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Leadership Styles and Employee Performance in Parastatals in Kenya: A Case of the Kenya Revenue Authority, Mombasa County

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ABSTRACT

The administration of parastatals in Kenya has faced challenges in providing consistent leadership guidance concerning the operational conduct of personnel. Employees are frequently required to adapt to evolving regulations and strategic directives. However, efforts to seek clarification from management have often been constrained by ineffective communication channels, thereby affecting the efficiency of internal operations. Therefore, this has motivated the need to carry out a study on the effect of leadership styles on performance of employees at the Kenya Revenue Authority, Mombasa County. Target population was 318 employees at KRA Mombasa with sample population of 117 which was obtained by use of Yamane formula. Questionnaires constituted data collection tool. The pilot study was conducted by use of 17 staff at KRA Mombasa. A pilot test to 17 staff of KRA Mombasa was involved to assess the reliability of the study questionnaire. As per guideline, pilot test should represent 10% of total sample size. A validity test was conducted as well while reliability tests were carried out based on 0.7 Alpha Cronbach Threshold. Data was analyzed by adopting descriptive statistics. Inferential analysis comprising of correlation analysis and regression model was incorporated through the SPSS version 26. Presentation of findings adopted use of Table for ease of interpretation. The study established that servant leadership style and authoritative leadership style affect employee performance. The study recommended organizations should adopt policies that mandate leaders to communicate a clear vision and well-defined goals at all levels. This can be incorporated into performance management frameworks and leadership training programs. Leaders should regularly hold strategy alignment meetings, set measurable objectives, and ensure employees understand how their roles contribute to broader organizational success. Clear vision and goal-setting improve decision-making and accountability, leading to higher employee engagement and performance. Organizations that align individual and team objectives with corporate strategies will likely experience better workforce productivity. Organizations should implement a structured feedback policy that requires leaders to provide timely, constructive, and actionable feedback to employees. Introduce regular performance reviews, peer feedback systems, and leadership coaching programs to ensure feedback is meaningful and supports employee growth. This strengthens the impact of authoritative leadership by reinforcing accountability.

Key Words: *Authoritative Leadership Style, Servant Leadership Style, Leadership Styles*

1.0 Introduction

1.1 Background of the Study

A study by (Karamat, 2020) in Finland indicated that, the term leadership styles are strategies and tactics leaders use to manipulate and direct those who are part of their team toward the accomplishment of their objectives. Leadership styles may differ based on the leader's personality, values and organizational context and team requirements. A study by Karande, Rao and Singhakpadi (2021) in Malaysia indicated that, challenges of applying leadership styles in organizations arise from a mismatch between leadership practices and team needs, organizational culture, and the evolving nature of business environments. Effective leaders must be flexible, self-aware and capable of adjusting their approach to maximize their impact on various contexts.

A research by Bhargavi and Yaseen (2021) in Indonesia established that, in the contemporary globalized landscape, where firms navigate swiftly evolving surroundings, leaders encounter a novel reality; inside Indonesia's organizational framework, numerous leaders originate from diverse ethnic origins. Additionally, it was found that government bodies employ leaders of Chinese, Arab, and Indian ancestry. Private organizations also have leaders from Chinese, Arab, Indian, and native ethnic backgrounds. Because of this, key leadership patterns in Asia are capable of being classified according to the cultural heritage of their respective countries.

Nigeria needs a governance structure based on the qualities of its political leaders and the educational attainment of its electorate (Obasesam & Iwara, 2021). Employee perceptions of their responsibilities, work engagement, motivation, and general contentment are all impacted by leadership. Individual and organizational performance is impacted by these characteristics, which are influenced differently by different leadership philosophies. According to reports, the localities' infrastructure and basic necessities were insufficient. Ojokuku, Odetayo and Sajuyigbe (2022) in Nigeria also revealed that, effective

According to academic research on corruption and its manifestations, one of the main causes is the lack of moral leadership amongst individuals in posts of power. The majority of those involved in unethical procurement methods are legislators, public employees, and senior leaders of municipalities. Unethical leadership has incited several community rallies nationwide.

