

**THE IMPACT OF LEADERS BEHAVIOURAL INTEGRITY ON
EMPLOYEE PERFORMANCE IN THE INFORMATION
COMMUNICATION TECHNOLOGY SECTOR : THE CASE OF FAIBA
IN KENYA AND DARWIN TC GROUP IN THE UNITED STATES OF
AMERICA.**

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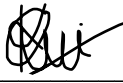
**A research proposal submitted to the Strathmore University Business
School in Partial fulfilment for the Bachelor Commerce Degree in
Strathmore University, Nairobi, Kenya.**

OCTOBER 2021

DECLARATION

Student declaration

This research project is my original work and has not been presented for a degree in any other university. No part of this thesis may be produced without the prior written permission of the author and/or Strathmore University.

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Supervisor's Declaration

This research project has been submitted for examination with my approval as the University Supervisor.

Signature:  _____

Date: _____ 11.10.2021 _____

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DEDICATION

I dedicate this work to my parents, relatives and friends who motivated me to keep going when times were tough. They were my greatest source of inspiration throughout this process.

ACKNOWLEDGEMENTS

I would like to acknowledge my ability to write this project was from God and I would not have made it this far without Him. In addition I would like to acknowledge my family and friends for their continuous support and encouragement.

I would like to thank my supervisor, Mr. John Njane, for guiding me this year during my research process.

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LIST OF ABBREVIATIONS

BI Behavioural Integrity

IT Information Technology

MLT Motivational Language Theory

USA United States of America

ABSTRACT

The purpose of this study is to evaluate if the leaders' behavioural integrity actually affects employee performance in an organisation and the two work hand in hand to produce excellent results in an organisation.

Leadership has always been a daunting task, but most leaders are not aware of the extensive impact their leadership behaviours have on employee performance. In this study the researcher will find out how leader behavioural integrity significantly impacts employee performance. Creating an organisational culture of integrity within organisations can increase average levels of engagement and productivity in the short term.

BI is the alignment of an individual's words and actions perceived by another person. The general objective of this research project is to establish if leaders' behavioural integrity affects employee performance in the IT industry. The research's specific objectives were to establish whether leaders' behavioural integrity truly impacts employee performance in the IT industry and to assess the impact of behavioural integrity.

Employee performance is what keeps an organisation alive. Employees in an organisation get tasks and activities done enabling an organisation to achieve organisational goals. This therefore leads to the profitability of an organisation.

What led the researcher to write this paper is because of the management - employee relationship today. It has been progressively improving as the management is more open to allowing employees to take up more roles in an organisation where their voices are heard and this makes them feel more involved and accepted in the organisation which in turn boost productivity and employee performance.

Data will be collected from the two companies. The population of the study will be the employees in the organisation. Semi structured questionnaires will be used to collect primary data and the data obtained will be analysed using Microsoft Excel Tools, and presented in pie charts, bar graphs and tables as appropriate.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Leadership is the researchers words is the ability of an individual in a position of power who guides and influences people. Integrity is defined as the consistency of an acting entity's words and actions (Palanski & Yammarino, 2009, p.406)

Leadership integrity is divided into several subgroups but in this study we will majorly focus on a specific type of leader integrity known as behavioural integrity (BI). BI is the alignment of words and actions of a leader. According to Simmons (1999, 2002) the underlying issue to get individuals on one's side and have them stay there is trust. When assessing a leader's abilities, it is key to focus on BI as it's proven to improve leader effectiveness.

This study intends to evaluate the effects of leaders' behavioural integrity on the employee job performance in an organisation.

According to (Palanski & Yammarino, 2011) leaders' BI indirectly affects employee performance through the trust that is built between employees and leaders. The results also showed that the impression of leader BI was purely based on the employee's individual differences and not of a higher analysis.

In the world today we see all sorts of leaders from Presidents to Governors to Managers and even Teachers. A leader is anyone in a position in power who leads individuals towards a certain goal and their BI is important in building trust and a good relationship and in turn improving the job performance of individuals.

1.1.1 Behavioural Integrity

Behavioural Integrity is a type of leadership integrity that describes the perceived alignment between the values of a leader's words and their actions (Narasimhan & Lawrence, 2012, p.166). In other words BI is the extent to which a leader does what they preach, that is, the extent to which a manager " walks her talk". The alignment of BI is affected by a leader's self-awareness of their personal values.

