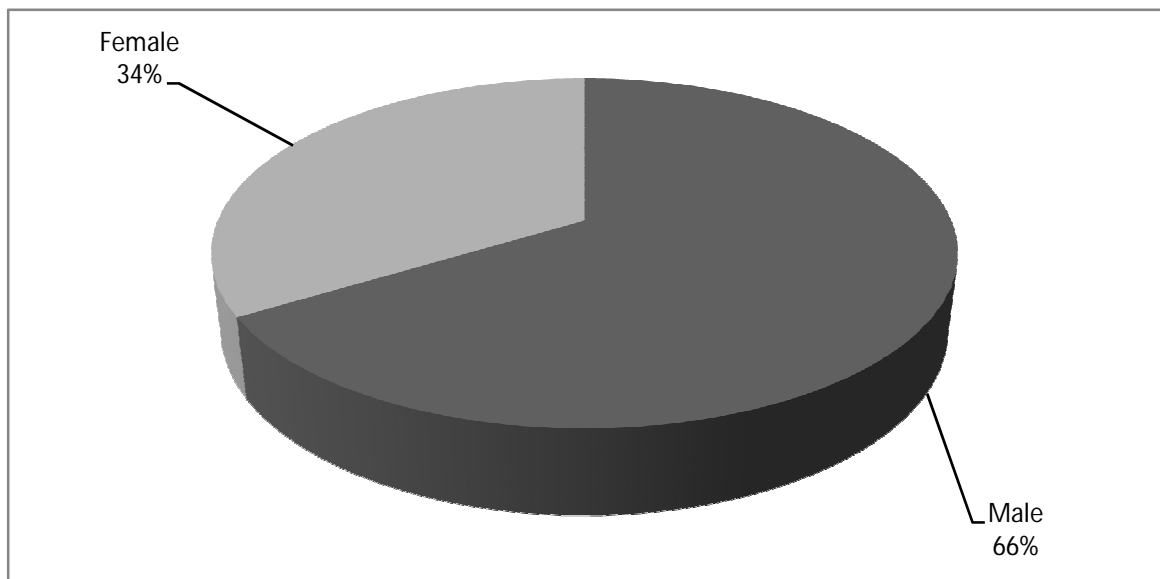


Figure 4.2: Distribution of Respondents by Gender

As is shown in the Figure 4.2, majority of the respondents 66% were male while 34% were female. This shows that all genders were included hence provided a good representation for the study.

4.2.2 Level of Education

The study finding on the level of education attained by the respondents was as shown in the Table 4.1.

Table 4.1: Highest Level of Education

Level of Education	Frequency	Percent
Certificate	54	53.5
Diploma	22	21.8
Bachelors Degree	16	15.8
Masters	9	8.9
Total	101	100.0

As indicated in Table 4.1, 53.5% of the respondents had attained certificate level of education, 21.8% had diploma, 15.8% had bachelor's degree and 8.9% had masters. This implied the respondents had relevant knowledge on leadership styles and performance thus they had ease in addressing the questions and provided the correct response.

4.2.3 Length of Time Working in the Tours and Travel Industry

Data findings on the length of time worked in the tours and travel was as shown in Table 4.2.

Table 4.2: Length of Time Working in the Tours and Travel Industry

Year	Frequency	Percent
1 – 3	27	26.7
3 – 6	34	33.7
6 – 9	14	13.9
10 years and above	26	25.7
Total	101	100.0

As indicated in the Table 4.2, 26.7% of the respondents had been working in the tours and travel industry for a period between 1-3 years, 33.7% for a period between 3-6 years, 13.9% for a period between 6-9 years and 25.7% for a period of 10 years and above. This shows that majority of the respondents were experienced.

4.2.4 Length of Time Worked in the Organization

The respondents were asked to indicate the length of time they had been working in their respective firms. The findings are shown in Table 4.3.