Kenya continues to face persistent challenges in attaining corporate success. This is mostly due to the inadequate effectiveness of leadership inside most businesses, resulting in poor performance (Mutuku, K'Obonyo & Musyoka, 2022). In Kenya, numerous State Corporations have been underperforming as a result of ineffective leadership styles utilized. Due to their inability to carry out their operational responsibilities, the majority have subsequently ceased tasks, leaving them with large loans and a large loss of employment. Government agencies and taxpayers have been burdened by this. Mumias Sugar Company, National Bank, and Uchumi Supermarket are a few illustrations confirming the same. In accordance with Otuko and Chege (2020), numerous entities inside Kenya's State Corporations have documented instances of unethical retail activities like gratuities and large high number of employee turnover. The administration of state-owned businesses has been ineffective, necessitating a reevaluation of leadership approaches towards improving staff performance through fostering growth.

1.2 Statement of Problem

Employee performance in public organizations is crucial for efficient delivery of services, achievement of organizational goals, and the fulfillment of public policy objectives. High-performing employees contribute to the effective delivery of services to the public (Nguni, Sleegers & Denessen, 2023). In public organizations, quality of service influence citizens' lives, and employees who perform well ensure that services are timely, accurate, and meet the needs of the population (Namusonge, 2021). Furthermore, in accordance with the mandates of the constitution, the government of Kenya offers a wide range of services to its citizens through a number of different ministries. It is the responsibility of the various ministries to provide services to the public through both commercial and non-commercial Parastatals at the same time.

Despite this, Kenyan parastatals have consistently performed poorly, to the extent that their total operational performance was negative in the 2019–2020 fiscal years (World Bank, 2021). In contrast to the Kshs 18,213,000 million in profits realized in 2019, Kenyan state companies, including Kenya Railways, had a decline in their net profit of Kshs 9,484,000 million in 2020 (World Bank, 2021). In 2019, Kenya Airport Authority also incurred expenses totaling Kshs -5,708,000, Kshs -3,245,000, and Kshs -2,764,000, respectively. A number of the parastatals were seeing an increase in expenditures, which was one of the factors that contributed to their poor performance. The improper leadership tactics that were implemented by management were mostly responsible for the fact that there was an increase in expenditures. Furthermore, the administration of parastatals such as KRA neglected to offer leadership guidance for the execution of responsibilities by its staff. As a consequence of this, the workforce is dominated with policies and plans that are always evolving; hence, any attempt to consult with management for clarification is met with inadequate communication tactics (Koech & Namusonge, 2023).

Leadership styles have been the subject of previous research. Andrysyah, Basri, and Tambunan's (2020) study examined how employees' performance at Medan Industry Area (Budapest) was affected by democratic leadership. However, it was not based in Kenya or the KRA, but rather in a foreign country resulting in a contextual gap. While Njiiri, Were, and Muturi (2021) examined Kenyan county governments' use of servant leadership and public involvement. However, there is conceptual gap since the study focused specifically on one constructs of leadership style. Anyango (2022) examined how transformational leadership affected workers' performance in the nation's banking industry, using Absa Bank Nairobi, Kenya as a case study. This depicted empirical review since it focused on banking industry. Lastly, Nyamota and Kiambi, Mburugu (2024) focused on the effects of cross sectional analysis of authoritarian leadership and capacity building on agricultural companies. However, there was methodological gap since this study did not adopt descriptive research design. Therefore, given that no study had specifically addressed the four leadership styles-transformational, servants, authoritative and democratic-and that no study had mentioned KRA Mombasa, this study addressed this gap by examining leadership styles and worker performance at Kenya Revenue Authority in Mombasa.

1.3 Objectives of the Study

- To determine the effect of authoritative leadership style on employee performance in Parastatals in Kenya
- To assess the effect of servant leadership style on employee performance in Parastatals in Kenya

1.4 Research Questions

1) What is the effect of authoritative leadership style on employee performance in Parastatals in Kenya
- How does servant leadership style affect employee performance in Parastatals in Kenya?

1.5 Significance of the Study

Research provided empirical evidence that supports or challenges existing and helped to refine theoretical constructs by identifying nuances or boundary conditions under which specific leadership styles are effective. Therefore, studies identified predictors and outcomes of various leadership styles, improving the ability of theories to predict real-world phenomena, such as employee engagement or organizational resilience.

In public administration, research on leadership styles helps develop policies that enhance service delivery and public trust. For instance, participative leadership findings may lead to policies that require stakeholder involvement in decision-making. By aligning policy frameworks with the findings of leadership style research, policymakers can create environments that foster effective leadership, improve organizational outcomes, and address societal challenges. In conclusion, research highlights the significance of inclusive styles of leadership, with the process of cultivating diverse and equal workplaces inside organizations. These pieces of information can be utilized by policymakers in order to develop policies that encourage cultural sensitivity and diversity in leadership positions.