BI can also be interpreted as the extent to which employees perceive that their leaders are accurately representing themselves and their values (Narasimhan & Lawrence, 2012, p. 166). BI is therefore a part of the larger literature on character based perspective that explains how perception of a leader's character influences the follower's sense of trust or vulnerability to the other party's actions. In contrast, when employees assess "senior management" as a category, they are judging the BI of a group.

BI is important in an organisation as it is a great determinant of the relationship between the management and the employees. The trust and respect is earned when employees perceive a leaders' BI in alignment with the leaders' words. This is because one may look at it in a way where according to BI is only shaped from the leader's perspective but it is also highly dependent on how employees perceive the BI of the leader.

1.1.2 Employee Performance

Employee performance is how a member of an organisation fulfils their tasks and duties they are required to complete which is measured in quality, quantity and efficiency. It is important in any organisation as it determines the productivity of the organisation, the quality of products created and profitability of the organisation. It is impacted by several factors such as training offered by the organisation, motivation using reward systems, working environment and the relationship between management and employees.

Furthermore employees are motivated to improve their original skills and build new ones which is done through training, which is a factor that improves employee performance, because they sought out to build themselves for future purposes and make themselves valuable to a company in order for them not to be retrenched.

The relationship between management and employees is important when it comes to employee performance. When employees are in a situation where their management does not cater for their personal needs, their opinions and contributions to meetings are not considered or they're not even given a chance to contribute at all makes them feel like they are not part of the organisation hence they do not perform at their full potential. This is where BI plays a role in affecting employee performance but further into this study, through research, I will be able to prove if it is a big factor affecting employee performance directly or indirectly.

1.1.3 The IT Industry in Kenya and US

The IT industry is constantly being revolutionised as technology is revolving every single minute of every day. Looking at the IT industry in Kenya according to (Mathenge, 2019) the technology industry is rapidly growing ranging from mobile technological developments such as increased smartphone use, technological finance developments such as mobile money e.g. Mpesa, improved internet services such as 5G internet services, artificial intelligence and much more.

Kenya has been nicknamed the Silicon Savannah according to (Zamarelli, 2020) as it is regarded as the second-best innovation hub in Sub-Saharan Africa. Individuals have been motivated to start up tech companies as facilities such as iHub. iHub is a technology-focused co-working facility in Nairobi which was opened in 2010, which houses dozens of tech companies, entrepreneurs and researchers. This has therefore enticed foreign venture capitalists and international companies like Google and Microsoft to invest in the local tech scene.

Companies such as Safaricom who came up with Mpesa and them being the first telecommunications company to introduce 5G and providing e-sims in order to be compatible with the new smartphones being introduced into the market are some of the reasons as to why the IT industry is continuously growing.

The IT industry in the US is where we find Silicon Valley where high tech companies such as Apple, Google, Cisco and Netflix can be found. This makes the USA the world's leading continent in the IT industry. The Silicon Valley on its own being located in the USA causes the rapid growth of the industry.

Leadership in the IT industry plays an important role. The leaders guide the staff members in the organisation on the tasks and duties required to be completed. This is in order to meet deadlines and hold meetings where they are able to come up with new software and applications. This is in order to keep up with technology as well as come up with new innovative technology. The leaders also ensure work is being done effectively and efficiently.

The IT industry is an industry where a number of people overlook the leadership and performance of the employees. It however mostly focuses on the results that come out of the leadership and employee performance. This is seen in the applications and software

individuals use in their everyday activities. The outcomes are very different in Kenya and the USA.

1.2 Research Problem

The relationship between the management and employees is important in an organisation specifically in this era where the management does not only care about the well being of the performance of the organisation but also the well being of employees as individuals.

An organisation is highly dependent on employees as they are what make the organisation move. In the IT industry, employees are the ones who write the code to programmes and softwares, they are the ones who install ethernet cables in homes that the company intends to create.

The management which is composed of leaders of different levels from the directors, chief executive officer, managers, supervisors e.t.c. all display attributes that contribute to behavioural integrity.

The main issue here is that BI is contributed by the ethical values of a leader and this affects how employees perceive their leader and therefore this research study will clearly depict whether there's a relation between the BI of leaders' and the performance of employees in the IT industry in Kenya and the USA.

1.3 Research Objective

1.3.1 General Objective

The purpose of this study is to evaluate the impact of the leaders' behavioural integrity on employees' performance in an organisation.

