

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' PERFORMANCE IN THE CEMENT INDUSTRY IN KENYA: A CASE OF EAST AFRICA PORTLAND CEMENT COMPANY

by

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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of the requirements for the Master of Business Administration degree.

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DECLARATION

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' PERFORMANCE IN THE CEMENT INDUSTRY IN KENYA: A CASE OF EAST AFRICA PORTLAND CEMENT COMPANY

I declare that this is my original work and has not been submitted to any other college or university for academic credit.

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ABBREVIATIONS

EAPCC East Africa Portland Cement Company

MBA Master of Business Administration

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ABSTRACT

The success or failure of an organization is by and large dependent on the quality of its leadership. Organizations are as good as the leaders they have. They are a very critical factor in the success or failure of an institution. Leaders are effective when the influence they exert over organizational members works towards achieving organization performance. The purpose of this study was to establish how transformational leadership affected employees' performance at East Africa Portland Cement Company Ltd. The study specifically sought to establish if transformational leadership exists at EAPCC, the relationship between transformational leadership and employees' performance and the effect of transformational leadership on employees' performance at EAPCC. The research design employed was descriptive survey design. The population of study was all employees at EAPCC, in Athi-river and Nairobi whose number was 1300 and was distributed in all departments. The researcher used stratified random sampling technique to select the sample size. The target population was 300 and the sample consisted of 75 employees drawn from the subgroups. The researcher used both primary data and secondary data to carry out the study. From the findings there was no doubt that transformational leadership dominated as the leadership style at EAPCC. This is due to the findings that majority of respondents were in agreement that there were practices of transformational leadership at EAPCC. However, there is need to encourage the leadership to engage in higher levels of transformational leadership. It is also evident that there was a strong positive relationship between transformational leadership and employees' performance. This relationship at EAPCC should be strengthened through more linking of work to vision and encouragement to view work as meaningful and significant.

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