Practitioners are equipped with the knowledge necessary to adopt leadership techniques that prove more effective, sensitive to the unique requirements of their respective teams, and aligned with the objectives of the business when they conduct study on different leadership styles. By integrating these research findings into everyday practice, leaders can create better work environments, improve performance, and achieve desired outcomes. For practitioner, research into leadership styles shows how different approaches affect decision-making processes. For instance, participative or democratic leadership encourages collaborative decision-making, whereas autocratic leadership centralizes decisions.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Power Theory

Power Theory, as articulated by French and Raven in 1959, identifies different types of power that leaders can exert over their followers. According to the model introduced by French and Raven, power may be broken down into five distinct classifications: lawful power, power that rewards, coercive power, expert authority, and power of reference. It is the contention of this idea because the method in which leaders use their influence had an effect on the behavior and viewpoints of those who followed them. Legitimate power originates from official positions or functions; referent power is derived from human qualities that inspire admiration or respect. Expert power originates from the possession of skills or knowledge, whereas coercive power stems from the authority to impose penalties. The theory posits that leaders employ various forms of power to sway their followers and regulate relationships inside an organization (French & Raven, 1959).

The assumptions of Power Theory are based on the idea that power is a fundamental and essential element of leadership. It assumes that power is not inherent in the individual but is relational, existing between the leader and followers. Power is dynamic, constantly shifting depending on the context, interactions, and perceptions of authority (Clegg, 1989). Another key assumption is that power influences the behavior of followers, who may comply with a leader's demands or requests due to the leader's position, expertise, or personal qualities. As stated by Pfeffer (1992), the theory also assumes that the use of power can either strengthen or weaken relationships, depending on how it is exercised, with positive outcomes stemming from more collaborative or respectful uses of power.

Power Theory often centers on its oversimplification of power dynamics and the potential negative outcomes of power-based leadership which is a major critique. Raven (1993) claim that one criticism is that the theory does not adequately address the complexities of power in hierarchical organizations or the potential for abuse of power. For instance, coercive power, if used excessively, can lead to resentment, fear, or disengagement among followers. Hardy (1998), additionally, critics argue that the theory fails to fully explore the ethical implications of power and does not account for the role of power in fostering inequality, exploitation, or oppression within organizations. Power Theory fails to take into account the impact of external elements, such as the culture of an organization or the institutions of society, which might have an impact on the distribution and exercise of power.

The application of Power Theory to the servant leadership style underscores the importance of relational and ethical use of power. Servant leaders emphasize referent and expert power to inspire, empower, and develop their followers while minimizing reliance on coercive and materialistic incentives. One way that servant leaders establish a culture of trust, engagement, and sustained growth is by ensuring power is distributed in a balanced manner and by cultivating circumstances that encourage collaboration. Servant leaders inspire action through persuasion, role modeling, and empowerment rather than using authority or coercion. For example, during organizational change, they motivate employees by aligning the change with shared values and personal growth opportunities (French & Raven, 1959).

2.1.2 Cognitive Resource Theory

It was created by Fiedler & Garvey (1987). It built on Fiedler's previous work on the Contingency Theory. This theory posits that a leader's cognitive resources, are crucial for making effective decisions, but their impact depends on the level of stress or pressure the leader faces in a given situation. According to the theory, when a leader is under low stress, their cognitive resources can be used effectively for problem-solving and decision-making (Fiedler, 1988). However, under high stress, cognitive resources may become less effective, and leaders may rely more on their experience, intuition, or directive leadership styles rather than analytical thinking (Fiedler & Garcia, 1987).

Cognitive Resource Theory assumes that a leader's cognitive resources are critical for effective leadership, but these resources are influenced by stress levels. The theory assumes that under low-stress conditions, leaders can use their intellectual resources to make well-reasoned decisions and manage complex situations. However, under high-stress conditions, a leader's cognitive abilities may be impaired, and decision-making may rely more on experience and established routines (Sweeney & McFarlin, 1992). Additionally, it is predicated on the idea that quality of leadership is dependent on the

connection between capabilities of a leader and the present level of stress that are present in environment. High levels of stress are thought to reduce the ability to use cognitive resources effectively, whereas low-stress environments can enhance a leader's problem-solving abilities (Spector, 1998).