1.3.2 Specific Objectives

- To investigate the attributes of leaders perceived by employees that impact employee performance.
- To investigate if the communication strategy chosen by a leader impacts employee performance.
- To investigate if ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment and its impact on employee performance.

1.3.3 Research Questions

- What are the attributes that leaders portray that employees perceive contribute to BI impact employee performance?
- How does the communication strategy chosen by a leader impact employee performance?
- How does ethnic culture influence the perception of and response to a managers' word-deed alignment or misalignment impact employee performance?

1.4 Significance of the study

The significance of this study is to clearly prove whether or not BI affects the employee performance in the IT industry.

This study will be done to determine if the common leader BI concept affects companies in different countries the same way or differently and it will expand the research that has already been done on BI alone as it will cover the IT industry specifically and its effects on employee performance.

As a result, the research will provide more discernment for the leaders in the IT industries in both countries. Other researchers could also use this study as a reference for similar studies on BI of leaders'. Policy makers in the ICT sector will benefit as well.

1.5 Scope of the study

The IT industry comprises of software services, technology hardware, technology equipment, semiconductors and semiconductor equipment (Miller, 2021)

This current study will be contributing to research that has been done but focusing on the IT industry. Through this study the researcher will be able to investigate if the attributes of leaders perceived by employees contribute to BI. The study will also be able to establish if ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment. Lastly to establish to what degree BI affects employee performance both directly and indirectly through research questions in the IT industry.

The study will be focused on the two IT companies: Faiba in Kenya and Darwin TC Group in the USA. This is because the two companies are all rounded IT companies that do not specify

on one service. I narrowed it down to these two companies because they will be able to show either a distinction or similarity between IT in the USA and Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examined the literature that was reviewed by different researchers with regards to the behavioural integrity of leaders and its effects on employee performance. The chapter examines some theories of BI on employee performance. The empirical review will look at whether the BI of leaders in the IT industry affects employee performance . It will also look at the effect of other leader attributes that affect employee performance and the relationship between the study variables.

2.2 Theoretical Framework

2.2.1 Motivating Language Theory

According to Mayfield & Mayfield, (1998), the Motivating Language Theory hypothesises that deliberate variance in leader speech can be used as a motivational tool to help employees meet desired organisational and personal objectives. In another supporting article according to Mayfield & Mayfield, (1995) MLT provides a more comprehensive model for understanding how leadership language impacts workers. MLT is theorised to be a multivariate measure of leader communication. The proper use of convergent and divergent validity can provide evidence that motivating language use is in fact different from a subordinate simply being happy with the way his or her boss communicates. The Lisrel model in MLT is used to test convergent and divergent validity (Mayfield & Mayfield, 1995)

The convergent validity is when two similar questions or constructs reveal the same result, while the divergent validity is when two opposite questions or constructs reveal opposite results.