Table 4.3: Period Working in the Organization

Working Period	Frequency	Percent
1 - 3 years	25	24.8
4 - 6 years	21	20.8
6 - 9 years	34	33.7
10 years and above	21	20.8
Total	101	100.0

From the finding in Table 4.3, 24.8% of the respondents had worked in their respective organizations for a period of between 1-3 years, 20.8% for a period between 3-6 years, 33.7% for a period between 6-9 years and 20.8% for a period of 10 years and above years. This shows that the respondents had been working in their respective firms long enough thus had clear understanding on leadership styles adopted by their organization thus provided relevant data for generalization to the entire population of interest.

4.3 Transformational Leadership Style

Respondents' opinion was sought on a number of statements on transformational leadership styles that were applied by leaders in tour and travel firms. In particular, the respondents were required to indicate the extent to which each applies in their organization. A scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent was used. Mean and standard deviation were computed to aid in the interpretation and generalization of findings. The findings are shown on Table 4.4.

Table 4.4: Transformational Leadership

Statements on Transformational Leadership	Mean	Std. Dev
My manager involves me in decision making in the Company	3.79	0.897
My manager is more concerned with how I perform my tasks	3.74	1.137
My manager allows me to accomplish the task the best way I know how	3.85	1.134
My manager always shares with me the vision for the Company	4.00	1.029
My manager motivates me to come up with new ways of doing my work	3.78	1.127
My manager engages me on my duties	4.11	1.070
My manager mentors me for better performance	3.90	1.081
My supervisor solicits for my opinion in key decisions in the Company	3.87	1.101
Average	3.88	1.072

The mean value for the finding ranges from 3.74-4.11 and the average mean for the responses was 3.88 which indicates that the respondents were in agreement with the arguments of Alloubani, Almatari & Almkhtar (2014) that transformational leaders are concerned with the welfare and well being of their subordinate's developmental needs. They therefore invest time and money to ensure that their subordinates perform well in their duties for the achievement of organizational goals.

4.4 Transactional Leadership Style

Several statements on transactional leadership styles that are applied by leaders in tour and travel firms were identified. The views of the respondents on each of the statements were collected and summarized in the form of mean and standard deviation for analysis.

The findings are shown on Table 4.5.

Table 4.5: Transactional Leadership Style

Statements on Transactional Leadership Style	Mean	Std. Dev
My managers requests me to perform certain tasks in order to be paid	4.00	1.039
My manager recognizes my achievement through remuneration	3.99	0.964
My manager tells me of the requirements of my position in the organization	4.03	0.957
My manager is an expert in what he does	3.95	0.983
My manager makes unilateral decision on key functions in the Company	3.74	1.092
My manager is more concerned with getting the job done at all costs	4.01	0.969
My manager pays keen attention to my work for rewards purposes	3.90	1.044
My manager rewards me handsomely for me to be loyal to him/her	4.05	0.925
Average	3.96	0.997

The mean value for the finding ranges from 3.74-4.05 and the average mean for the responses was 3.96 which imply that the respondents agreed with the statements. These finding are in line with those of Ojokuku et al., (2012) who established that transactional leader pay keen interest to the work of their subordinates so as to find deviations from the desired outcome. This style of leadership is more appropriate in times of crisis and emergency situations.

4.5 Operational Efficiency

In order to establish the extent to which leadership styles had influenced the level of efficiency in their organization the respondents ranked their levels of agreement on the various statements raised. From the findings mean and standard deviation was calculated to enable synthesize the findings and make conclusions. The findings are shown on Table 4.6.

Table 4.6: Operational Efficiency

Statements on Operational Efficiency	Mean	Std. Dev
Leadership style adopted in our organization had an impact on timely delivery of services	4.02	0.953
Leadership style adopted in our organization had an impact on the level of customer satisfaction	4.05	0.967
Leadership style adopted in our organization had an impact on the level of profitability	3.91	1.000
Leadership style adopted in our organization had an impact on cost efficiency	4.13	0.990

The mean values of the finding range from 3.91-4.13 which shows that the respondents agreed with the statements which is consistent with the finding of Birasnav, Rangnekar and Dalpati (2011) mentions that leadership is identified as an important subject that many organizations use in an effort to realize increased productivity, increased profitability, efficiency and effectiveness in the organizational operations.