Theory focus on its reliance on the dichotomy between low and high-stress situations, which some argue oversimplifies the complexities of leadership in real-world contexts. Critics point on limited empirical evidence supporting the theory's claims, as it is difficult to measure the exact influence of cognitive resources and stress levels on leadership effectiveness in practice. Additionally, some argue that the theory does not sufficiently explore how cognitive resources and stress interact with organizational culture, external factors, or follower characteristics, all of which may also affect leadership effectiveness (Sosik & Megerian, 1999).

Cognitive Resource Theory has practical applications in managing employee performance, particularly in stressful or high-pressure environments. Leaders who are aware of their own cognitive resources and stress levels can adjust their leadership style accordingly. For example, in high-stress situations, leaders may need to rely more on their experience and delegation skills, rather than attempting to solve problems using analytical thinking alone Fiedler & Garcia (1987). Understanding this dynamic can also help in team management, as leaders may be more effective when they provide support and reduce stress for employees, allowing them to use their cognitive resources more effectively. In environments where high cognitive ability is crucial, ensuring that leaders have the resources and environment to reduce stress could enhance decision-making and improve overall team performance.

2.2 Empirical Literature Review

2.2.1 Authoritative Leadership Style

Nawaz, Usman, Mulk, Ahmad, and Shahzad (2022) investigated how Saudi Arabian employees' job roles and performance were affected by authoritarian leadership. Data is gathered from Al Yusr Industrial Contracting Company in Saudi Arabia's oil and gas industry using a sample of 250 supervisors and crew leads. The survey is used to gather data using a random sampling method. A nine-item measure has been developed to evaluate leadership that is authoritarian. To get results for the study subjects, data analysis was done using Mplus 7 and SPSS. The positive relationship between staff performance in project management and authoritarian leadership was validated by this study. According to the research, during temporary plant shutdowns, centralized control is frequently used in the Saudi Arabian market and project line.

Biaka's (2020) study focused on Cameroon's workforce performance and leadership styles. The study quantitative methodology was adopted. Using simple random selection, questionnaires were distributed to 100 employees of St. Veronica Medical Center in order to collect data. The statistical program SPSS version 26 was used. According to the finding, authoritative leaders are excellent at establishing precise, well-defined goals and objectives. Employees are aware of their responsibilities when they are given a clear vision. Employee concentration on tasks and performance indicators is facilitated by this clarity, which boosts output and efficiency. A compelling vision that motivates staff to strive toward shared objectives is frequently possessed by authoritative executives. Because workers are more inclined to dedicate themselves to jobs that have a clear, compelling purpose, this can boost motivation. Employees are typically more driven to perform well when they believe that their work is part of a bigger picture.

A study conducted by Nyamota, Kiambi, and Mburugu's (2024) centered on effects of autocratic leadership and capacity building on Kenyan agricultural enterprises' performance. Path Goal Theory and Systems Theory provided guidance for the study. The potential explanatory value of qualitative approaches has been overlooked by scholars who have mostly adopted quantitative methodologies. An explanatory sequential mixed methods methodology was used to examine two objectives. Additionally, employees are held accountable for their work by authoritative leaders, and they are more inclined to take responsibility for their work when they are aware of the high expectations placed on them. This sense of responsibility can boost performance as staffs are encouraged to achieve results to match the leader's expectations. People can better grasp their own performance and areas for improvement when they receive regular performance feedback from authoritative leaders. This ongoing feedback loop helps workers stay on course and improves performance.

An analysis by Nawosein and Roussel's (2019) investigated how leadership styles affected worker performance. Using a census sample strategy that included 400 employees and the interview schedule, it indicated that, employee performance is impacted by paternalistic, charismatic, and authoritarian leadership philosophies. The finding indicated that, authoritative leaders are especially successful during uncertain or crisis situations. Their capacity to give precise instructions, act swiftly, and articulate a vision in trying circumstances keeps motivation and attention high. When workers see that they are being supported by strong, decisive leadership during trying times, they are likely to perform better. In order to maximize performance of staff members, reduce errors, and enhance the caliber of work, managers should apply methods of leadership that demonstrate more robust forecasts in certain settings.

