IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM (ISO 9000 SERIES) ON EMPLOYEE PERFORMANCE IN NUMERICAL MACHINING COMPLEX LTD, NAIROBI COUNTY

BY
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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

FALL 2019
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A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

FALL 2019
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: _____________________________ Date:_________________________

Orwa Amos Kings Otieno (ID.NO: 657556)

This research project has been presented for examination purposes with my approval as the appointed supervisor.

Signed: _____________________________ Date : _________________________

Prof. Joseph Ngugi Kamau

Signed: _____________________________ Date: _________________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to determine the influence of Quality Management System (ISO 9000 Series) on employee performance of Numerical Machine Complex Ltd in Nairobi County. The study was guided by the following research objectives: establish the extent to which leadership style as a principle of QMS influence employee performance, establish the extent to which communication as a principle of QMS influence employee performance. Other research objectives included establishing the extent to which the level of staff training as principle of QMS influences employee performance at Numerical Machine Complex in Nairobi County. The study used a descriptive survey design.

The target population was management staff and all employees at Numerical Machining Complex in Nairobi County, Kenya. According to the data received from Numerical Machining Complex Ltd, the current establishment has a total of 118 general workers, 11 members of staff in the management, 11 in the supervisory and 96 in the operatives; making a total of 236 employees. The research used a stratified, purposive and simple random sampling to select the respondents from general workers, members of staff in the management, supervisory and operatives. The study first of all stratified the employees according their job subgroups, then purposively sampled the management and supervisory level of staff, then used simple random sampling to collect data from operative and general works so that each of them has an equal chance of participating in the study.

To obtain an appropriate sample for the respondents, sample size determination table was used to sample the 236 employees of Numerical Machining Complex Ltd according to each stratum (Appendix VI). The appropriate sample size for a population of 236 was 187 respondents. Primary data was collected using questionnaires and an interview guide. A questionnaire was used for data collection because it offers considerable advantage in administration. Semi-structured interview guide was used to collect data from both supervisory and management staff.

The use of interview guides enabled the researcher to elicit in-depth information. After data was obtained through questionnaires and interviews, they were edited and the questionnaire pre coded to make it easy for data entry. Quantitative data was categorized and entered into a computer spread sheet in a standard format to allow for computation of descriptive statistics.
Thereafter the data was coded and analyzed with the use of a computer in Statistical Package for Social Sciences (SPSS) version 20 programs to produce frequencies, descriptive and inferential statistics. Qualitative data derived from interview guide was transcribed and grouped topics into meaningful segments or themes.
ACKNOWLEDGEMENT

I would like to extend my sincere gratitude to Prof. Joseph Ngugi Kamau for his continued guidance in preparation of the research project. I appreciate the unlimited support received from my family, their continued support and encouragement has brought me this far.

I am indebted to the Numerical Machining Complex Staff for their invaluable time to provide information on implementation of quality management system on employee performance that has aided me to conduct an analysis of the change management process within the organization. I appreciate their cooperation during the trying periods of research.

I thank the Almighty God for His Mercies and Endless Grace during the learning period. It has been a challenging experience and I am extremely humbled for completing this project.
DEDICATION

I would like to dedicate this accomplishment to my Wife Catherine and my children Lexan, Joan and Britney
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LIST OF ABBREVIATIONS & ACRONYMS

CAD     Computer Aided Design
ISO     International Organization for Standardization
NMC     Numerical Machining Complex
TQM     Total Quality Management
QMS     Quality Management System
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The underlying foundations of the ISO 9000 origin go back to World War II, when the Ministry of Defense in Britain chose to execute a lot of benchmarks to decrease botches and the subsequent mishaps in the assembling of weapons (Croft, 2011). According to Watson and Howarth (2011), the models concentrated on the administration of strategies as opposed to the genuine assembling. After issuing several inspection system documents in the 1950’s the U.S. military later integrated ISO 9000 into a set of requirements documents and issued it in December 1963 with the names of Inspection System Requirements and Quality Programme Requirements (Sampaio et al, 2009). This is comparative today in how an organization or association must be reviewed by a certification body to guarantee quality and consistency. ISO 9000 was first distributed in 1987 by the International Organization for Standardization (ISO), a specific worldwide office for institutionalization made out of the national standard bodies of more than 160 nations (Dale, Weile & Iwaarden, 2007). The ISO 9000 report has experienced numerous modifications since its inception to guarantee that it is as proficient and pertinent as would be prudent (Sampaio et al, 2009). As indicated by Croft (2011), its first modification was in 1994, this survey concentrated on attempting to clear up the undefined components of the 1987 form just as spot a more noteworthy fixation on quality confirmation through precaution activities. It likewise kept up its necessity for check of consistence with archived rehearses.

Leadership styles shape acknowledgment of organizational objectives by impacting the manner in which employees execute their duties (Avery, 2005). The utilization of suitable leadership styles makes employees to work in the ideal way in this manner outfitting aggregate exertion to diminish squanders, improve employee performance and offer quality administrations; therefore leadership plays a key role on team performance (Northouse, 2007). Previous studies have also shown that effective communication helps employees to coordinate activities, achieve goals. Communication procedures, frameworks, and practices do assume a focal job in employee performance (Barrelas, 2010). Data, comprehension, and learning are the soul of the authoritative body. A keen and far reaching communication technique is a
crucial part to any effective change and improvement (Akam, 2011). A thoughtful and comprehensive communication strategy encourages productivity in activities through progress of abilities and information of laborers and contribution.

Research has shown that good communication skills among employees bring benefits for the worker by decidedly affecting worker execution through the improvement of their skills and conduct (Peter, 2015). Training as an element of infrastructure capital in an organization facilitates efficiency in operations through improvement of skills and knowledge of workers and involvement. According to Niazi (2011) there is an evident positive link between training and employee performance, as training brings benefits for the employees by positively impacting their performance through the enhancement of employee’s competencies and behavior (Elnaga & Imran, 2013). Other studies have also identified that customer focus is a successful stand-alone strategy which purportedly require a particular degree of focus and examination from researchers (Muzaffar, Salamat & Ali, 2012). Customer satisfaction is of fundamental importance and is potentially based on the training of the service providers.

Quality Management System (QMS) is a formalized framework that archives procedures, systems and duties regarding accomplishing quality approaches and destinations (Barrelas, 2010). A QMS helps facilitate and direct an organization’s exercises to meet client and administrative prerequisites and improve its adequacy and productivity on a continuous basis (ISO, 2014). The success or failure of the ISO 9001 standard to improve firms’ employee performance may be attributed to their effective or ineffective implementation and not inherent deficiencies of the standard (Croft, 2011). In Kenya, numerous open organizations and government foundations have significant shortcomings in Quality Management, which lead to poor execution (Namusonga et al, 2013). This study therefore determined the influence of quality management system based on quality management principles including leadership style, communication; staff training and customer focus and the influence the principles have on employee performance. Employee performance was measured based on efficiency and environmental responsibility, cycle time, productivity, waste reduction and regulatory compliance (Psomas et al., 2013). Other principles of quality management systems that may influence employee performance included communication, training and development and Customer focus (Shafique, et al 2015; George & Scott, 2012; Heskett & Sasser, 2010). The
mentioned studies on various aspects of QMS give varying results, with some finding no significant associations, and others finding negative or positive associations. The study established that the limitation on implementation of quality management system led to poor employee performance. However the results of this research led to the conclusion that performance evaluation measurement is more associated to the idea of employees obtaining financial returns. Thus, it is up to those responsible for designing people management policies to provide forms of recognition other than financial rewards to support the employees’ development and generate results for the population.

Type of leadership style employed by leaders in an organization has a direct influence on organizational value which later determines the outcomes in terms of employee performance (Alloubani, Almatari & Almukhtar, 2014). In China, Wang, Chich-Jen and Mei-Ling (2011) examined how transformational leadership affected organizational performance across criteria and levels through a meta analysis. The study established 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. In Sub Saharan Africa, particularly in Nigeria, Odumeru and Ogbonna (2013) noted that transformational leaders motivated 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). In Kenya, Koech and Namusonge (2012) gave four components of transformational leadership styles including idealized influence (charisma), inspirational motivation, intellectual stimulation and individualized consideration which all in one way or the other influence employee performance.

Communication refers to the process by which information is transmitted and understood between two or more people (McShane & Von Glinow, 2005). Communication at work can assume an essential job in an association's exhibition and survival, influencing basic issues like advancement, security, and employee performance (Macedo, et al 2014). A study conducted at Missouri State University in the USA, Robbins et al. (2010), noted that communication in such an organization takes distinctive bearing from an organization with a formal style of management. Their research further expressed the urgency which management has attached in
creating avenue for employee to socialize. This is as result of good communication that has come up as a result of communicating informally. In Ghana, Shafique, Ahmad, Abbas and Hussain A (2015) found out that the absence of effective communication obstructs successful organizational performance. Their research further expressed the urgency which management has attached in creating avenue for employee to socialize. This is as result of good communication that has come up as a result of communicating informally. Locally in Kenya, Kibe (2014) sought to investigate the effects of communication strategies on organizational performance at Kenya Ports Authority. The study established that communication strategies play a central role in high-performance (Kibe, 2014). Therefore the absence strategy or effective communication channel tends to under-utilize the expertise and vital information from the employees, which could be a critical input for formulating an effective communication strategy to reduce or eliminate apathy in performing their roles hence poor employee performance.

Training as an element of infrastructure capital in an organization facilitates efficiency in operations through improvement of skills and knowledge of workers and involvement (Nunvi (2006). In the Middle East Countries, Farooq and Aslam (2011), established that effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular job and to void on the job errors and mistakes; Niazi (2011) concurs. Regionally in Uganda, In Uganda, Nassazi (2013) evaluated the effects of training on employee performance, using the telecommunication industry in Uganda as case study. The results obtained indicate that training have a clear effect on the performance of employees. In Kenya, previous research has shown that employee performance and service delivery heavily rely on the implementation of its QMS (Kimutai, 2014). It is widely known that for successful implementation of quality management system, staff training must be well executed for operational performance. It is therefore in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. In Kenya, the results in a study by Bichanga et al., (2013) also revealed that ISO 9001:2008 certification defines responsibilities clearly, improves communication within the universities.
Numerical Machining Complex is an ISO 9001: 2008 Certified engineering firm incorporated under the companies Act as a limited liability company established in 1994 by the Government of Kenya and is located in the Industrial Area, Nairobi (Ministry of Trade & Industry, 2017). The Company aims at becoming the regional market leader in steel production, and manufacture of high quality machinery. This study builds upon this by pointing out employee performance as a direct determinant of customer loyalty. Specifically, the current seeks to establish the impact of employee performance on customer loyalty in one area of industrial services, the engineering service industry that is the Numerical Machining Complex. The current study also sought to establish the influence of implementation of quality management system (ISO 9001:2015) on employee performance at numerical machining complex limited. This was based on leadership style and commitment, communication and level of staff training as indicators of quality management system and its influence employee performance at Numerical Machine Complex in Nairobi County.

