

EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL
PERFORMANCE: A CASE OF UNILEVER KENYA LIMITED

by

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In accordance with Daystar University policies, this thesis is accepted in
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DECLARATION

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

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---------|--|
| ANOVA | Analysis of Variance |
| EPS | Earnings Per Share |
| FMCG | Fast Moving Consumer Goods |
| LTD | Limited |
| MLQ | Multi Leadership Questionnaire |
| NACOSTI | National Council for Science Technology and Innovation |
| ROI | Return on Investment |
| ROA | Return on Asset |
| ROE | Return on Equity |
| SME | Small and Medium Enterprises |
| SEM | Search Engine Marketing |

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ABSTRACT

Organizational leaders often encounter challenges in achieving and sustaining organizational performance in their respective work environments. The objectives of this study were to determine the different leadership Styles used by Unilever Kenya Limited, to assess organizational performance at Unilever Kenya Limited and to establish the effect of leadership styles on organizational performance at Unilever Kenya Limited. This study was anchored on Situational Theory, Equity Theory and Behavioral Theory. A descriptive research design was used. A purposeful sample of 109 employees of Unilever Kenya Limited was used to carry out the study. It was based on their knowledge and experience in implementing successful leadership Styles. Data was collected using structured questionnaires. A pre-test was carried out at Coca Cola Kenya ltd where 10 participants. Data was analyzed by use of SPSS v.22.0 and descriptive and inferential statistics were used. The study established that the managers use transformative leadership style, transactional leadership style and Laissez faire leadership. The study indicated that most of the managers employ transformative leadership followed by transactional leadership. However, laissez faire leadership style is used by only a few of the managers according to the respondents. Unilever performance has also experienced a steady and good growth in accordance with its increasing cash flow. Additionally, it was established that leadership styles have a positive and significant effect on the performance of Unilever Kenya.

DEDICATION

I dedicate this work to my late first born baby Keon Klarkson Kalya who was born and passed on at the time when I was at the peak of my studies in the year 2020. I was strengthened in the Lord to endure and wait on Him more. Rest in Peace my baby. Your brother, Kylian Klarkson Kigen was born just at the time when I was completing these studies in the year 2022. To God be all the Glory, now and forever more.

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