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*Theme: Creating Futures Through Research - Meeting Challenges,  
Embracing Opportunities & Delivering Impact*

**Title: Leadership Styles and Organisational Performance:  
A case of the United Nations Environment Programme  
(UNEP), Kenya**



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# **INAUGURAL RESEARCH CONFERENCE**

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### **STRUCTURE OF PRESENTATION:**

- **Background of the study**
- **Statement of the problem**
- **Research objectives**
- **Conceptual framework**
- **Research design/ Methodology**
- **Findings and Results**
- **Conclusion**
- **References**

# Background of the study

- With research evolution in different ages, many scholars presented successively different viewpoints on leadership connotation
- Refer to Stogdill (1948) and Fiedler (1969)
- Leadership style is one of the factors that plays a significant role in the success or failure of an organisation
- It involves establishing a clear vision and sharing that vision with others so that they will follow willingly

# Background of the study

- Other studies (for instance, Pfeffer, 1977) suggest that the role of leadership is not so important in achieving the organisational performance
- Wang Tsuil, and Xin (2011) suggest that there is need to study more the role of leadership in organisational performance because of the limited but contradictory results from previous studies

# United Nations Environment Programme ( UNEP ).

- The United Nations Environment Programme (UNEP) was established in 1972, with its headquarters in Nairobi, Kenya
- UNEP is led by a United Nations Under Secretary-General
- UNEP is the voice for the environment within the United Nations system

# Statement of the Problem

- However, gaps exist in the relationships between leadership theory and practice
- The study seeks to explore why there exist gaps between theory and practice, drawing on the leadership at UNEP and the broader leadership literature

# Research Objectives

The study's main objective was to identify the leadership style(s) practised in UNEP and to examine its effects on organisational performance.

**The study addressed the following specific objectives:**

- i. To determine the effect of transformational leadership style on organisational performance at UNEP
- ii. To investigate the effect of democratic leadership style on organisational performance at UNEP
- iii. To determine the effect of charismatic leadership style on organisational performance at UNEP

# Literature Review

## **Theoretical underpinning of the study was based on:**

- i. Contingency theory of leadership - Filder (1964, 1967), Filder and Garcia (1987) & Fielder and Chemers (1974)
- ii. Situational approach to leadership – Blanchard and Hersey (2006) and,
- iii. Behavioural theory of leadership-Bennis (1959), Avolio(2007)  
Bennis (2007), Hackman and Wagman (2007), Vroom and Jago (2007), Jeremy et al (2012) state that leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates

## **The empirical literature review addressed:**

- i. Transformational Leadership style –Bass(1985), Burns (1978)
- ii. Democratic Leadership style-Besse(1957), Baradrat(1979); and,
- iii. Charismatic Leadership style- Weber (1964), Styrer (2008), Avolio (2008)

# Research Design / Methodology

- The study adopted the use of quantitative research design
- The population for the study comprised of all staff working at UNEP as at 31st December 2014
- For the study, forty-one (41) respondents were selected using stratified random sampling, which represented ten percent (10%) of the employees of UNEP
- Data analysis method used was Pearson correlation analysis and a multiple regression model

# Findings and Results

- Research findings illustrated that the respondents considered transformational leadership style, democratic leadership style, and charismatic leadership style practised by overall management at UNEP as valid with regard to its effect on organisational performance as their means drew closer to four (4.00) at 3.8780, 3.6585 and 3.7805 respectively.
- This finding was in line with Huang (2006) who reported that transformational leadership had a positive correlation with the organisational performance.

# Findings and Results

- Findings also illustrated that there was significant positive relationship between financial performance (ROE) and all the tested independent variables at 0.414, 0.592 and 0.447 for transformational leadership style, democratic leadership style and charismatic leadership style respectively.
- This finding indicates that although the leadership styles tested were significant to UNEP's organisational performance, 63.2% of the variance in organisational performance at UNEP was not accounted for by the study's variables.
- It can therefore be inferred that organisational performance at UNEP is largely influenced by extraneous factors not considered in this study.

# Findings and Results

- This finding is in line with He (2009) who indicated that organisational leaders have to apply a variety of methods or techniques to maintain an efficient business operation
- Therefore, they have to show different leadership styles appropriately and take planned human resource management strategies
- Only in this way, the organisational performance can be expected to be promoted

# Conclusion

- Research findings illustrated that the respondents practised transformational leadership
- Respondents considered leadership style practised by overall management at UNEP as valid with regard to its effect on organisational performance
- There is however, need further studies to determine the extraneous factors that enhance practical application of transformational leadership style

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