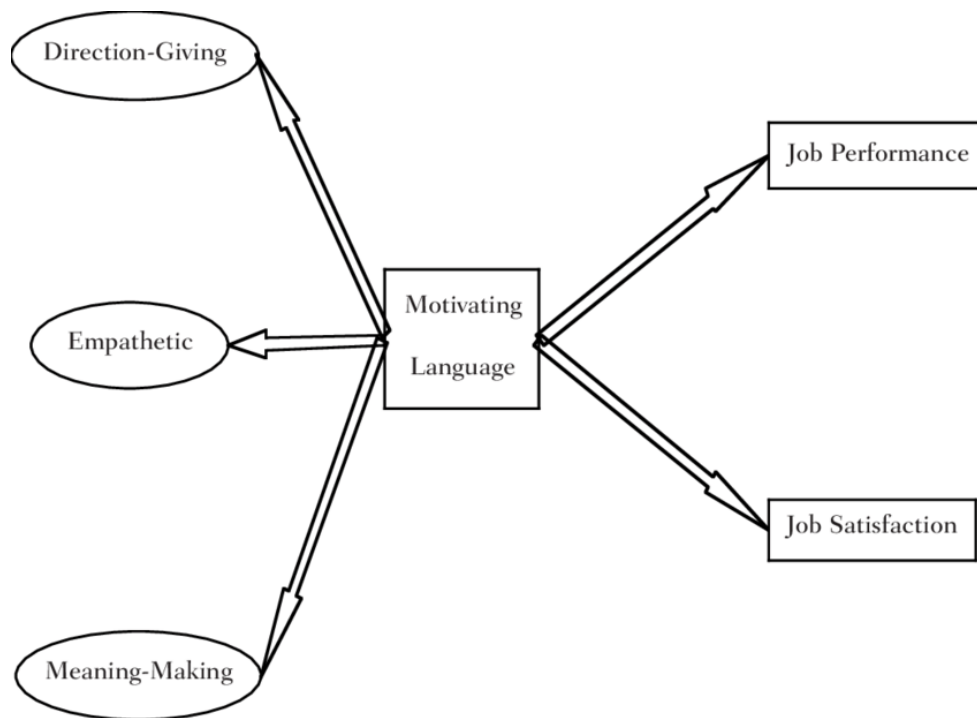


Figure 2.1 The relationship between behavioural integrity and motivating language. (Lisrel Model)

Although several factors, such as rewards, health benefits, bonuses and promotions, motivate employees, MLT looks at how the language leaders use to motivate employees. The motivating language theory models show BI is important when it comes to its effects on employees performance in an organisation.

In order for BI to be perceived positively it has to be in alignment with words and actions. A leader who is not cautious about how they speak and act towards their employees can see the effect on their performance. This is because if a leader's BI is perceived positively then the performance and behaviour of the employee will reflect the same. This is as the employee will respect the leader because the leader has done what they said they will do clearly reflecting the definition of BI.

According to MLT, leaders' language can be classified into three parts as follows:

1. **Locutionary** - Which occurs when a leader's language to a member explains the structure, rules, and values of the organisation's culture.
2. **Perlocutionary** language gives direction and reduces uncertainty. This is when a leader clarifies the goals and tasks that need to be achieved.

3. **Illocutionary** language is empathetic. This is where the leader appreciates an employee by complimenting them for a job well done (Mayfield & Mayfield, 1998, p. 236)

The speech acts mostly bear verbal communication and according to Mayfield & Mayfield, (1998, p. 237) talk is cheap when it conflicts with actions.

The perlocutionary language makes an employee see value and appreciate the relationship between their work and goal attainment. This then motivates them to achieve those goals.

The locutionary language used by a leader creates a work schema for employees.. A schema is a mental concept created by an individual's brain and informs them on what to expect from various experiences and situations. The employee's work is, therefore, an outcome of what they have experienced before.

The illocutionary language used by a leader builds and develops trust between them and employees. This in turn leads to an employee feeling worthy in an organisation. This form of motivation creates a positive bond between the leader and employee. This is reflected in their performance.

MLT focuses on one of the specific objectives of this research study which is the communication strategy used by leaders. A leader can choose to communicate tasks and objectives in different ways. Through MLT they are able to communicate the tasks and objectives in ways that motivate employees.

A leader's BI is often overlooked and many individuals do not see it as a surface level factor that would influence employees performance. From figure1.2 we see how different motivating languages affect employee performance.