2.2.2 Servant Leadership Style and Employee Performance

Gašková (2020) investigated the connection between work performance and servant leadership in Central Europe with 106 graduate students made up the sample. The findings indicated that, a culture of trust and respect is fostered by servant leaders through concentrating on servicing their workforce. Because they perceive a favorable, cooperative work environment, individuals are more satisfied with their jobs in this supportive setting. Employee satisfaction increases the likelihood that they will contribute to team objectives, perform better, and remain with the company. The results also showed that business students appreciate their supervisor' assignment of authority and responsibility. Servant leadership is a legitimate idea that is applied and researched all around the world. In the Czech context, the factorial structure was confirmed, laying the groundwork for further study. Since "creating

value for the community" is a servant leadership concept, it can provide an appropriate structure to meet the job requirements of Gen Z and millennia's in Central Europe, who believe that "business leaders assume responsibility for societal needs."

A study by Odiri (2023) in Nigeria revealed that, by putting the team's overall welfare first, servant leaders foster a collaborative atmosphere. This strategy promotes candid dialogue, teamwork, and idea exchange. Through cooperative effort and collaborative problem-solving, cohesive teams may accomplish more and perform better. Leaders give opportunities for professional development, guide staff members, and offer learning materials. Workers who believe they are developing are more likely to be content and driven, which will boost output. Servant leaders concentrate on finding solutions to disputes that preserve unity and trust. Effectively handling and managing conflict may keep the team focused on reaching objectives and avoid performance hiccups. There is conceptual gap and contextual gaps observed. The conceptual gap is observed in the sense that independent variables were tied on job engagement and servant leadership and contextual gap is observed in the sense that it was based in Nigeria.

Mwende (2023) study established a conceptual link between employee performance and interpersonal components of servant leadership by drawing on member exchange and servant leadership ideas. Descriptive research design was adopted and was grounded on positivism. Closed ended questionnaire were adopted to collect data. The results demonstrated that team building, employee modeling, and collaborative decision-making were not of much interest to the leaders in the chosen assemblies.

Wanyeki's (2020) study had a descriptive design. A total 185 workers from family-owned businesses made up the selected sample. A correlation study was conducted to ascertain link among various variables. Tables and figures were employed for interpretation and analysis of data. According to the findings, by learning about their desires and assisting them in achieving them, servant leadership helps employees match their own objectives with those of the company. Employees are more inclined to work harder when they can understand how their job advances the larger goal, which enhances performance across the board. Servant leadership builds a more resilient and sustainable workforce by emphasizing long-term employee growth. Employees who have grown under servant leadership are more competent, more cooperative, and more driven, which eventually improves organizational performance.

Njiiri, Were and Muturi's (2021) study looked at the connection between Kenyan County Governments' public participation and servant leadership style. Both descriptive and explanatory techniques were used in the study. All 47 Kenyan counties' registered voters made up the research population. A sample of 400 respondents and 8 counties selected using a two-stage selection process. A 74% response rate was achieved, with 296 out of 400 respondents correctly completing the surveys. The descriptive analysis revealed that 53.24% of respondents thought their county's servant leadership implementation was inadequate. The finding revealed that, in addition to work success, servant leaders give their colleagues' well-being a lot of weight. Servant leaders lessen stress and burnout by fostering an atmosphere that values work-life balance and promotes personal growth. Employees that are healthier and more focused are able to give their best work.

Figure 1: Conceptual Framework

Independent Variables   **Dependent Variable**
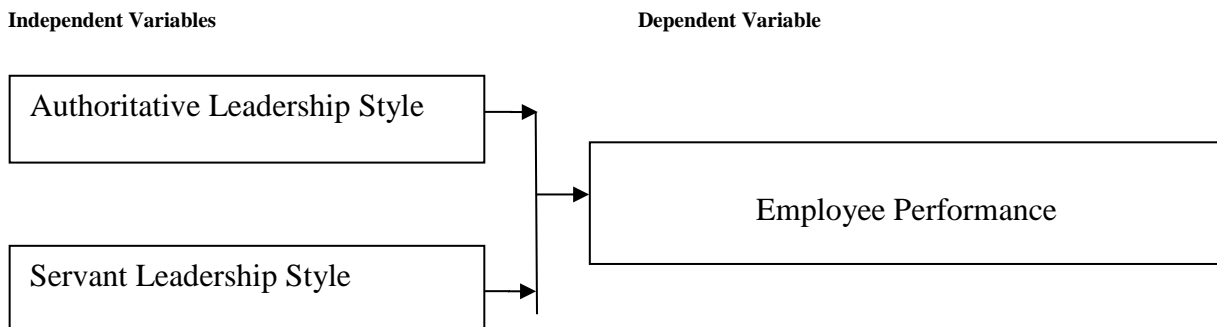
2.4 Operationalization of Variables

This entailed the definition and measurement of variables to facilitate their observation, testing, or quantification in a study. It entailed converting abstract notions (variables) into concrete, quantifiable, and verifiable components, allowing researchers to gather empirical data (Bray & Maxwell, 2018).