1.2 Statement of the Problem

From the foregoing background, it is evident that there are several factors that influence the quality management system on employee performance. In developed countries, Leadership is one of the most important factors in our social lives that enhance employee performance; to scrutinize the impacts of the leadership styles on the employees’ operational performance has a great significance to our today’s society. Regionally Shungu et al., (2014) found that factors such as board composition, board diversity, board size, board committees had a significant impact on the poor performance and collapse of corporations in Zimbabwe. In Nigeria, Ujunwa (2012) found that board size, CEO duality and gender diversity were negatively linked with firm performance. In Ghana, Odumeru and Ogbonna (2013) note that transformational leaders motivate their subordinates to put in extra effort enhance performance.

Locally Koech, and Namusonge (2012) have shown that through different leadership styles, organization management influences the way employees execute tasks. Numerical Machines complex is faced with leadership and commitment challenges. Another principle of quality management system which is communication and has revealed by scholars, effective communication helps employees to coordinate activities which achieve the intended goals. Training on the QMS principles has direct relationship with the employees’ performance which
leads to efficiency in performance. Research has shown that tension in organizations resulting from employees’ poor mastery of some responsibilities due to lack of efficient and effective communication mechanism may lead to poor employee performance; hence the need to establish the extent to which the level of staff training influence performance at Numerical Machine Complex. As introduced in the background, when the communication is gap between the employer and the employees, it creates a big problem of understandings in mind of the workers and employers hence hindering employee performance. Existing literature revealed a gap in the empirical knowledge in respect of communication strategies that impact perceived good organizational performances. Finally, an organization that does not focus on its customers in its quality management system implementation stands the risk low perceived value which may compel most customers towards switching to competing businesses in order to increase perceived value, which consequently contributes to a decline in loyalty. Based on the above, this seeks to determine the influence of implementation of Quality Management System (ISO 9001:2015) on employee performance at the Numerical Machine Complex Ltd in Nairobi County; based on leadership style and commitment, communication, level of staff training influence and customer focus as indicators.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of Quality Management System (ISO 9001:2015) on employee performance of employees of Numerical Machine Complex Ltd.

1.4 Research Questions

The study was guided by the following research questions:

1.4.1 To what extent does leadership style as a principle of QMS influence employee performance at Numerical Machine Complex in Nairobi County?

1.4.2 To what extent does communication as a principle of QMS influence employee performance at Numerical Machine Complex in Nairobi County?

1.4.3 To what extent does the level of staff training as principle of QMS influence employee performance at Numerical Machine Complex in Nairobi County?
1.5 Significance of the Study

1.5.1 Academic Research and Scholars

This study informs researchers and scholars on the theory and body of knowledge of Quality Management System 9000 Series. The study finding makes insightful contribution to university teaching in the areas of business management, importance of implementing quality management systems in organization. In addition, new knowledge generated through this study may benefit funding agencies, and Engineering scholars on the need for customer focus.

1.5.2 Engineering Industry

Documentation is often the communication tool used in all goods and services providers. Documenting all relevant and important facts, and having information readily available, allows service providers to furnish correct and appropriate services that can improve quality, safety, and efficiency.

1.5.3 Numerical Machine Complex

This study finding is of importance to employees of Numerical Machining Complex particularly regarding ISO compliance on several aspects of quality management system including leadership styles, communication, staff training and customer focus.

1.5.4 Policy Makers

By adoption of the findings from the current study, an avenue for collection of statistics and trends is created. With the increase in both in customer needs to engineering products, it is paramount for the policy makers in the Ministry of Trade and Industry to be able to make policies and measures that adhere to 9000 Series standards on quality management system. It may also help the company to adopt leadership styles that may improve its employee performance.

1.6 Scope of the Study

This study focused only on employees of Numerical Machining Complex in Nairobi. Due to limitation of time and resources the study concentrated on Company in Nairobi only. There are several aspects of quality management system however the study only focused on leadership styles, communication, staff training and customer focus and not any other. One of
the key limitations of the study was that there was unwillingness of some of the respondents to provide the required information. The study researcher and assistants however assured the participants of confidentiality and anonymity to mitigate against non-willingness to participate.

1.7 Definition of Terms

1.7.1 Commitment

This refers to the full support the leadership of an institution offers in order to achieve a strategic objective of an institution (Kivasu, 2015).

1.7.2 Communication

Communication refers to the process by which information is transmitted and understood between the managers and other employees at Numerical Machining complex (McShane & Von Glinow, 2005).

1.7.3 Customer focus

Customer focus in the context of this represents on identifying customer needs and satisfying them in meeting the organization goals (Bichanga & Karani, 2012).

1.7.4 Employee Performance

This is the performance related to an organization, internal operations such as productivity, product quality and customer satisfaction (Psomas et al. 2013).

1.7.5 Leadership Styles

This is an aspect of quality management system and encompasses the manner and approach of providing direction, implementing plans, and motivating employees to enhance their performance (Kivasu, 2015).

1.7.6 Staff Training

Staff training is effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening an individual’s skills for the future responsibility (George & Scott, 2012).
1.8 Chapter Summary

The chapter outlines different aspects of quality management system including leadership styles, communication, staff training and customer focus that may influence employee performance at Numerical Machining Complex Limited. The chapter also outlined the scope of the study and definition of terms that will be in use in the research. Chapter two of the research will review the literature content on this topic. Chapter three will outline the research methodology and data collection instruments. Specifically, the study comprised of sections such as research design, target population, data collection methods, research procedures, pilot testing of the research instruments and data analysis methods.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature based on various aspects of quality management system (ISO 9001:2015) on employee performance of the study. This literature review outlines the previous studies in addressing the research problem in this study. The literature reviewed in this study is explored under four themes that is studied. This research draws materials from several sources which are related to the objectives of this specific study. The chapter finally presents the chapter summary.

2.2 Leadership Style/ Commitment and Employee Performance

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 determines 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 (Alloubani, Almatari & Almukhtar 2014). Different scholars have established different propositions between leadership styles and employee performance in organizations.

Different scholars have established different propositions between leadership styles and performances in organizations. Globally, Karamat (2013) sought to find out the impact of leadership styles on organizational productivity. The study found out that leadership behaviors significantly influence organizational productivity. Alloubani and Almukhtar (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 teamwork 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.

2.2.1 Transformational Leadership

Transformational leadership has been associated with the ability to rally people around, inspire vision, motivate followers to perform, and empower people to make change happen. They attend to and treat individual employees by addressing their needs, listening attentively, furthering their development, advising and coaching them (Sanda, 2010). 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 (Braun, et al, 2013). Transformational leaders seek contributions from their subordinates on key decisions so as to include their views and opinions in decision making. 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.

In another study, Wang et al. (2011) examined how transformational leadership affected organizational performance across criteria and levels through a meta analysis. The study noted 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. Moynihan, Wright and Pandey (2012)’s studies of the effects of leadership on bureaucracy indicated that transformational leaders improved internal communication, received political support, and conveyed the organizational goal with clarity, reducing the effects of excess standards and rules in the team.

In other studies, Odumeru and Ogbonna (2013) argued 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 & Almukhtar, 2014). Koech and Namusonge (2012) gave four components of transformational leadership styles including idealized influence (charisma): where leaders show great persistence and determination in the pursuit of objectives, show high standards of ethical, principles, and moral conduct, sacrifice self-gain for the gain of others, consider subordinates” needs over their own needs and share successes and risks with subordinates. The second component is inspirational motivation: Leaders behave in ways that motivate subordinates by providing meaning and challenge to their work. The third component is intellectual stimulation: where leaders stimulate their subordinates’ efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Finally Individualized consideration: Leaders build a considerate relationship with each individual, pay attention to each individual’s need for achievement and growth by acting as a coach or mentor, developing subordinates in a supportive climate to higher levels of potential. Individual differences in terms of needs and desires are recognized.

2.2.2 Transactional Leadership

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 (Sethuraman & Suresh, 2014). The transactional leader is a negotiator, who establishes agreements in exchange for desired results. Transactional leadership reduces both the opportunity and requirement for individuals to think. In a battle or in a complex production system this can be a good thing where the leader has the best overview and there are dependencies between tasks that are critical for overall success. The transactional leader can both reward for satisfactory performance and punish unmet goals (Niemeyer, & Cavazotte, 2016). According to Koech and Namisonge (2012) there are three components in transactional leadership – contingent reward, whereby subordinates’ performance is associated with contingent rewards or exchange relationship; active Management by exception, whereby leaders monitor followers’ performance and take corrective action if deviations occur to ensure outcomes achieved; passive management by exception, whereby leaders fail to intervene until problems become serious.
In Kenya Asiimwe, kavoo-linge and Sikalieh (2016) sought to investigate the relationship between transactional leadership style and Small and Medium Enterprise growth in the top 100 SMEs in Kenya. The study was a mixed method study targeting the KPMG top 100 SMEs of 2013. A causal research design was employed to investigate the relationship between the independent variable transactional leadership style with key constructs being contingent reward, Active management by-exception, and cohesion and team performance which all together had 16 items and the dependent variable SMEs growth whose constructs where workforce growth, sales growth, and return on assets with 15 items. Stratified proportionate random sampling and purposive sampling techniques where used to obtain a sample of 227 out of a target population of 553 CEOS and Managers. Data was collected using a closed ended questionnaire and a structured interview guide. Pearson’s correlation, multiple regression and Pearson’s chi-square techniques where used to analyze the data. The analysis indicated that transactional leadership style and SMEs growth had a strong positive and significant correlation ($r= 0.702, p =0.007$), and a positive and significant relationship ($\beta1 = 0.128$, $t = 1.470$, $p> 0.023$). The study concluded that the effectiveness of transactional leadership style is dependent on the nature of the enterprise and recommended that where employees are hired on short term contracts to deliver on specific assignments, small and Medium enterprise leaders should adopt a transactional leadership style, in order to facilitate growth of their enterprises.

2.2.3 Autocratic Leadership
In Pakistan, Iqbal, Anwar and Haider (2015) sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. The purpose of this study was to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. The objectives that guided the study were; to investigate the effect of autocratic leadership styles affect employee performance, to investigate the effect of democratic leadership styles on performance and to analyze the effect of participative leadership styles on employee performance in an organization. The study followed the qualitative approaches. To validate the research objective different scholarly views were presented of each independent variable effect on the dependent variable. At the end it was concluded that the autocratic leadership is useful in the short term and democratic
leadership style is useful in all time horizon. And participation leadership style was most useful in long term and effect on employees is positive.