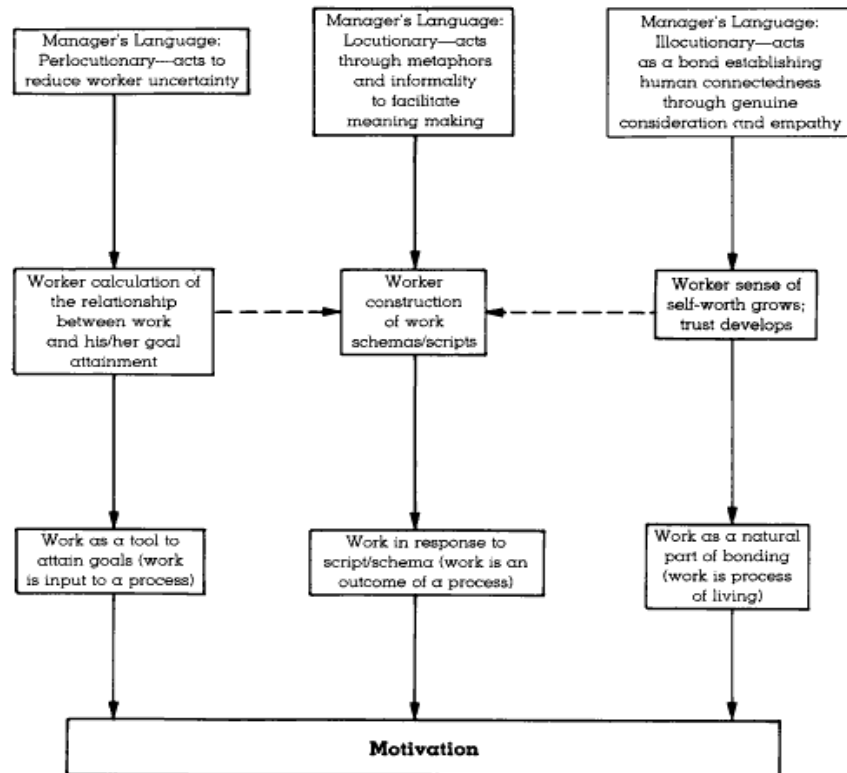


Figure 2.2 Managerial Language Speech Acts model on how they can lead to motivation and improved performance from (Sullivan, 1988, p. 110)

2.2.2 Authentic Leadership Theory

Authentic Leadership according to (Luthans & Avolio, 2003, p.242) is a process that draws from both positive psychological capacities and a highly developed organisational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development.

Authentic leadership can also be defined as a higher order, multi-dimensional construct, comprising self-awareness, balanced processing of information, relational transparency and internalised moral standards (Luthans & Avolio, 2003, p.499)

The authentic leadership theory model features attributes that a leader should possess and how those attributes affect employee attitudes and their behaviours. Authentic leaders are known to portray their true selves and this in turn builds trust and encourages others to do the same.

The authentic leadership theory focuses on the specific objective of a leader's attributes. This theory describes attributes that leaders should portray in order to motivate employees at the work workplace. It also contributes to the BI.

Authentic leaders demonstrate BI and this enhances employee performance through positive and compelling visions. This allows employees to internalise organisational goals and execute them with excellence (Luthans & Avolio, 2003)

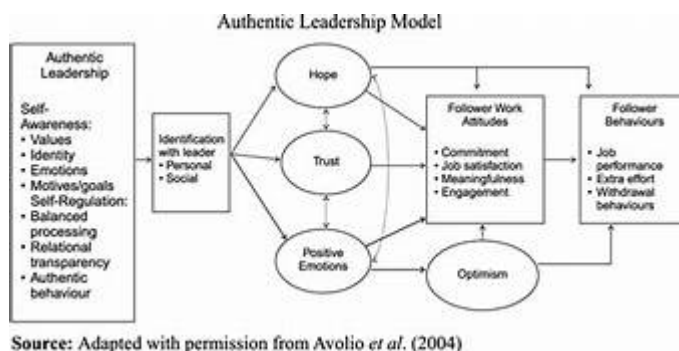


Figure 2.3 Authentic Leadership Model

2.2.3 Path Goal Theory

The path goal theory according to (Brown, 2019) states that a leader's behaviour is contingent on the satisfaction, motivation and performance of their employees.

There are four specific kinds of leader behaviour that are included in the theory which are House & Mitchell, (1975) :

1. Directive leadership is presented by a leader when they let subordinates know what is expected of them, give them specific guidance as to what should be done and how it should be done, make his or her part in the group understood, maintain definite standards of performance and ask that group members follow standard rules and regulations.
2. Supportive leadership is presented by a leader who is friendly and approachable, who shows concern for the status, well-being and needs of subordinates. A leader who does these little things makes the work more pleasant.

3. Participative leadership is presented by a leader who consults with subordinates, solicits their suggestions and takes these suggestions seriously into consideration before making a decision.

4. Achievement-oriented leadership is seen in a leader who sets challenging goals, expects subordinates to perform at their highest level continuously, and seeks improvement in performance. This kind of leader constantly emphasises excellence in performance and simultaneously displays confidence that subordinates will meet high standards of excellence.

The path goal theory intends to explain the effects of four specific kinds of leader behaviour mentioned above on the following three subordinate attitudes or expectations:

1. The satisfaction of subordinates
2. The subordinates' acceptance of the leader
3. The expectations of subordinates

According to House & Mitchell, (1975) the above effort will result in effective performance and that effective performance is the path to rewards.

When it comes to the effects of leader BI on employee performance, how employees perceive the words of a leader and the leaders, actions will affect their satisfaction, acceptance and expectations of a leader. This will reflect on their performance, productivity and motivation.