Table 1: Operationalization of Variables

Variable	Indicator	Measurement Scales	Method of Data Collection	Tools of Data Analysis
Servant Leadership Style	• Stewardship • Listening opportunities • Persuasion engagements	6-Points Likert Scale	Questionnaire	Descriptive & Inferential Analysis
Authoritative Leadership Style	• Clear Vision communications • Results oriented goals	6-Points Likert Scale	Questionnaire	Descriptive & Inferential Analysis

- Supportive Guidance and Feedback

3.0 METHODOLOGY

3.1 Research Design

Descriptive research design was used to address study objective. This design sought to accurately and systematically characterize population or phenomenon, utilizing many methodologies to examine one or more variables. Descriptive research can reveal potential links or interactions between variables, establishing a foundation for more comprehensive studies to explore those connections (Glass & Hopkins, 2018), in this case, to describe leadership styles and employee performance in Parastatals in Mombasa County.

3.2 Target Population

Cooper and Schindler (2016) describe the accessible group as a defined subset of the subject's target population that the researcher may easily contact. The research focused on all the 318 staff of the Kenya Revenue Authority, Mombasa County (KRA, 2024).

3.3 Sample and Sampling Techniques

Stratified random sampling was used to obtain the necessary sample size. According to Kothari (2019), a stratified random sample gives participants an equal chance to take part in the study. By reducing errors and offering fair representation of all organizations under inquiry, the technique successfully accommodates different populations enhancing sampling sample's representativeness. Yamane formula was used to determine the study sample size that was 117 respondents.

3.4 Instruments

The questionnaires were adopted in data collection. A questionnaire has the ability to reach extensive audiences and the convenience they afford respondents in completing them at their own pace.

3.5 Pilot Study

Piloting, as articulated by Faber and Fonseca (2018), is the procedure of pre-testing a questionnaire by distributing it to a cohort that closely mirrors the actual population the researcher aims to investigate in their study. Hazzi and Maldaon (2017) assert that preliminary research is undertaken to uncover shortcomings in design and instrumentation, as well as to facilitate the early phase of sample selection. As per Cooper and Schindler (2019), pilot test should represent 10% of total sample size. The trial dataset was omitted from the final analysis. It also allows the researcher to acclimate to research, its methodologies, and to discern any requisite adjustments. The findings aided the researcher in correcting tool discrepancies, ensuring that the tools accurately measure the specified parameters.

3.5.1 Validity Test

Construct validity was carried out which involved determining whether instrument truly measures the theoretical concept it is supposed to assess. This involved checking whether new instrument aligns with previously validated instruments measuring the same construct. The methodology included an assessment of the content, sequence, format, organization, and the practicality of the questions and instructions. The comments from responders were recognized and adjustments were implemented to questionnaires before their dissemination to the actual participants at KRA, Mombasa.

3.5.2 Reliability Test

The study assessed the reliability of its data collection instruments using the internal consistency method. According to Ary, Razavieh, and Soorensen (2020), a Cronbach's alpha value above 0.7 indicates that an instrument has acceptable internal consistency. In this research, Cronbach's Alpha was calculated from data obtained during a pilot test, applying a 95% confidence level and alpha coefficient. Questionnaires that recorded a Cronbach's alpha higher than 0.7 were considered sufficiently reliable and were used for the main study without modification.

3.6 Data Analysis and Presentation

Due to the fact that this is a descriptive study, made use of frequencies and percentage ratings, aided by SPSS package col 26. Statistical method of correlation analysis was utilized in order to make a determination regarding the degree of link between the variables. An analysis links between variables was carried out through development of a correlation matrix. A value of zero for correlation coefficient indicates that there is no link between variables.

3.7 Ethical Considerations

The ethical considerations cover in this stud comprised of privacy, informed consent, anonymity, confidentiality and voluntary participation.

4.0 RESEARCH FINDINGS AND DISCUSSION

The cleaning and presentation of the collected data is presented in this chapter. SPSS version 26 was used to enter the gathered data for the presentations. The chapter also discussed the study's shortcomings, particularly those that arose during the data collection phase.