4.6 Regression Analysis

The study conducted a multiple regression analysis to establish the operational leadership styles and performance of domestic tour and travel firms in Kenya. The results are shown in the subsequent sections.

Table 4.7: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.704 ^a	.495	.485	0.01736

From the findings in Table 4.7, R^2 was 0.495 implying that only 49.5% of the dependent variable (operational efficiency) was explained by the independent variables (transformational leadership and transactional leadership) while only 50.5% of the variations were due to other factors not in the study.

Table 4.8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	543.922	2	271.961	48.119	.000 ^b
Residual	553.880	98	5.652		
Total	1097.802	100			

From the findings on Table 4.8, the F- calculated was 48.119 which was compared with F-critical of 3.087. Since the F- calculated is greater than F critical (48.119>3.087), then the model was fit to explain the relationship between operational efficiency and leadership styles. The significance value was 0.000 which is less than 0.05 thus the model is statistically significant in predicting operations leadership styles on operational efficiency.

Table 4.9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.845	1.416		2.009	.047
Transformational Leadership	.198	.060	.379	3.306	.001
Transactional Leadership	.225	.070	.368	3.209	.002

The established regression equation becomes;

$$Y = 2.845 + 0.198X_1 + 0.225X_2 + \varepsilon$$

Where: Y= operational efficiency, X₁= transformational leadership, X₂= transactional leadership and ε = Error Term.

From the findings in the regression analysis, if the factors (transformational leadership and transactional leadership) were held constant, operational efficiency would be at 2.845. A unit increase in transformational leadership would lead to an increase in operational efficiency by 0.198. A unit change in transactional leadership would lead to

an increase in operational efficiency by 0.225. All factors were significant because the significance values were less than 0.05.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the findings, gives conclusions, recommendations and suggestions for further research. The conclusions and recommendations drawn were focused on addressing the objective of this study.

5.2 Summary of the Findings

The study attained a response rate of 72% having administered 141 questionnaires of which 101 were fully filled and returned.

The study found out that manager involves them in decision making, were more concerned with the performance of tasks, always shares with the vision for the company, encourages them to invent new ways of doing work, engages on duties, mentors for better performance and supervisors solicits for opinion in key decisions in the company.

The study also revealed that managers recognizes achievement through remuneration, makes unilateral decision on key functions in the company, more concerned with getting the job done at all costs, pays keen attention to work for rewards purposes and rewards handsomely for being loyal.

The study found out that transactional leadership style was more prevalent in the industry than transformational leadership style.

The study further found out that leadership style adopted in the organization had an impact on timely delivery of services, the level of customer satisfaction, level of profitability and cost efficiency.

5.3 Conclusion

The study concludes that managers were helping their staff develop themselves, meet the agreed upon targets, setting the standards of working to their staff members and managers not asking for more information than what is essentially required.

The study also concludes that staff receives recognition and rewards for performance, guides their staff on how to do their work in order to be rewarded and receive remunerations.

The study also concludes that good leadership styles and right adoptions are necessary for provision of teamwork and ensuring everyone understands their roles. It mean therefore that staff who are properly motivated and guided by the management to work to achieve the desired results leads to increased efficiency, reduction of costs and improved performance.

5.4 Recommendation

The study recommends that leadership style behaviors that have a strong positive relationship with organizational performance should be put into practice. Managers should help others develop themselves, be satisfied when others meet agreed-upon standards, provide recognition or rewards, communicate with clarity on the vision, mission and objectives of an organization so that their subordinates can focus their

energies towards realizing them. This will help improve the overall performance of the organization.

The study also recommends that managers strive to motivate their subordinates by drafting and implementing appropriate policies for effective reward and recognition. Managerial policies formulated should serve as motivational factors to promote greater employee productivity.

5.5 Limitation of the Study

The study was only limited to tour and travel firms in Kenya and thus may not reflect the same position in other areas and that the study area was only limited to transformational and transactional leadership styles.

The researcher was faced with the difficulty in accessing information owing to busy schedule of the respondents.