Also known as authoritarian leadership, Koech and Namusonge (2012) said that autocratic style clearly defines the division between leaders and workers. Autocratic leaders make decision with little or no involvement from employees. Iqbal, Anwar and Haider (2015) sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. At the end it was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive.

These studies examined leadership in general and not the different leadership styles and how they affect operations performance. The context of the reviewed studies is different from the current study hence limiting the application of the findings for the current study. This study will be guided the research question: How do leadership styles and commitment influence employee performance of employees at Numerical Machines Complex in Nairobi County.

2.2.4 Laissez-faire Style
An avoidant leader may either not intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in effort to build a relationship with them. Laissez-faire style is associated with dissatisfaction, unproductiveness and ineffectiveness. Koech and Namusonge (2012) investigated the main effects of leadership styles on organizational performance at state-owned corporations in Kenya. It specifically sought to determine the impact of laissez-faire, transactional and transformational leadership styles on organizational performance at state-owned corporations in Kenya. The study found that laissez-faire leadership style is not significantly correlated to employee performance.
2.3 Communication and Employee Performance

Communication refers to the process by which information is transmitted and understood between two or more people (McShane & Von Glinow, 2005). Communication is an integral part of the organizational process as the flow of communication up and down the organizational hierarchy has its effects on efficiency, decision-making and morale of organizations. Communication at work can play an important role in an organization’s performance and survival, affecting critical issues like innovation, safety, and operational improvements (Macedo, et al 2014). According to Lindlof and Taylor (2011), ‘organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership’. Internal organizational communication facilitates the flow of information among members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system.

In a related study by Tubbs and Moss (2008), it is disclosed that there is a correlation between quality communication and total performance within an organization. The absence of effective communication obstructs successful organizational performance. In line of this for instance, members of an organization are able to share relevant work related issues as well as information, which facilitates ideas in creativity and decision making (Robbins et al., 2010). Based on this, both organizational and individual goals and objectives are attained.

Robbins et al. (2010), noted that communication in such an organization takes distinctive bearing from an organization with a formal style of management. Their research further expressed the urgency which management has attached in creating avenue for employee to socialize. This is as result of good communication that has come up as a result of communicating informally. Linking this to the current study, it will establish whether Numerical Machining Complex has an Employee Wellbeing Programme Unit (EWP), which is used to gather members’ together quarterly to socialize, and in which job related issues is shared.

According to Lindlof and Taylor (2011), ‘organizational communication broadly studies corporate life as constituted through discursive processes such as conflict, teamwork and leadership’. Internal organizational communication facilitates the flow of information among
members of the organization. The effective flow of information among employees within an organization is facilitated by a vibrant internal communication system. These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members. Robbins et al. (2010), noted that communication in such an organization takes distinctive bearing from an organization with a formal style of management. Their research further expressed the urgency which management has attached in creating avenue for employee to socialize. This is as result of good communication that has come up as a result of communicating informally.

A study conducted by Cornelissen (2008) reveals that naturally some employees would want to keep much distance from their colleagues outside office premises. Their intrinsic attitudes tend to create gap to effective communication. Such kind of employees assumes that, maintaining official rapport enhances formal work in its decent manner. Arguably, the researcher emphasized that many organizations do focus much on the employee’s personal relationships. As part of this, they choose those they can relate well to foster good communication in the organization (Cornelissen, 2008).

Locally Kibe (2014) sought to investigate the effects of communication strategies on organizational performance at Kenya Ports Authority. The study empirically evaluated four communication strategies that could have impacted organizational performance namely; open door policy, group effort, organization structure and formal channels of communication. The researcher carried out an investigation on the relationship between communication strategies and organizational performance. It also sought to find out how open door policy of communication influences organizational performance, to assess how group effort enhances organizational performance, to analyze how organizational structure can improve organizational performance and to identify the roles of formal communication channels on organizational performance. The main finding and conclusion drawn from the research was communication strategies play a central role in high-performance. Therefore the absence strategy or effective communication channel tends to under-utilize the expertise and vital
information from the employees, which could be a critical input for formulating an effective communication strategy to reduce or eliminate apathy in performing their roles hence poor employee performance.

2.3.1 Internal Communication

In an organization where the flow of communication is done between or among employees regarding their work shows a form of internal communication has taken place. Internal communication according to Trahant (2008) is operationally stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In order words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee, for instance. Mainly, the focus of internal communication is geared at connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004). When effective internal communication is critical for successful organization, it affects ability of strategic managers to engage employees and achieve objectives. Likewise, when the same internal communication is apt, it ensures employee commitment to achieving groundbreaking business results by helping improve collaboration, productivity and performance (Welch & Jackson, 2007).

2.3.2 Downward communication

Downward communication is when messages flow from a higher-level employee to a lower-level employee within an organization. This arises if information runs down through an organization’s official succession of the hierarchical structure. In other words, communications start at the upper levels of the organization and moves through to the bottom levels (Tubbs and Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees’ past performance (Robbins et al., 2010). In fulfilling employees’ basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg & Baron, 2008).
2.3.3 Upward Communication

Contrariwise to the meaning of downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organizations whiles the formal form of communication is less popular now. It is argued that upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates intended actions. Through upward communication it is pointed out that, superiors get the chance to know their subordinates feelings about their work, colleagues, and the institution in general. Accordingly, this helps scouts for productive employee and organizational performance (Robbins et al., 2010; Greenberg & Baron, 2008).

Upward communication is deemed very essential to the success of an organization. The absence of upward communication can destruct a company from reaching to its goals and objectives. Grassroots information can make and unmake the surviving of an organization (Tubbs and Moss, 2008). Tubbs and Moss (2008) in their studies, summarizes the importance of upward communication as: helping employees to alleviate the anxieties and obstructions of the work situation; it also assists management with the needed information for decision-making. More so upward communications facilitates employees’ consciousness of participation and serve as a gauge of the effective downward communication.

2.3.4 Horizontal / Flat Communication

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the leveling of the hierarchical structure and the introduction of matrix organizations (Greenberg & Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. Robbins et al., (2010) and Tubbs and Moss, (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. In a research analysis by Tubbs and Moss (2008) some significant functions of the horizontal or flat communication were unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason been that lower level members within
department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from different people or from different department in order to intensify job satisfaction and motivation by creating more empowerment in communication.

2.4 Influence of Staff Training on Employee Performance

Training as an element of infrastructure capital in an organization facilitates efficiency in operations through improvement of skills and knowledge of workers and involvement. According to Nunvi (2006), training programs are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs. Considering the progress in the technology, certain jobs become redundant with the replacement of machines in present days. Further education and competence becomes necessary for those in current positions and those wishing to be promoted in the future.

At the University of Colombo, Sasidaran (2018) sought to establish the Impact of Training on Employee Performance at a Private Organization in Sri Lanka. Simple random sampling was used in the data collection process. The study was expected to select a large sample from the employees in selected organizations. The primary data was collected through the use of survey questionnaire by drop and pick strategy to ensure high response rate. The use of questionnaire was adopted because it ensured that data collection was standardized such that each respondent got the same question and in the same format. Questionnaires also enabled collection of original data from the sample of the population within a short time and at low cost for purposes of describing the entire population. The findings revealed that without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do.

Nushrat (2018) carried a study on the effects of training on employee performance on banking sector, Tangail Bangladesh. Data for the paper was collected through primary source that are from questionnaires surveys. The statistical sample of the study at Banking Sector which covers 150 employees of 14 banks was located on Tangail District. A survey of 150 employees via self-administrated questionnaire with the help of stratified sampling technique was
conducted with the response rate of almost 75%. The data was checked through statistical software SPSS 20 to perform Descriptive analysis, T-test, Correlation, and Regression analysis. The findings were presented using tables and figures. On the role of training the study showed that general training enhances employee engagement, employee motivation and job satisfaction. The Hypotheses showed that all these had significant effects on Employee Performance. That means, this research found that strong relationship existed between employee training and employees’ performance. The results also revealed that the more the employee gets training, the more efficient their level of performance would be.

In India, Zahid (2013) sought to establish impact of training on employee performance of retail banking sector in India. The study analyzed the relationship between training and its impact on employee performance in banks. Several measures of performance were analyzed including compensation, performance appraisal, and organizational commitment. The study findings revealed that training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. Past researches provided evidence regarding the positive affect of training programs on both employee and organizational performance. The study further revealed that training has direct relationship with the employees' performance. A significant relationship was found between the employees training and their resultant performance in accomplishing different tasks. It was concluded that by the help of training employees become proficient in their jobs and they become able to give better results.

Elnaga and Imran (2013) studied the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research study adopted a qualitative research, as it reviewed the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. The study also analyzed the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance. It reviewed the current evidence of such a relationship and offered suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. Even though the study
provided a brief overview of training effectiveness and how it contributes in enhancing the employee performance, there were no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting the current study to fill the gap.

According to Farooq and Aslam (2011), managers are trying their level best to develop the employee’s capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide (Muzaffar, Salamat & Ali, 2012). Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at s particular job and to void on the job errors and mistakes (Niazi, 2011). Therefore training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (Olaniyan & Ojo, 2008). Moreover it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner.

Banzoussi (2015) carried a study to investigate the impact of training practices on employees and organization performance in Congolese telecommunication companies. Following the empirical framework, a survey was developed and data collected from four telecommunication companies. Results indicated that training practices have a positive linear relationship with employee and organization performance. Furthermore, training practices had positive and statistically significant effect on employees and organization performance. Training activities of competences development was the most important factor for employee and organization performance. The reason was that organization needs to acquire the new competences to be more competitive. For employees, training activities competences development allowed them to increase the degree of their employability as well as to improve their technical competences.
Mamofokeng, Lira and Rammuso (2018) carried a study on the impact of training on employees’ performance in the banking sector in Lesotho. The study employed stratified sampling technique to draw a sample of 171 employees from a population of 300 employees through self-administered questionnaire to examine the impact of training on employees’ performance, employee’s motivation and job-satisfaction in the banking sector in Lesotho. The findings of the study generally revealed that training not only increases employees’ performance but also positively affects employees’ motivation and job satisfaction within the banking sector in Lesotho. Therefore, the study concluded that banking sector in Lesotho should regularly allocate resources for employees’ training based on identified skill gaps to sharpen employees’ skills, knowledge and abilities in order to capacitate them to cope with the ever-changing working environment and uncertain conditions and to improve their motivation and job-satisfaction.