Table 2: Response Rate

Description	Frequency	Percentage (%)
Sampled Population	177	100.00
Questionnaires Returned	177	100.00
Correctly Filled Questionnaires	172	93.93
Incomplete Questionnaires	5	2

This section gave the response of respondents based on how they participated during the data collection. Out of the 177 questionnaires distributed by research assistants to respondents, all 177 were filled & returned for analysis. Only 172 questionnaires were duly filled accordingly, 5 had not been properly filled and therefore were not considered for final analysis. This high response and useable rate guarantees the validity of the ensuing study and is regarded as exceptional for quantitative research (Saunders, Lewis, & Thornhill, 2019).

Table 2: Reliability Analysis

Variable	Cronbach's alpha	Number of Items measured	Comment
Servant leadership style	0.789	6	Reliable
Authoritative leadership style	0.808	6	Reliable

Since all alpha values are above 0.7, each scale demonstrates acceptable internal consistency and is therefore considered reliable.

Table 4 Authoritative Leadership Style

	SA	A	N	D	SD
Employees guided by a clear vision can make better decisions aligned with organizational objectives	60.5	16.9	5.8	13.4	3.5
A shared vision unites employees around common objectives, fostering collaboration	61	14	7	14	4.1
By defining specific results, authoritative leaders create a culture of accountability	59.3	15.7	9.9	5.8	9.3
Results-oriented goals encourage employees to prioritize their tasks by managing their time effectively	61	15.7	7	8.7	7.6
Constructive feedback from an authoritative leader helps employees identify their strengths and areas for improvement	58.1	16.9	7.6	8.7	8.7
By providing regular feedback, authoritative leaders help employees understand their responsibility for outcomes	58.1	13.4	9.3	11	8.1

The results show that employees generally hold a favorable perception of the authoritative leadership style, particularly in its ability to set a clear vision, foster unity, and promote accountability. Many employees felt that when leaders articulate a clear vision, it enables them to make better decisions. Such

clarity helps employees understand not only what is expected of them but also how their individual roles contribute to the broader goals of the organization. Similarly, employees perceived that a shared vision promoted by authoritative leaders creates a sense of unity within the workplace. By rallying staff around a common purpose, these leaders encourage teamwork, build mutual trust, and strengthen collaboration across departments. This collective focus helps to reduce misunderstandings and aligns individual efforts with the organization's mission, ultimately fostering a more cohesive and motivated workforce. In addition, employees highlighted that setting specific results and measurable outcomes helps to cultivate a culture of accountability. Clear expectations provide a framework for evaluating performance, encouraging responsibility, and driving productivity. When employees know precisely what they are working toward and can measure their progress, they are more likely to take ownership of their work and strive for excellence. However, the data also suggests that in some cases, the intended vision or goals may not be communicated effectively or may be viewed as unrealistic, which can hinder understanding and commitment. This underlines the need for leaders to ensure not only that expectations are clearly defined but also that they are realistic and achievable within the given resources and constraints.

Table 5 Servant Leadership Style

	SA	A	N	D	SD	
Leaders who embody stewardship inspire employees by modeling a commitment to ethical	74.4	9.9	4.7	8.1	2.7	
Leaders focused on stewardship cultivate an inclusive atmosphere in which people feel appreciated	69.2	15.7	4.7	6.4	3.5	
In this organization, leaders who actively listen demonstrate that employees' voices and opinions are valued	66.9	15.7	4.7	9.9	2.9	
Regular listening opportunities promote a culture of transparency	70.9	15.7	5.8	7.0	1.2	
Persuasion-based interactions demonstrate respect for employees' viewpoints	68.0	13.4	5.2	8.7	4.7	
Employees who are persuaded rather than commanded feel more involved in decision-making processes	72.7	11.6	4.1	7.6	4.1	

The findings reveal strong employee support for servant leadership, particularly in ethical stewardship, active listening, persuasion, and inclusivity. Most respondents strongly agree that leaders who model ethical practices inspire trust and motivation, with low disagreement levels. Inclusivity is also highly valued, as employees feel servant leaders foster a supportive and engaging environment. Active listening is seen as essential for valuing employees' opinions and promoting transparency, while persuasion, rather than authority, is perceived as a respectful and effective way to involve employees in decision-making. Overall, the results indicate that servant leadership creates a positive organizational culture where employees feel respected, leading to higher satisfaction, motivation, and performance. These findings align with literature emphasizing that servant leaders use empathy, ethical conduct, and collaborative approaches, relying on referent and expert power rather than coercion to achieve organizational success.