5.6 Suggestion for Further Studies

The study recommends that more aspects of leadership could be studied in future and performance measures indicators included in order to obtain in totality the relationship with performance.

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APPENDICES

APPENDIX I: LIST OF TRAVEL AGENCIES

1. Abercrombie and Kent Ltd
2. Absolute Adventure Africa Safaris Limited
3. Acacia Holidays Ltd
4. Access Africa Safaris LTD
5. Adventure African Jungle Ltd
6. Adventure Holidays Company Ltd
7. Affable Tours and Safaris (E.A)
8. Africa Bound Safaris (K) Ltd
9. Africa Calling Safaris Ltd
10. Africa Expeditions Ltd
11. Africa Journeys Escapes
12. Africa Viza Travel Services Ltd
13. African Dew Tours and Travel Ltd
14. African Eco-Safaris
15. African Oasis Safaris Ltd
16. African Quest Safaris Ltd
17. African Road Safaris
18. African Route Safaris-Msa
19. African Safari Destinations Ltd
20. All Time Safaris Ltd
21. Allamanda Safaris
22. Aloha Tours and Safaris
23. Amicabre Travel Services Ltd
24. Asili Adventure Safaris
25. Australken Tours and Travel Ltd
26. AV Tours and Safaris Ltd
27. Avenue Service Station
28. Baisy Oryx Tours Travel and Safaris
29. Balloon Safaris Ltd
30. Bateleur Safaris Ltd
31. BCD Travel
32. Bellafric Expeditions Ltd.
33. Benroso Safaris Ltd
34. Bestway Holidays Ltd
35. Big Five Tours and Safaris Ltd
36. Boma Travel Services Ltd
37. Bongo Asili Cultural Travels
38. Bravo Norris Ltd
39. Brisma World Tours and Travel
40. Brogibro Company Ltd
41. Camp Kenya Ltd
42. Cottars Safaris Services Ltd
43. Diani Bikes
44. Discover Kenya Safaris Ltd
45. Diwaka Tours and Travel Ltd
46. DK Grand Safaris and Tours Ltd
47. Dodoworld (K) Ltd
48. East African Eagle (K) ltd
49. East African Wildlife Safaris
50. Eastern and Southern Safaris
51. Easy Go Safaris Ltd
52. Eco Adventures Limited
53. Edant Tours and Safaris
54. El Molo Tours and Travel

55. Elida Tours and Safaris
56. Elite Travel Services Ltd
57. Farid Kings Tours and Safaris
58. Favour Tours and Safaris
59. Feathertrails Tours and Travel
60. Fidex Car Hire Ltd
61. Flawless Links Ltd
62. Incentive Travel Ltd
63. Inclusive Holidays Africa
64. IntoAfrica Eco-Travel Ltd
65. Intra Safaris Ltd-Msa
66. Jade Sea Journeys Ltd
67. Jambo Travel House Limited
68. Jawamu Tours and Safaris
69. Jet Travel Ltd
70. JMAR Safaris Ltd
71. Kenan Travel and Tours
72. Kenia Tours and Safaris
73. Kenor Safaris Ltd
74. Linderberg Holidays and Safaris
75. Long Ren Tours and Travel Ltd
76. Lowis and Leakey Ltd
77. Luca Safari Ltd.
78. Magical Spots Tours
79. Moto Gari Ltd
80. Muthaiga Travel Ltd
81. Nahdy Travel and Tours
82. Naked Wilderness Africa
83. Napenda Africa Safaris
84. Nature Expeditions Africa
85. On Safari (K) Ltd
86. Ontdek Kenya Ltd
87. Origins Safaris
88. Out of Africa Collection Ltd
89. Papa Musili Safaris LTD
90. Peaks and Safaris Africa
91. Penfam Tours and Travel
92. Preps Safaris International Ltd.
93. Prima Vera Tours and Safaris
94. Private Safaris (EA) Ltd
95. Safari Trails Limited
96. Safari Travel Kenya Ltd
97. Safaris Unlimited (Africa) Ltd
98. Safe Ride Tours and Safaris
99. Salaton Safaris Ltd
100. Savage Wilderness Safaris
101. Savannah Adventures Ltd
102. Scenic Treasures Ltd
103. Selective Safaris
104. Special Camping Safaris
105. Speedbird Travel and Safaris
106. Sportsmen's Safaris and Tours
107. Spot Kenya Safaris
108. Spurwing Travel and Tours Ltd
109. Star Travel and Tours Ltd
110. Steenbok Safaris and Car Hire
111. Steps Adventures Ltd
112. Suntrek Tours and Travel Ltd
113. Sunworld Safaris Ltd
114. Supreme Safaris Ltd
115. Taipan Vacations and Travel Ltd
116. Tamarind Management Ltd