In Uganda, Nassazi (2013) evaluated the effects of training on employee performance, using the telecommunication industry in Uganda as case study. In order to understand the study aim, four goals were developed and these focused particularly on identifying the training programs’ existing in the industry, the objective of the training offered; the methods employed and finally the effects of training and development on employee performance. The study was based on three case studies of the biggest telecommunication companies operating in Uganda. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. Based on this sample the results obtained indicate that training have a clear effect on the performance of employees.

Kasimu et al (2018) investigated the contribution of training and employee engagement on employee performance using evidence from Uganda’s health sector. The study was a cross sectional and correlational in design. Usable questionnaires were received from 150 respondents from four Catholic founded hospitals including Kamuli Mission Hospital, Buluba Mission Hospital, St. Benedict Mission Hospital and Budini Mission Hospital. Data were analyzed using SPSS. Regression analysis results indicate that training and employee engagement significantly predict employee performance by 44.7% and employee engagement was found to be a major predictor of employee performance as compared to training. Correlation analysis results indicate that there is a significant positive relationship between
training and employee performance. Correlation analysis results further indicated that there was a significant positive relationship between employees.

Githinji (2014) sought to explore the effects of training on employee performance among the international civil servants at the United Nations support office for the African Union mission in Somalia. A survey research design was used for the study as it allowed investigation of possible relationships between variables as well as data collection from broader category and comparisons between variables. The study population was 144 staff of the United Nations Support Office for the African Mission in Somalia. A sample of 45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The data was collected by use of a questionnaire. The findings of the study revealed that training enhances employee engagement in change processes. As a measure of engaging in change process, the top level management and non-management management staff were more likely to be induced in taking new tasks after undergoing training compared to those in the middle level management. Similarly training most likely motivates the top level to be committed to taking initiatives in helping other employees. The study showed that training enhances better performance among employee and lastly the study showed that training enhances employee enthusiasm to work.

Mamati (2014) sought to establish the impact of employee training and operational performance of firms in the financial services sector in Kenya. The study sought to establish the relationship between employee training initiatives and employee performance through service strategy as a moderating variable and operational efficiency analyzed within the service setting of firms in financial services sector in Kenya. Regression analysis model was applied in order to enhance understanding of interactions. The effect of employee training initiative was analyzed to establish as to how it brings employee performance to an organization. The findings of the study showed that employee training initiatives had a significant positive and direct effect on employee performance. The fact from the study was that service strategy play a more intense moderating role for efficiency performance measures than for customer satisfaction performance measures.
2.5 Chapter Summary

From the literature, Leadership styles shape realization of organizational objectives by influences the way employees execute tasks. The use of appropriate leadership styles makes employees to work in the desired way thereby harnessing collective effort to reduce wastes, enhance operational performance and offer quality services; and therefore leadership plays a key role on team performance. The literature has shown that effective communication helps employees to coordinate activities, achieve goals. Communication strategies, systems, and practices do play a central role in employee performance. Information, understanding, and knowledge are the lifeblood of the organizational body. A thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement.

Training as an element of infrastructure capital in an organization facilitates efficiency in operations through improvement of skills and knowledge of workers and involvement. The literature has proved a positive link between training and employee performance, as training brings benefits for the employee by positively impacting employee performance through the enhancement of employee’s competencies and behavior. The literature also identifies that customer focus is a successful stand-alone strategy which therefore, purportedly requires a particular degree of focus and examination from researchers. The fact that customer satisfaction is of fundamental importance and potentially offers a broad range of benefits for organizations is well established in the literature.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology used to achieve the objectives of the study. It describes the research design, population and sampling design, data collection methods, research procedures and data analysis of the study.

3.2 Research Design

A research design is the overall plan and strategy that informs the key decisions that are adopted in research (Bryman & Bell, 2015). The study used a descriptive survey design. Descriptive survey design involves obtaining pertinent and precise information concerning the current status of phenomena and wherever possible draw valid general conclusions from the facts discovered. It also involves posing a series of questions to willing participants and summarizing their responses with statistical indexes and then drawing inferences about a particular population from the responses of the sample (Creswell, 2009). Descriptive survey is justified and appropriate as it will allow the researcher to describe, explain and examine facts, trends and patterns that will emerge from the study (Saunders et al., 2016). A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation (Sekaran & Bougie, 2013).

3.3 Population and Sampling Design

3.3.1 Population

Population is defined as the entire group of individuals’ events or objects having common observable characteristics (Best & Khan, 2011). Population also refers to all the members of a group to which research findings can be generalized and provide an accurate record of the sampling framework from which the sample is to be drawn (Saunders, Lewis & Thornhill, 2016). In this study, the target population was management staff and all employees at Numerical Machining Complex in Nairobi County, Kenya. According to the data received from Numerical Machining Complex Ltd, the current establishment has a total of 118 general
workers, 11 members of staff in the management, 11 in the supervisory and 96 in the operatives; making a total of 236 employees.

3.3.2 Sampling Design

A sample is a representative group of the entire population. Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements (Sekaran & Bougie, 2013). The design therefore maps out the procedure to be followed to draw the study’s sample.

3.3.2.1 Sampling Frame

Sampling frame is defined as the name of all items of an element from which the sample is essentially drawn and is closely connected to the population (Kothari & Garg, 2014). A sampling frame is a master list used to define a researcher's population of interest. It gives a complete list of all the members of the population to be studied (Saunders et al., 2016). It guides the process of grouping units to the frame, to establish the sample size and allocate the sample to the categories in the sampling frame and final section of the sample (Mugenda, 2012). The list could be of institutions, individuals, geographical areas, or other units (Brown & Churchill, 2014).

3.3.2.2 Sampling Technique

According to Cooper and Schindler (2014) a sampling technique is the method of selecting elements from the population that represent the population. It is a process of selecting a number of individuals or objects from a population such that the selected group contains elements of the characteristics found in the entire group (Mugenda, 2012). In the study, stratified, purposive and simple random sampling was used to select the respondents from general workers, members of staff in the management, supervisory and operatives. This type (Stratified) of sampling is used when the researcher wants to highlight specific subgroups within the population (Vogt, Gardner & Haeffele, 2012). The study first of all stratified the employees according their job subgroups, then purposively sampled the management and supervisory level of staff, then used simple random sampling to collect data from operative and general works so that each of them has an equal chance of participating in the study.
3.3.2.3 Sample Size

A sample size is a representative group drawn from the entire population and a researcher makes inferences on the whole population by use of the sample (Saunders et al., 2016). A sample size also refers to the number of items to be selected from the universe to constitute a sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. This study utilized Krejcie & Morgan (1970) sample size table to come up with an adequate sample size. The sample size table allows the researcher to determine the sample size for a given population with 95% certainty. To obtain an appropriate sample for the respondents, Krejcie & Morgan (1970) sample size determination table was used to sample the 236 employees of Numerical Machining Complex Ltd according to each stratum (Appendix VI). Krejcie and Morgan (1970) formula used to determine the sample size:

\[
S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}
\]

Where

- \(S\) = Required Sample Size.
- \(N\) = Number of Employees at Numerical Machining Complex Ltd.
- \(P\) = Population proportion of individual that yield maximum possible sample size (Assumed to be 0.5).
- \(d\) = Degree of accuracy as reflected by amount of error to be tolerated (taken as 0.05).
- \(X^2\) = Table value of chi-square for one degree of freedom taken as 3.841 for 0.95.

According to Krejcie and Morgan (1970) (Appendix VI) sample size determination table, the appropriate sample size was as shown in Table 3.1.
Table 3.1: Sample Size and Sampling Frame

<table>
<thead>
<tr>
<th>Population Strata</th>
<th>Population size</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Supervisory</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Operatives</td>
<td>96</td>
<td>76</td>
</tr>
<tr>
<td>General Workers</td>
<td>118</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>236</strong></td>
<td><strong>187</strong></td>
</tr>
</tbody>
</table>

The appropriate sample size for a population of 236 will be 187 respondents

3.4 Data Collection Methods

Data collection is the precise and systematic collection of information that is relevant to the purpose, objectives of the study. According to Mugenda and Mugenda (2003), data collection is defined as the collection of information from a list of respondents in order to draw a conclusion.

Collection of data was from both primary and secondary sources. Primary data collection involves going to the field and getting specific information with regards to the objectives of the study. Secondary data collection involves getting information from already existing sources (Sekaran & Bougie, 2013). Primary data was collected using questionnaire and interview guide. A questionnaire was used for data collection because it offers considerable advantage in administration. A questionnaire is justified for use in this study as it enhanced collection of quantitative data. Furthermore, a questionnaire allowed for collection of data in a cost effective, easy and without the researchers influence on the findings. It was also used to collect both quantitative and qualitative data while interview guide was used to collect qualitative data only. It questionnaires comprised of open and closed ended questions. Section I sought for information on the demographic information regarding gender, age, academic qualification and years of experience.

Section II-V sought for information regarding other items laid in the research objectives. The second part of the questionnaire (section II-V) had questions to reflect the four research objectives and it will use a Likert scale. Respondents recorded the factors that influence them
most by indicating their agreement with each statement on a 1-5 Likert scale from the strongly disagree (1) to the strongly agree (5). The Likert scale is chosen because it allowed the researcher to perform statistical operations on the data collected from the respondents (Sekaran & Bougie, 2010). The participants were unwilling to share information and the questions may not evoke desired responses. To deal with limitations the researcher applied for informed consent, confidentiality, anonymity and courtesy to get and select participants who were willing to participate in the study (Walliman, 2011). Before each questionnaire was administered, the researcher explained to the respondents the significance of the research study and the importance of the respondents’ data. Semi-structured interview guide was used to collect data from both supervisory and management staff. The use of interview guides enabled the researcher to elicit in-depth information.

3.5 Research Procedure

According to Kombo and Tromp (2013) data collection is important in research, because it allows for dissemination of accurate information and development of meaningful programmes. Before the actual study, a pilot study was conducted on few respondents by the researcher. A pilot study is a pre-test of the questionnaire on a small number of people conducted to refine methodology before it is used in earnest. The purpose of the pilot study is to validate the questionnaire by identifying problems with the research design and give the researcher experience with participants, methodology and data collection. The pretest questionnaire was sent to the respondent sample in the same setting and the same data collection and analysis techniques as used in the final study. During the pilot, the researcher dealt with questions that require clarification and rewording (Walliman, 2011).

After which the researcher personally administered the questionnaires and conduct interviews to the participants. The researcher explained the purpose, clarified points and motivated the respondents to answer questions carefully. The participants answered the questionnaires and interviews while the researcher waited for same day collection. The essence of collecting the questionnaires on the same day was to avoid loss of the questionnaires through misplacement or forgetfulness. The researcher also conducted face to face interviews with the other respondents. This was arranged during the preliminary visit to the Company while seeking
permission to collect data. The interviews took not more than twenty minutes per each respondent.