4.1.2 Multiple Linear Regression Analysis

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538a	0.29	0.273	4.92602

a Predictors: (Constant), Authoritative Leadership Style, Servant Leadership Style,

The Model Summary table outlines statistical indicators used to assess how effectively the predictors, in this case, leadership styles, explain variations in the dependent variable, employee performance. The correlation coefficient (R) of 0.538 reflects a moderate positive relationship between the four leadership styles examined (democratic, authoritative, servant, and transformational) and employee performance. This finding implies that while leadership styles contribute meaningfully to performance, other factors also play a substantial role. The coefficient of determination (R Square) is 0.29, indicating that the leadership styles collectively explain about 29% of the variation in employee performance. Consequently, the remaining 71% of the variation is attributable to factors beyond those measured in this model.

The Adjusted R Square value, at 0.273, is slightly lower than the R Square, as it accounts for the number of predictors included in the analysis. The small difference between these values suggests that the number of variables used is appropriate for the model and that the explanatory power has not been significantly inflated. Overall, the analysis demonstrates that the leadership styles studied contributes moderately to variations in employee performance. However, a substantial proportion of the performance variance remains unexplained, indicating the need for further research to explore additional factors that may influence performance outcomes.

Table 7: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1653.701	4	413.425	17.037	.000[b]
	Residual	4052.368	167	24.266		
	Total	**5706.070**	**171**			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Authoritative Leadership Style, Servant Leadership Style,

The ANOVA results indicate that the regression model, incorporating two leadership styles as predictor variables, is statistically significant in accounting for variations in employee performance. An F-statistic of 17.037, coupled with a p-value of 0.000, confirms that the leadership styles examined collectively exerts a notable influence on employee performance. These findings validate the model and provide empirical evidence that leadership approaches contribute meaningfully to shaping performance outcomes.

Table 8: Regression Coefficient

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.578	3.976		-1.152	.251
	Authoritative leadership style	.300	.071	.290	4.226	.000
	Servant leadership style	.117	.084	.093	1.388	.167

a. Dependent Variable: Employee performance

From the analysis the generated Regression Equation Model is;

$$Y = -4.578 + 0.300X_1 + 0.117 X_2$$

These results point to authoritative leadership as a key contributor to enhancing employee performance while servant leadership appears to have no measurable effect in this specific analysis.

Conclusions

This study examined effect of authoritative leadership on employee performance in Kenyan parastatals and to evaluate the influence of servant leadership on employee performance within the same context. The target population was administrative staff at KRA Mombasa. For time scope, this research work was conducted in 10 months starting July 2024 and was completed in April 2025. The study adopted descriptive research to reveal potential links or interactions between variables, establishing a foundation for more comprehensive studies to explore those connections (Glass & Hopkins, 2018). The research focused on all the 318 staff of the Kenya Revenue Authority, Mombasa County (KRA, 2024). Out of the 177 questionnaires distributed by the research assistants to the respondents, all the 177 were filled and returned for the analysis. Only 172 questionnaires were duly filled accordingly, the other five had not been properly filled and therefore were not considered for the final analysis using SPSS version 26. Based on the investigation, it was determined that employee performance is influenced by authoritative and servant leadership style.

Recommendations

Organizations should adopt policies that mandate leaders to communicate a clear vision and well-defined goals at all levels. This can be incorporated into performance management frameworks and leadership training programs. Leaders should regularly hold strategy alignment meetings, set measurable objectives, and ensure employees understand how their roles contribute to broader organizational success. Clear vision and goal-setting improve decision-making and accountability, leading to higher employee engagement and performance. Organizations that align staff objectives with corporate strategies will likely have better workforce productivity.

Organizations should develop leadership development programs that emphasize relationship-building as a key competency for managers and team leaders. Encourage mentorship initiatives, organize team-building activities, and promote an open-door leadership approach to strengthen trust and communication between employees and management. Strong leader-employee relationships enhance teamwork, reduce workplace conflicts, and improve overall job

satisfaction, contributing to increased organizational effectiveness. By implementing these recommendations, the organizations can effectively leverage authoritative and democratic leadership styles to drive employee performance and organizational success.

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