117. Tamimi Kenya Ltd
118. Tano Safaris Ltd
119. The Safari Collection Ltd
120. Travel 'n Style
121. Travel Affairs Ltd
122. Travel Care Ltd
123. Travel Connections Ltd
124. Travel Creations Ltd
125. Tripple Tours and Travel Ltd
126. Tropical Breaks
127. Tropical Ice Ltd
128. Tulip Travel Ltd
129. Twiga Car Hire and Tours Ltd
- 142.
130. Ulf Aschan Safaris Ltd
131. Uniglobe Northline Travel Ltd
132. Wild Destinations Ltd
133. Wild Times Ltd
134. Wildebeest Travels ltd
135. Wildlife Safari (K) Ltd
136. Wildlife Sun Safaris
137. Woni Safaris Ltd
138. World Explorer Safaris Ltd
139. WT Safaris Ltd
140. Zaira Tours and Travel Co. Ltd
141. Zaruma Safaris Ltd

Source: (KATO, 2016)

APPENDIX II: QUESTIONNAIRE
EFFECT OF LEADERSHIP STYLES ON OPERATIONAL
EFFICIENCY AMONG DOMESTIC TOUR AND TRAVEL FIRMS
IN KENYA

PART A: BACKGROUND INFORMATION

1. Please indicate the name of your company (Optional)

2. Please indicate your gender: Male [] Female []

3. What is your highest level of education attained?

Certificate [] Diploma []
 Bachelors Degree [] Masters []
 PhD []

4. How long have you worked in the tours and travel industry in this country?

1 - 3 years [] 4 - 6 years []
 6 - 9 years [] 10 years and above []

5. How long have you worked in this Organization?

1 - 3 years [] 4 - 6 years []
 6 - 9 years [] 10 years and above []

PART B: LEADERSHIP STYLES

6. Below are several statements on leadership styles that are applied by leaders in tour travel firms. Kindly indicate the extent to which each of these statements apply for your organization. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

Transformational Leadership	1	2	3	4	5
My manager involves me in decision making in the Company					
My manager is more concerned with how I perform my tasks					
My manager allows me to accomplish the task the best way I know how					
My manager always shares with me the vision for the Company					
My manager motivates me to come up with new ways of doing my work					
My manager engages me on my duties					

My manager mentors me for better performance					
My supervisor solicits for my opinion in key decisions in the Company					
Transactional Leadership Style					
My managers requests me to perform certain tasks in order to be paid					
My manager recognizes my achievement through remuneration					
My manager tells me of the requirements of my position in the organization					
My manager is an expert in what he does					
My manager makes unilateral decision on key functions in the Company					
My manager is more concerned with getting the job done at all costs					
My manager pays keen attention to my work for rewards purposes					
My manager rewards me handsomely for me to be loyal to him/her					

PART C: OPERATIONAL EFFICIENCY

7. Kindly indicate the extent to which leadership styles have influenced the level of efficiency in your organization. Use a scale of 1-5 where 1= No extent, 2= little extent, 3=moderate extent, 4=great extent and 5=very great extent.

STATEMENT	1	2	3	4	5
Leadership style adopted in our organization had an impact on timely delivery of services					
Leadership style adopted in our organization had an impact on the level of customer satisfaction					
Leadership style adopted in our organization had an impact on the level of profitability					
Leadership style adopted in our organization had an impact on cost efficiency					

THE END