3.6 Data Analysis Methods

Data analysis is a process of bringing order, structure and meaning to the collected data. Data was evaluated for usefulness, centrality and to test emergent understandings (Sekaran & Bougie, 2013). After data is obtained through questionnaires and interviews, they were edited and the questionnaire pre coded to make it easy for data entry. Quantitative data was categorized and entered into a computer spread sheet in a standard format to allow for computation of descriptive statistics. Thereafter the data was coded and analyzed with the use of a computer in Statistical Package for Social Sciences (SPSS) version 20 programs to produce frequencies, descriptive and inferential statistics. Qualitative data derived from interview guide was transcribed and grouped topics into meaningful segments or themes.

3.7 Chapter Summary

In this chapter the methodology has been discussed alongside research design, population and sample design, data collection, research procedure and data analysis. The next chapter discusses the results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the analyzed results and findings of the study on the research questions concerning the data collected from the respondents. The first section covers the response rate. The second section is about the background information, which presents demographic presentation of the respondents. The other section deals with the objective questions as answered and the final section will discuss the summary of the whole chapter.

4.2 Response Rate

A response rate is the absolute number of respondents or people took an interest in an research study and it is displayed as rate. This study had 187 people reacting to influence of quality management system (ISO 9001:2015) on employee performance: an instance of Numerical Machining Complex Ltd, Nairobi County. Table 4.1 speaks to the reaction rate of the study.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent</td>
<td>180</td>
<td>96.3</td>
</tr>
<tr>
<td>Did not Respond</td>
<td>7</td>
<td>3.7</td>
</tr>
<tr>
<td>Total</td>
<td>187</td>
<td>100</td>
</tr>
</tbody>
</table>

From the study, plainly 96.3% of the respondents partook in the study while 3.7% did not partake. The research, thusly, infers that the reaction rate was a great idea to be utilized.

4.3 Demographic Information

In terms socio-demographic information, the study sought to establish the gender, level of education and number of years they had worked for the Company.
4.3.1 Gender

The respondents were asked to state their gender and Figure 4.1 presents the findings.

![Figure 4.1: Gender of the Respondents](image)

Figure 4.1 demonstrates the gender portrayal of the investigation. From the figure, it is plainly shown that 66.7% of the populace at the Machining Complex Ltd, Nairobi County was male while 33.3% were female. The examination suggests that dominant part of the populace in Machining Complex Ltd were male.

4.3.2 Level of Education

The respondents were asked to state their level of education and Figure 4.2 presents the findings.

![Figure 4.2: Level of Education](image)
Figure 4.2: Level of Education

As shown in Figure 4.1, majority (33.3%) of the respondents had secondary school level of education, followed 25.9% with certificate level of education and 19.4% with bachelor degrees. The study further revealed that 16.7% had primary school level of education and 3.9% with post graduate level while only 1.7% had no education. The finding implies those majorities had secondary school level of education and above and therefore were competent enough to answer to issues related to influence of quality management system on employee performance at Numeric Machining Complex Ltd.

4.3.3 Years Worked

To obtain the work experience at the Numerical Complex Limited, the respondents stated as presented in Table 4.2.

Table 4.2: Work Experience

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>36</td>
<td>20.0</td>
</tr>
<tr>
<td>5-10 Years</td>
<td>31</td>
<td>17.2</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>41</td>
<td>22.8</td>
</tr>
<tr>
<td>Above 15 Years</td>
<td>72</td>
<td>40.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

At the point when requested to demonstrate to what extent they had worked at their present company, Table 4.2 demonstrates that 40.0% showed they had worked for over 15 years. Twenty two point eight percent 22.8% had worked for between 11 years and 15 years, (20.0%) had worked under 5 years. Just 17.2% had labored for 5-10 years in their present Company.

4.3.4 Position in the Organization

In this segment, the respondents were approached to demonstrate their activity position. On the particular position in the organization, the findings showed that management staff were (5.6%), supervisory were (5.6%), operatives (38.8%) and general workers at (50.0%). The general workers were the most dominant respondents as demonstrated on the Table 4.3. This implies that different cadre of personnel were proportionately engaged in this study.
Table 4.3: Positions of Employees

<table>
<thead>
<tr>
<th>Population Strata</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>10</td>
<td>5.6</td>
</tr>
<tr>
<td>Supervisory</td>
<td>10</td>
<td>5.6</td>
</tr>
<tr>
<td>Operatives</td>
<td>70</td>
<td>38.8</td>
</tr>
<tr>
<td>General Workers</td>
<td>90</td>
<td>50.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4 Leadership Style and Employee Performance

The respondents were asked to state extent to which leadership style as a principle of QMS influenced employee performance at Numerical Machine Complex. They indicated their agreement with each statement on a 1-5 Likert scale from the strongly disagree (1) to the strongly agree (5). Leadership styles included transformational which had (4) attributes: namely idealized influence in which leaders become role models who are trusted by subordinates, second one is inspirational motivation where leaders behave in ways that motivate subordinates by providing meaning and challenge to their work. The third transformational leadership attribute was intellectual stimulation where Leaders stimulated their subordinates in an effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. The final transformational leadership attribute was Individualized consideration where leaders built a considerate relationship with each individual, pay attention to each individual’s need for achievement and growth by acting as a coach or mentor.

The second leadership style was transactional leadership style which had (two) attributes: Contingent reward, which a factor based on a bargaining exchange system in which the leader and subordinates agree together to accomplish the organizational goals and administration by exception where leaders specify the standards for compliance, as well as what constitutes ineffective performance and may punish subordinates for being out of compliance with those
standards. The third leadership style considered was Laissez-faire where Leaders will always avoid getting involved when important issues arise and avoid making decisions. The results of the descriptive statistical analysis of variance were as indicated in Table 4.4 below.

**Table 4.4: Results of Perceptions of Leadership Styles**

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Leadership behaviour</th>
<th>Management Staff</th>
<th>Other Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>behaviour</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transformation</td>
<td>3.90</td>
<td>2.0</td>
<td>2.62</td>
</tr>
<tr>
<td>leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Idealized</td>
<td>3.82</td>
<td>1.77</td>
<td>2.74</td>
</tr>
<tr>
<td>influence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational</td>
<td>4.02</td>
<td>1.87</td>
<td>2.75</td>
</tr>
<tr>
<td>motivation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual</td>
<td>3.91</td>
<td>2.24</td>
<td>2.50</td>
</tr>
<tr>
<td>stimulation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual</td>
<td>3.94</td>
<td>2.12</td>
<td>2.54</td>
</tr>
<tr>
<td>consideration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transactional</td>
<td>3.64</td>
<td>2.24</td>
<td>2.64</td>
</tr>
<tr>
<td>leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>behaviour</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contingent</td>
<td>3.53</td>
<td>2.06</td>
<td>2.24</td>
</tr>
<tr>
<td>reward</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>3.75</td>
<td>2.42</td>
<td>3.04</td>
</tr>
<tr>
<td>by exception</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laissez-faire</td>
<td>2.31</td>
<td>2.23</td>
<td>2.48</td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>behaviour</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in Table 4.4, the analysis of variance demonstrates that the management staff which includes (management and supervisory staff) and other staff which includes (operatives and the general workers) have an alternate impression of leadership styles. To the leaders, the prevalent style of leadership is transformational (M = 3.9, SD = 2.0), followed by the transactional leadership style (M = 3.64, SD = 2.24), and laissez-faire (M = 2.31, SD = 2.23). To other members of staff, both the transformational and transactional leadership styles (M = 2.62, SD = 3.63) and the transactional leadership style (M = 2.64, SD = 2.99) are prevalent in the public administration, trailed by Laissez faire (M = 2.48, SD = 2.54).

Contrasting the points of view of management staff and other members of staff, there is a huge distinction in connection to the transformational (Chi-Square = 106.0, p < .001) and
transactional leadership styles (Chi-Square = 97.26, p < .001). Other members of staff (operatives and general workers) feel that leaders administrate less by exemption and offer less unforeseen rewards than the leaders might suspect they do. This distinction is more noteworthy in connection to the transformational dimensions. Management staff thinks they are all the more glorifying, inspiring, and offer preferred individualized thought over the subordinate staff think they are. As to laissez-faire style, the view of leaders and the members of subordinate staff don't contrast (Chi-Square = 11.78, p = .182).

Using Pearson’s Moments Correlation test, the study further revealed that there was a positive relationship between employee performance and transformational leadership styles (r=.515, p < .001), and transactional leadership style (r=.470, p < .001). However, there was no relationship between performance and laissez-faire style (r=.103, p = .451). For the subordinate staff (Operatives and general workers), there is a correlation between's employee performance and transformational (r=.535, p < .001), transactional leadership styles (r=.567, p < .001) styles, and laissez-faire style (r=.227, p < .001).

One of the management staff who participated in the interview gave the following information concerning transactional leadership and growth:

“In an organization where transactional leaders are the managers, employees and staffs in the lower level of management follow a given and clear chain of operational process and commands. The employees are required to do exactly what their manager instructs them to do to complete their daily tasks.”

He added that;

“If an employee has signed a contract with the company, the rules and policies stipulate the penalties for not following the regulations that are set by the company guiding their contact and operation. In cases where employees have to negotiate for a position in the company where this leadership style is adopted, they have to acknowledge that their managers have the full authority over their work and output.”

A discussion with one of the managers had the following:

“A transactional leadership style from my point of view is one of the leadership styles that positively generates favorable changes and builds value in each of the employees.”
4.5 Communication and Employee Performance

The second objective of the study was to establish the extent to which communication as a principle of QMS influence employee performance at Numerical Machine Complex in Nairobi County. Variables and indicators of communication were grouped into two categories of upward and downward communication. The respondents were asked to the extent to which they agreed with statements regarding both upward and downward communications. The findings were as presented in Table 4.5.