2.3 Effect of Leader Behavioural Integrity on Employee Performance.

The effect of behavioural integrity on employee performance has both positive and negative effects. The researcher says this because of evidence from several studies such as (Narasimhan & Lawrence, 2012), (Simmons ,2020) and (Palanski & Yammarino, 2011)

A research study showed that the perceived pattern of managers' word and deed alignment or misalignment is an important organisational phenomenon because it is a critical antecedent to trust and credibility. According to Simmons (2020), the way the BI of a leader is perceived is as important as the alignment of their words and actions.

Employee performance leads to the profitability of an organisation. This is dependent on who the leaders are in an organisation, the attributes they portray and the means in which they

relay information. BI plays a big role here because if a leader does not portray BI then an employee will not feel the need to perform their duties and tasks diligently.

The effect of BI on employee performance is critical in the survival of an organisation.

2.3.1 Leader Attributes and Employee Performance

The attributes of leaders have an effect on employee performance. In reference to the authentic leadership model, the attributes are outlined and display a flow on how the attributes affect employee performance.

2.3.2 Communication Strategy and Employee Performance

The motivating language theory supports the communication strategy used by leaders and has an effect on employee performance. According to motivating language theory, leaders use empathetic language, or authoritative or friendly language to motivate them in order to gain positive results when it comes to their performance.

2.3.3 Ethnic Culture and Employee Performance

Different organisations have different ethnic cultures. This is in terms of policies, values established by leaders, mission and vision. This affects employee performance as it determines the environment of the workplace which in turn impacts employee performance.

2.4 Conceptual Framework

Although the main concern of the research was to investigate whether leaders' behavioural integrity affects employee performance it is not the only aspect that would affect employee performance.

There are so many factors that affect employee performance such as the working environment, reward system which are classified under variables. The variables are divided into independent, which in this case it is the leaders' behavioural integrity and dependent, in this case is the employee performance.

The leader's behavioural integrity consists of the manner in which individuals, who are leaders in a society or an organisation, practice integrity in their time in leadership.

The employee's performance consists of how individuals, who are led by leaders in the society or organisation, performance is affected by different factors. This study aims to figure out if employee performance is affected by integrity.