Table 4.5: Effective Communication Strategy

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 You think that people in this organization say what they mean and mean what they say (Horizontal Communication)</td>
<td>2.97</td>
<td>0.94</td>
</tr>
<tr>
<td>2 People in top management say what they mean and mean what they say (Downward Communication)</td>
<td>3.10</td>
<td>1.08</td>
</tr>
<tr>
<td>3 People in this organization are encouraged to be really open and candid with each other (Horizontal Communication)</td>
<td>3.40</td>
<td>0.96</td>
</tr>
<tr>
<td>4 People in this organization freely exchange information and opinions (Horizontal Communication)</td>
<td>3.23</td>
<td>0.95</td>
</tr>
<tr>
<td>5 You are kept informed about how well organizational goals and objectives are being met (Internal Communication)</td>
<td>3.40</td>
<td>0.93</td>
</tr>
<tr>
<td>6 Top management is providing you with the kinds of information you really want and need (Downward Communication)</td>
<td>3.10</td>
<td>1.00</td>
</tr>
<tr>
<td>7 Communication from other department is detailed and accurate (Internal Communication)</td>
<td>3.00</td>
<td>0.89</td>
</tr>
<tr>
<td>8 You receive information from the sources that you prefer (e.g. from your superiors, department meetings, co-workers, newsletters (Upward Communication)</td>
<td>3.41</td>
<td>0.81</td>
</tr>
<tr>
<td>9 The information you receive from other department is consistently reliable</td>
<td>3.12</td>
<td>0.80</td>
</tr>
<tr>
<td>10 The directives that come from top management are clear and consistent (Downward Communication)</td>
<td>3.26</td>
<td>0.94</td>
</tr>
<tr>
<td>11 Your job is not delayed because you get the information you need. (Upward Communication)</td>
<td>2.92</td>
<td>1.00</td>
</tr>
<tr>
<td>12 Most of the information you receive from your manager is detailed and accurate (Downward Communication)</td>
<td>3.24</td>
<td>0.80</td>
</tr>
<tr>
<td>Effective Communication Strategy</td>
<td>3.18</td>
<td>0.93</td>
</tr>
</tbody>
</table>

As presented in Table 4.5, all the points of communication are less than the expected mean of 4; which indicate they are less satisfactory. It is only in the areas of encouraging an open worker
relationship (point 3), exchange of ideas (point 4) and transfer of the organizational goals and objectives (point 5) that the level of communication was relatively high. Meanwhile the worst performance was observed in the areas of employees communicating exactly what they mean and meaning what they say (point 1), information to facilitate the job pace (point 11) and provision of relevant information by top management (point 6).

To find the correlation between Effective communication and Employee Performance, all the items of communication and performance were reduced to two composite variables, for overall communication and performance, respectively. The results showed a positive and significant relationship between overall communication and performance. The correlation statistic ($r = .361, p < 0.001$) shows that communication can explain 36.1% of variations in employee performance. This is an indication of a positive relationship between effective communication and performance. The study further revealed that correlation statistics for consistency ($r= 0.314, p < 1\%$); concreteness ($r= 0.258, p < 1\%$) and completeness ($r= 0.290, p < 1\%$) reveal that increased effectiveness of communication in factors of consistency, concreteness, and completeness account for 31.4%, 25.8% and 29% respectively in improvement in employee performance.

### 4.6 Level of Staff Training and Employee Performance

The respondents both management staff and other employees were asked to indicate the extent to which they agreed with various statements staff training and its effects on performance. The scale applied for all statements was such that (Yes was for Agreement and No for disagreement). The findings were as presented in Table 4.6.

#### Table 4.6: Selection for Training

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training on joining the company enhances performance</td>
<td>60</td>
<td>33.3</td>
</tr>
<tr>
<td>Training on Supervisors recommendation influence performance</td>
<td>24</td>
<td>13.3</td>
</tr>
<tr>
<td>Compulsory for all employees has impact on performance</td>
<td>51</td>
<td>28.3</td>
</tr>
<tr>
<td>Training upon employee request</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>6</td>
<td>3.3</td>
</tr>
</tbody>
</table>
Table 4.6 illustrates the results from the question about how the respondents perceived the effects of various aspects of training on employee performances. The results indicate surprisingly that a large number of these respondents confirmed that had some effect on performance. This proportion of respondents is represented by 33.3% who indicated that training on joining the company were the most effective to enhance employee performance. The study also revealed that, 51 respondents believed that employee performance can be enhanced if all employees go through the training and this is represents by a 28.3%. It is however surprising that although other employees performance can only be enhance through training based on their supervisors recommendation (24 respondents representing a 13.3%), upon their own request to receive training (9 respondents representing 5%), a big number of the response rate came from the respondents who were non committal on giving their views on the importance of training. This may imply that the training approach employed is only understood by the superiors and management staff leaving the trainees unaware of the importance of entire training process. From the analysis above, it proves that if training needs are being identified and programs organized and conducted to address the needs, it will go a long way to improve not only the performance of workers, but that of the overall organization. The respondents were also asked to indicate how often they underwent training and Table 4.7 presents the findings.

Table 4.7: Training schedule

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
<td>5</td>
<td>2.8</td>
</tr>
<tr>
<td>Every six months</td>
<td>13</td>
<td>7.2</td>
</tr>
<tr>
<td>Once a year</td>
<td>31</td>
<td>17.2</td>
</tr>
<tr>
<td>Every two years</td>
<td>45</td>
<td>25.0</td>
</tr>
<tr>
<td>No Training Schedule</td>
<td>86</td>
<td>47.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>180</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The schedule of employee training at the Numerical Machining Complex Limited as reported in the results above indicates that the majority of respondents represented by 47.8% were under no specific training schedule. This means that they had no particular training schedule whereby they would be required to participate in training anytime as planned by the HRM team of the company. The other 25% of the respondents were seen to participate in training every two years, 17.2% participated once a year, 7.2% every six months and the rest of the respondents indicated that they were scheduled for training on a quarterly basis.

4.7 Customer Focus and Employee Performance

Objective four of the study sought to establish the extent to which customer focus as a principle QMS influence employee performance at Numerical Machine Complex in Nairobi County. They indicated their level of agreement with each statement on a 1-5 Likert scale from the strongly disagree (1) to the strongly agree (5). Table 4.8 presents the findings.

Table 4.8: Influence of Customer Focus on Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a cordial customer relationship</td>
<td>3.74</td>
<td>0.85</td>
</tr>
<tr>
<td>Ensure customer satisfaction</td>
<td>3.39</td>
<td>0.88</td>
</tr>
<tr>
<td>Identifying customer needs</td>
<td>3.39</td>
<td>0.15</td>
</tr>
<tr>
<td>Have a philosophy of putting the customer first</td>
<td>3.00</td>
<td>0.73</td>
</tr>
<tr>
<td>Have mechanisms in place to determine the kind of service</td>
<td>2.91</td>
<td>0.79</td>
</tr>
<tr>
<td>the customer wants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measures in place to determine the quality of services that</td>
<td>2.90</td>
<td>0.08</td>
</tr>
<tr>
<td>the customer needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a post service standards and measure results against</td>
<td>2.55</td>
<td>0.43</td>
</tr>
<tr>
<td>them</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good customer interactions so that valuable feedback can</td>
<td>2.16</td>
<td>0.93</td>
</tr>
<tr>
<td>get to the relevant authorities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the findings in Table 4.8, the respondents agreed that employees at Numerical Machining Complex are encouraged to interact with customers and aid where they are suited to. The respondents also moderately agreed that the company offers its employees adequate impetus
to perform their tasks effectively with regards to offering services to customers. Managers in each sector of the company have mechanisms in place to determine the kind of service the customer wants, customer requirements, and measures in place to determine the quality of services that the customer needs. The company both management and other members of staff have a post service standards and measure results against them and developed good customer interactions so that valuable feedback can get to the relevant authorities.

Through interviews, the study established that the management staff in the company conducted research about the customers and their expectations. The company offers rewards to employees at the customer service level for interaction with, and retention and recruitment of customers. Management in the parastatal has given employees are given a chance to participate in decision making with regards to services offered to customers. The findings reveal that managerial involvement in the provision of customer service in the parastatal was low, touching mainly on encouraging employees in the parastatal to interact with customers and aid where they are suited to. Focusing on customers can improve organizational performance when applied as an organizational strategy. The reason behind this is that service provision to customers is one of the core factors of running an effective business.

4.8 Performance

The respondents both from the management and other general staff were asked to state the extent to which they agreed with some statement on perceived performance of leaders and other fellow employees for each dimension. The dimension of performance included focus on results, focus on clients, innovation, focus on team work and professional commitment. They indicated their agreement with each statement on a 1-5 Likert scale from the Strongly Disagree (1) to the Strongly Agree (5). The results were as presented in Table 4.9

41
Table 4.9 Result of Team Performance

<table>
<thead>
<tr>
<th>Performance</th>
<th>Management Staff</th>
<th>Other Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard Deviation</td>
</tr>
<tr>
<td>Performance</td>
<td>3.31</td>
<td>2.49</td>
</tr>
<tr>
<td>Focus on Results</td>
<td>4.10</td>
<td>3.05</td>
</tr>
<tr>
<td>Focus on clients</td>
<td>2.81</td>
<td>2.04</td>
</tr>
<tr>
<td>Innovation</td>
<td>3.47</td>
<td>2.10</td>
</tr>
<tr>
<td>Focus on Team Work</td>
<td>4.11</td>
<td>3.46</td>
</tr>
<tr>
<td>Professional commitment</td>
<td>2.06</td>
<td>1.80</td>
</tr>
</tbody>
</table>

As shown in Table 4.9 on perceived performance of leaders and other general members of staff for each dimension, the management staff had a better perception of team performance (M = 3.31, SD = 2.49) than the other general staff (M = 2.97, SD = 3.96), and this difference is statistically significant (Chi-Square = 28.80, p < .001). The largest difference regards teamwork. Leaders think that employees work more in teams than they actually do.

4.9 Inferential Statistics

4.9.1 Correlation Matrix between Leadership Styles and Employee Performance

The study sought to establish if there is a relationship between leadership styles and employee performance. This was done by using Pearson moments correlation test between leadership styles and employee performance and the findings were as presented in Table 4.10.
Table 0.10 Correlation Matrix between Leadership Styles and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Employee Performance</th>
<th>Leadership Styles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>180</td>
</tr>
<tr>
<td><strong>Leadership Styles</strong></td>
<td>Pearson Correlation</td>
<td>.608**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>180</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.05 level (2-tailed).

Table 4.10 shows that relationship between leadership styles and employee performance had a correlation coefficient of 0.608 and an alpha value of 0.001. This therefore shows that the relationship between the two variables had statistical significance and was not just by chance. This is because the alpha value was below 0.05 for it to have statistical significance.

4.9.2 Correlation Matrix between Communication and Employee Performance

The study sought to establish if there is a relationship between communication styles and employee performance. This was done by using Pearson moments correlation test between leadership styles and employee performance and the findings were as presented in Table 4.11

Table 0.11 Correlation Matrix between Communication Styles and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Employee Performance</th>
<th>Communication Styles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>180</td>
</tr>
<tr>
<td><strong>Communication Styles</strong></td>
<td>Pearson Correlation</td>
<td>.511**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>177</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.05 level (2-tailed).
Table 4.10 shows that relationship between communication styles and employee performance had a correlation coefficient of 0.511 and an alpha value of 0.002. This therefore shows that the relationship between the two variables had statistical significance and was not just by chance. This is because the alpha value was below 0.05 for it to have statistical significance.

4.9.3 Correlation Matrix between Staff Training and Employee Performance

The study sought to establish if there is a relationship between staff training and employee performance. This was done by using Pearson moments correlation test between leadership styles and employee performance and the findings were as presented in Table 4.12

Table 0.12 Correlation Matrix between Staff Training and Employee Performance

<table>
<thead>
<tr>
<th></th>
<th>Employee Performance</th>
<th>Staff Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>180</td>
</tr>
<tr>
<td><strong>Staff Training</strong></td>
<td>Pearson Correlation</td>
<td>.805**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2 Tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>177</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.05 level (2-tailed).**

Table 4.12 shows that relationship between training and employee performance had a correlation coefficient of 0.805 and an alpha value of 0.000. This therefore shows that the relationship between the two variables had statistical significance and was not just by chance. This is because the alpha value was far below 0.05 for it to have statistical significance.
4.9.4 Regression Analysis

Multiple regression analysis described by the model below was used to make inferences between the independent variables and the dependent variable. The study used the regression model
\[ Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4. \]

The study regressed components of variables including leadership styles, communication styles and staff training that may affect employee among the respondents at Numerical Machining Ltd. The Employee performance was the dependent variables and leadership styles, communication styles and staff training were the independent variables. The study used the regression model:

\[ Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4. \]

Where \( Y \) = Dependent Variable = Employee Performance

\[ \beta_0 + \beta_1 = \text{coefficients of the independent variables (leadership styles, communication styles and staff training)}. \]

To achieve this, a multiple linear regression was done on the following indicators and Table 4.13 presents the findings.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.679</td>
<td>.278</td>
<td>9.610</td>
</tr>
<tr>
<td></td>
<td>Leadership Styles</td>
<td>.206</td>
<td>.145</td>
<td>1.459</td>
</tr>
<tr>
<td></td>
<td>Communications</td>
<td>.221</td>
<td>.524</td>
<td>.056</td>
</tr>
<tr>
<td></td>
<td>Staff Training</td>
<td>.411</td>
<td>.267</td>
<td>.280</td>
</tr>
</tbody>
</table>

a Dependent Variable: Employee Performance

\[ Y = \text{Dependent Variable} = \text{Employee Performance} \]

The established combined multiple linear regression equation becomes:

\[ Y = 2.679 + 0.206 X_1 + 0.421 X_2 + 0.711 X_3 + \beta \]

Table 4.13 shows that independent variables like leadership styles influenced the employee performance by 20.6%, communications by 22.1% and staff training by 41.1% as they had positive coefficients. This implies that the variables with positive coefficients are directly
affecting the performances of the respondents. This therefore means that the mentioned factors of influenced the employee performances by 83.8%, the rest 16.2% could be as a result of other reasons.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents discussion, conclusions and recommendations of the study. It gives a summary of the study, which includes the objectives, methodology and findings. It also discusses the major findings of the study looking at the specific objectives and comparing findings of other studies and scholars. In addition, the chapter presents the conclusions of the study based on the objectives and recommendations for the study and further studies.

5.2 Summary

5.2.1 Leadership Style and Employee Performance
Analysis of variance demonstrates that the management staff which includes (management and supervisory staff) and other staff which includes (operatives and the general workers) have an alternate impression of leadership styles. To the leaders, the prevalent style of leadership is transformational, followed by the transactional leadership style and laissez-faire in that order. To other members of staff, both the transformational and transactional leadership styles and the transactional leadership style are prevalent in the public administration, trailed by Laissez faire. Contrasting the points of view of management staff and other members of staff, there is a huge distinction in connection to the transformational and transactional leadership styles. Other members of staff (operatives and general workers) feel that leaders administrate less by exemption and offer less unforeseen rewards than the leaders might suspect they do. This distinction is more noteworthy in connection to the transformational dimensions. Management staff thinks they are all the more glorifying, inspiring, and offer preferred individualized thought over the subordinate staff think they are. As to laissez-faire style, the view of leaders and the members of subordinate staff don't contrast. The study further revealed that there was a positive relationship between employee performance and transformational leadership styles and transactional leadership style. However, there was no relationship between performance and laissez-faire style. For the subordinate staff (Operatives and general workers), there is a correlation between's employee performance and transformational, transactional leadership styles, and laissez-faire style.
5.2.2 Communication and Employee Performance

The results showed a positive and significant relationship between overall communication and performance. The correlation statistic shows that communication can explain 36.1% of variations in employee performance. This is an indication of a positive relationship between effective communication and performance. The study further revealed that correlation statistics for consistency; concreteness and completeness. The study also revealed that increased effectiveness of communication in factors of consistency, concreteness, and completeness account for 31.4%, 25.8% and 29% respectively in improvement in employee performance. In summary, the study revealed that all the points of communication are less than the expected mean; which indicate they are less satisfactory. It is only in the areas of encouraging an open worker relationship, exchange of ideas and transfer of the organizational goals and objectives that the level of communication was relatively high. Meanwhile the worst performance was observed in the areas of employees communicating exactly what they mean and meaning what they say, information to facilitate the job pace and provision of relevant information by top management.

5.2.3 Staff Training and Employee Performance

The findings reported in this study suggest that training and development have an impact on the performance of employees with regards to their jobs. This result is broadly consistent with prior management literature on training and development. In summary, the results from the questions on employee participation in training and selection for training indicate that these companies have good and perhaps clear policies regarding training and development as most of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the company for all employees and/or on joining the company. In examining the question relating to the training programme quality, the results indicate that the programmes undertaken by the sample companies are relevant as considered by the respondents` opinions.

4.2.4 Employee Performance

In terms of performance, the data obtained from 187 employees, of whom 147 were general employees and 20 were management staff, indicates a lack of alignment between Management
staff and general employees. This lack of alignment lies in both perspectives, regarding the perceived level of team performance and the leadership style managers think they have and the leadership style followers actually perceive. In relation to all dimensions of performance (focus on results, focus on the client, innovation, teamwork, and professional commitment), managers perceive that their team performance is greater than the performance perceived by the very same team members. The results revealed that perceived performance of leaders and other general members of staff for each dimension, the management staff had a better perception of team performance than the other general staff and this difference is statistically significant. The largest difference regards teamwork. Leaders think that employees work more in teams than they actually do.

5.3 Discussion of the Results
5.3.1 Leadership Styles
The leadership literature points out that the transformational leader develops a closer relationship between leaders and followers, based on trust and commitment to the results. The model of Bass and Avolio (2000) was used to analyze the three styles of leadership, confirms that transactional, transformational, and laissez-faire, and the model of Fernandes (2013) was used in relation to performance, goal achievement and results. In relation to transformational and transactional leadership styles, previous research indicates that the transformational leader is more effective in guiding followers towards the achievement of organizational goals and objectives, increasing the level of individual and team performance (Dionne, Yammarino, Atwater, & Spangler, 2004; Moynihan et al., 2012). These results are similar to the findings of Valdiserri and Wilson (2010) whose study found that transactional leaders are able to produce a positive atmosphere, and inspire and motivate their employees to perform at a higher level. Even though, the study findings did not agree with the findings by Yanney (2014) who found that transactional leadership style did not have a significant effect on organizational employee performance in small scale manufacturing enterprises in Ghana, similarly Hayat and Riaz (2011) found that transactional leadership style was not a good predictor of firm performance in a study carried out in 100 SMEs in Punjab, Pakistan. However the findings from this study established that to the leaders, the prevalent style of leadership is transformational, followed by the transactional leadership style and laissez-faire in that order.
To other members of staff, both the transformational and transactional leadership styles and the transactional leadership style are prevalent in the public administration, trailed by Laissez faire.

5.3.2 Communication
The study revealed that all the points of communication are less than the expected mean; which indicate they are less satisfactory. It is only in the areas of encouraging an open worker relationship, exchange of ideas and transfer of the organizational goals and objectives that the level of communication was relatively high. Meanwhile the worst performance was observed in the areas of employees communicating exactly what they mean and meaning what they say, information to facilitate the job pace and provision of relevant information by top management. Kacmar et al. (2003) and Neves and Eisenberger (2012) suggest that the case where employees do not mean what they say, accuracy and commitment to communication may be lacking. It also casts doubts on employees’ commitment to the implementation of management decisions, organizational goals and other forms of communications received for which they provided responses. In addition, it also raises questions about the effectiveness of the channels of communication (i.e. downward or upward communication) being adopted. Puth (2002) and Tsai et al., (2009) indicate that effective management communication and commitment to what is said will help to effectively integrate managerial functions as well as improve employee commitment.

5.3.3 Staff Training
Training as an element of infrastructure capital in an organization facilitates efficiency in operations through improvement of skills and knowledge of workers and involvement. Nunvi (2006) agrees that training programs are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs. The study findings concurs with Sasidaran (2018) who revealed that that without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. On the other hand Nushrat (2018) concurs that the more the employee gets training, the more efficient their level of performance would be; a fact shared by Zahid (2013) training has direct relationship with the employees'
performance. Elnaga and Imran (2013) noted that training contributes in enhancing the employee performance, there were no adequate indications to correlate directly the relationship between training and employee performance

5.3.4 Performance
The results revealed that perceived performance of leaders and other general members of staff for each dimension, the management staff had a better perception of team performance than the other general staff and this difference is statistically significant. The largest difference regards teamwork. Leaders think that employees work more in teams than they actually do. From this study Performance can also be measured for the purpose of providing input to support teams and individuals development (Hipolito & Reis, 2002).

5.4 Conclusions
5.4.1 Leadership Styles
Leaders particularly members of management staff feel that employee performance is straightforwardly affected by a particular leadership style, while subordinate members of staff (for this case operatives and general workers) believe that another style of leadership style impacts execution. On the other hand, in the perspective on management staff, they think they go about as transformational leaders, directing, filling in as precedent, inspiring, mentally reassuring their staff, and showing their workers in a training way. Managers see that utilizing this style of authority improves their employees’ performance.

Then again, employees perceive that most management staff has both transformational and transactional leadership qualities. That is, notwithstanding rousing, controlling and empowering their employees, leaders additionally arrange, center around objectives and undertakings, and fortify the connection among execution and rewards. For the employees, the dimension of employee performance is straightforwardly impacted by the transactional leadership qualities of and not transformational qualities. When contrasting the aftereffects of the official employee performance assessment to the performance results estimated in this study, it was verified that the official performance evaluation is significantly higher than the results measured in this study.
5.4.1 Communication
From the study above it undoubtedly evident that effective business communication has a massive impact on employee’s performance and job satisfaction and thus indirectly influences organization’s productivity and efficiency. From this it is concluded that effective communication requires completeness, conciseness, clarity, correctness, as well as concreteness of the information provided. The results showed that completeness, concreteness and consistency of communication significantly affects worker’s performance. Therefore, all needed and wanted information must be made available in downward communications. Knowing what to do and how to do it and do it well motivates commitment to duties and improves performance. Finally, various employees’ performance indicators are found to correlate with varying measures of effective organizational communication. The results proved the significance of communicating with consistency, concreteness and completeness on the performance of employees.

5.4.3 Training
The importance of training and development in the corporate world has been highlighted in the previous literature. Thus, it is essential to examine any issues related to training and development in any business sector. The purpose of this study is to examine the effects of training on employee performance within the Numerical Machining Complex Limited. This study concluded that training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the company that not only brings high return on investment but also supports to achieve competitive advantage. From the analysis above, it proves that if training needs are being identified and programs organized and conducted to address the needs, it will go a long way to improve not only the performance of workers, but that of the overall organization. Based on the researcher’s findings, training and development is a call for concern in today’s growing society because if performances of the employees are not good enough, it will affect the organization
5.4.4 Employee Performance
In terms of employee performance, the results of this research lead to the conclusion that performance evaluation measurement is more associated to the idea of employees obtaining financial returns. Thus, it is up to those responsible for designing people management policies to provide forms of recognition other than financial rewards to support the employees’ development and generate results for the population.

5.5 Recommendations
5.5.1 Suggestions for Improvement
i. The results also offer important information for senior managers, as they indicate that leaders think that transformational style is intrinsically related to employee performance. This is important to people management policy regarding leadership development, because leaders value behaviors, such as sharing visions, creating meanings and ways to promote development, and giving individualized attention. On the other hand, when dealing with their subordinate staff, leaders should focus their energies on follow-up and orientation, distribution of rewards, motivating, and focusing on relationships to achieve organizational goals.

ii. The results of this study suggest that public administration should use official data on performance appraisal with care, as it might be overestimated. In addition, managers are also responsible for developing mechanism to increase the reliability of the official performance evaluation practice.

iii. The correlation found between measure of effective communication and employee performance implies there should be improved efforts at ensuring information provided by management are thorough and understandable. Moreover, other channels of communication such as the use of notice boards can be explored. In addition, email/internet communication must be improved.

iv. Employee performance can be further enhanced if bottlenecks in the communication systems are either removed or kept at their least. Particularly, information distortions caused by omissions and exaggerations must be addressed by both management and employees.
5.5.2 Recommendations for Further Research

This research provides other considerations, not due to its limitations, but to the richness of the information found.

i. Future research might expand into the reasons that led to different perceptions of leaders and followers, regarding the identification of leadership styles and their impact on employee performance.

ii. In addition to studies that combine the answers of each leader to their respective employees, the characteristics of the teams can be investigated to analyze if any pattern emerges to explain the findings of this research.

iii. The study will help draw more on attention of future researchers towards this important field. This research will help contribute to the existing literature on communication strategies that influence organizational performance.

iv. Moreover, further research should be carried out on the communication strategies employed by service industries in improving organizational performance.
REFERENCES


Barrelas, A. (2010), An Experimental Approach to Organization Communication: London Heinemann publishers


APPENDICES

APPENDIX1: Letter of Introduction

Date………………………………………………

Dear Respondent,

RE: REQUEST TO PARTICIPATE IN THE RESEARCH STUDY

I am a post graduate student at USIU-Africa. I am carrying out survey entitled: “INFLUENCE OF QUALITY MANAGEMENT SYSTEM (ISO 9001:2015) ON EMPLOYEE PERFORMANCE: A CASE OF MACHINING COMPLEX LTD, NAIROBI COUNTY.” To complete the study, I will need to collect relevant information from you. I am therefore requesting permission to collect and use your information which will be achieved by using the accompanying questionnaire. Kindly note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than this study. Your assistance will be highly appreciated.

Yours truly,

Orwa Amos Kings Otieno
APPENDIXII: Questionnaire

All the information you provide will be treated as strictly confidential and your responses will not be associated with you personally. Your participation is voluntary. Questions or concerns about this questionnaire can be directed:

Instructions
1. Please answer the questions below as accurately as you can.
2. If you wish to comment on any questions or qualify your answers, please feel free to use the space in the margin
3. Certain questions employ 1-5 scale, with answers ranging from “strongly agree” to “strongly disagree”. Please circle or tick (✓) the number that best matches your opinion

SECTION 1: PERSONAL INFORMATION
1. What is your sex? Male [ ] Female [ ]
2. What age group best describes your age?

<table>
<thead>
<tr>
<th>Age (Years)</th>
<th>18 – 28</th>
<th>29 – 39</th>
<th>40 – 50</th>
<th>Above 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. What is your level of education?

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>No Education</th>
<th>Primary</th>
<th>Secondary</th>
<th>Bachelors</th>
<th>Postgraduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. How long have you worked at this company?

<table>
<thead>
<tr>
<th>Years of experience</th>
<th>Less than 5</th>
<th>5 – 10</th>
<th>11 – 15</th>
<th>Above 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION II: Leadership Style and Employee Performance

Please indicate by circling the appropriate box the extent to which you agree or disagree with each of the statements below. The following scale is applied for all statements: Where 1=
Strongly Disagree (SD); 2= Disagree (D); 3=Neutral (N); 4= Agree (A); 5=Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformation leadership</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><em>Idealized influence:</em> They are the charismatic elements in which leaders become role models who are trusted by subordinates.</td>
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<tr>
<td><em>Inspirational motivation:</em> Leaders behave in ways that motivate subordinates by providing meaning and challenge to their work.</td>
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<tr>
<td><em>Intellectual stimulation:</em> Leaders stimulate their subordinates” efforts to be innovative and creative by questioning assumptions, reframe problems, and approaching old situations in new ways</td>
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<td></td>
</tr>
<tr>
<td><em>Individualized consideration:</em> Leaders build a considerate relationship with each individual, pay attention to each individuals’ need for achievement and growth by acting as a coach or mentor</td>
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<td></td>
</tr>
<tr>
<td><strong>Transactional leadership</strong></td>
<td></td>
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</tr>
<tr>
<td><em>Contingent reward:</em> This factor is based on a bargaining exchange system in which the leader and subordinates agree together to accomplish the organizational goals</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><em>Administration by exception (Active):</em> The leader specifies the standards for compliance, as well as what constitutes ineffective performance and may punish subordinates for being out of compliance with those standards.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Management-by-exception (passive):</em> Passive leaders avoid specifying agreements, clarifying expectations and standards to be achieved by subordinates, but will intervene when specific problems become apparent.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Laissez-faire</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The non-leadership. Leaders in this type will always avoid getting involved when important issues arise and avoid making decisions</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Any other comment that might be relevant on effect of leadership style on employee performance
**SECTION III: Communication and Employee Performance**

Please indicate by circling the appropriate box the extent to which you agree or disagree with each of the statements below. The following scale is applied for all statements: Where 1= Strongly Disagree (SD); 2= Disagree (D); 3=Neutral (N); 4= Agree (A); 5=Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  You think that people in this organization say what they mean and mean what they say (Horizontal Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  People in top management say what they mean and mean what they say (Downward Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3  People in this organization are encouraged to be really open and candid with each other (Horizontal Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4  People in this organization freely exchange information and opinions (Horizontal Communication)</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  You are kept informed about how well organizational goals and objectives are being met (Internal Communication)</td>
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</tr>
<tr>
<td>6  Top management is providing you with the kinds of information you really want and need (Downward Communication)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7  Communication from other department is detailed and accurate (Internal Communication)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8  You receive information from the sources that you prefer (e.g. from your superiors, department meetings, co-workers, newsletters (Upward Communication)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9  The information you receive from other department is consistently reliable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 The directives that come from top management are clear and consistent (Downward Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Your job is not delayed because you get the information you need. (Upward Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12 Most of the information you receive from your manager is detailed and accurate (Downward Communication)</td>
<td></td>
<td></td>
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</tbody>
</table>
Any other comment that might be relevant on the effect of communication on employee performance

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SECTION IV: Level of staff Training and Employee Performance

Please indicate by circling the appropriate box the extent to which you agree or disagree with each of the statements below staff training and its effects on performance. The scale applied was Yes for agreement and No for disagreement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training on joining the company enhances performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training on Supervisors recommendation influence performance</td>
<td></td>
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<tr>
<td>Compulsory for all employees has impact on performance</td>
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<td></td>
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<tr>
<td>Training upon employee request</td>
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<tr>
<td>Performance appraisal</td>
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</tbody>
</table>

How often do you undergo training?

- Quarterly [ ]
- Every six months [ ]
- Once a year [ ]
- Every two years [ ]

Any other comment that might be relevant on the effect of level of staff training on employee performance

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### SECTION VI: Performance

Please indicate by circling the appropriate box the extent to which you agree or disagree with each of the statements below. The following scale is applied for all statements: Where 1= Strongly Disagree (SD); 2= Disagree (D); 3=Neutral (N); 4= Agree (A); 5=Strongly Agree (SA)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Focus on results</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Focus on clients</td>
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<tr>
<td>Innovation</td>
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<tr>
<td>Focus on Team Work</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Professional commitment</td>
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</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY
APPENDIX III: Interview Guide

1. By what systems or forms do you communicate to staff? How would you describe the communication systems in NMC?
2. What are the channels by which you communicate to staff under you on the job and which of them are useful to you?
3. Briefly explain how communication improves employee performance in NMC?
4. What should be done to improve employee performance in NMC through organizational communication?
5. Is there any form of training since you joined the organization?
6. Which form of training is preferred in this organization and why?
7. Does the form of training have impact on employee performance?
8. What problems do you face with regard to training and development within your organization?
9. Do the methods used during training have any impact on employees’ performance?
10. Which type of leadership styles enhance employee performance in your organization and why?
11. To what extent does customer focus influence employee performance?
## APPENDIX IV: Budget for the Study

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>UNIT COST</th>
<th>AMOUNT KSHS.</th>
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<td>Communication</td>
<td>Bus fare, Data bundles and airtime</td>
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<td><strong>Material and supplies</strong></td>
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### APPENDIX V: Time Frame for the Study

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<tr>
<td>Revision</td>
<td>4 5 6</td>
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<tr>
<td>Distribution &amp; Collection of Questionnaire</td>
<td>7 8 9 10 11 12</td>
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<td>Data Analysis</td>
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<td>Report writing</td>
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<td>Submission &amp; Defense</td>
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N = Population Size

S = Sample Size