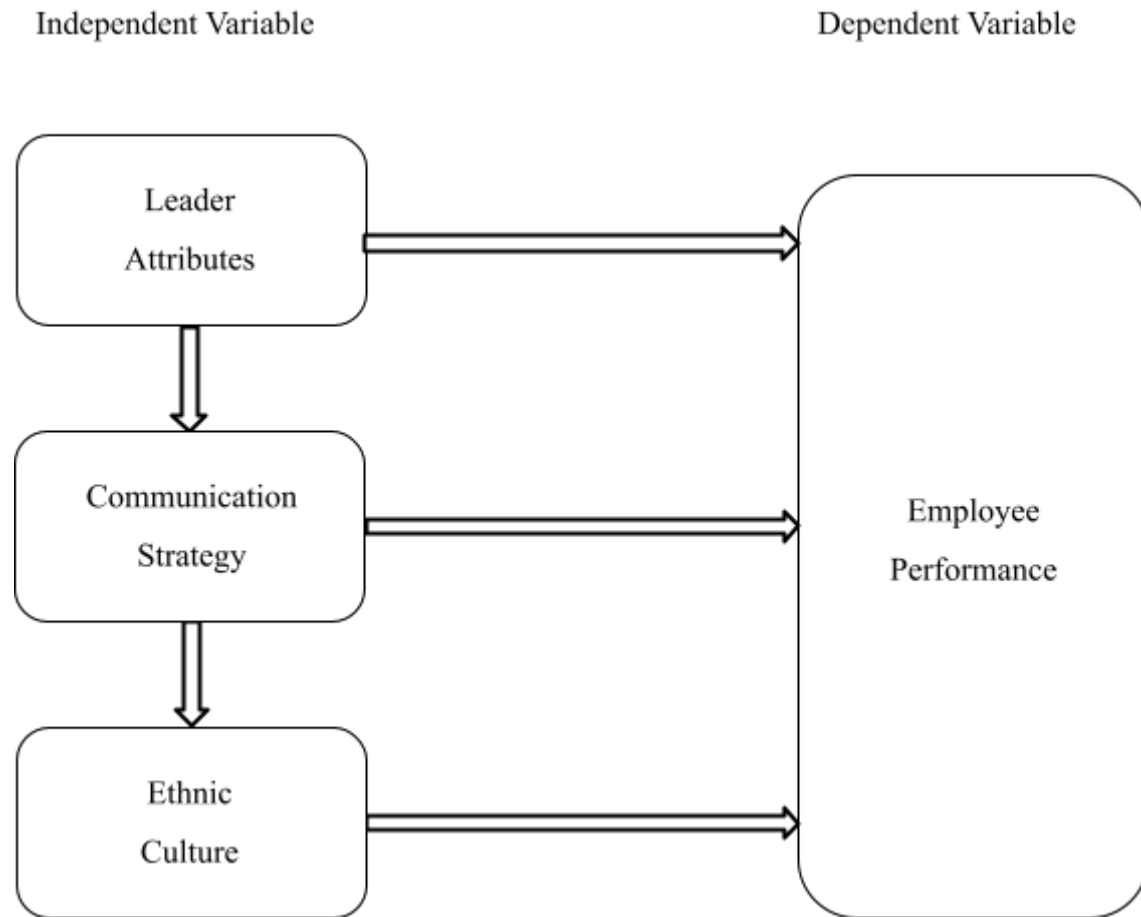


Figure 2.4 Relationship between study variables

2.5 Summary of the research gap

A number of researches have been done on leaders' behavioural integrity and employee performance individually and collectively. Though none has specifically looked at the IT industry as most people overlook the work leaders and employees put to create innovation technology applications and software. It is also notable that very little of the research conducted was in specific countries.

There is also minimal documentation especially about the IT industry when it comes to leaders behavioural integrity and employee performance. Consequently, this study aims to fill the above-mentioned gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology chapter is where the research method of the study is outlined. It outlines the research design, the population and sample of the study and the data collection methods used. The data that will be obtained from the sample will be analysed further in regards to the research questions outlined in chapter one.

3.2 Research Design

Research design illustrates the framework that is used by the researcher. This is because it shows how important information required for the study will be obtained (Sileyew, 2019, p. 28).

There are four types of research design which are descriptive, experimental, correlation and quasi-experimental research design (Team Leverage Edu, 2021)

Descriptive research design is based on the information collected, analysed, prepared and presented by the researcher.

Experimental research design is where study participants are randomly assigned to experimental and control groups and the independent and dependent variables are keenly observed.

Correlation research design is where a relationship between the independent and dependent variable is established and are dependent on each other.

Quasi-experimental research design aims to establish a cause and effect relationship between the independent and dependent variable.

In this research study the quasi-experimental research design will be used. This is because the researcher's goal is to establish the impact of a leader's BI, which is the independent variable, on employee performance, which is the dependent variable.

3.3 Data Collection

Data sources are the places where a researcher gets their information using data collection methods. It includes primary and secondary data. Primary data is information that is collected from the original source (Sileyew, 2019). Primary data can be collected through various methods such as observation, interviews, questionnaires and discussions.

Secondary data is information that is collected from indirect sources (Sileyew, 2019). Secondary data can be collected from reputable journals, books, articles, magazines, newsletters, newspapers and websites.

In this study data will be collected primarily using questionnaires. Primary data is the most reliable source of information as the researcher will have a more confidence level of decision-making with the trusted analysis having direct intact with occurrence of the events (Sileyew, 2019)

3.4 Population and Sampling

Malibank (2012) interprets a population to be a collection of elements or individuals from which a sample is drawn whose characteristics are common as defined by the researcher. The population of the study will be the employees in the two companies: Faiba in Kenya (10 employees) and Darwin Technology in the USA (10 employees)

Sampling is a technique used to measure statistics collected from research studies that are done. The researcher will use stratified sampling, (Singh, 2006, p.87) which is when the researcher divides his population in strata on the basis of some characteristics and from each of these smaller homogeneous groups (strata) draws at random a predetermined number of units.

3.5 Data Collection Methods

Data collection emphasises on research for facts that may serve later as a basis for diagnosis or identification of the causal factors operating (Singh, 2006, p. 153). It includes qualitative, quantitative and mixed methods of research.

Qualitative data is a form of research where the information is in the form of words Swanson & Holton (2005). It can be collected from open ended surveys and questionnaires, observations, interviews, or case studies. This is a reliable source of information as the

researcher captures, understands, and represents the participants' perceptions and meanings through and in their own words.

Mixed methods of research is a research design or methodology for collecting, analysing, and mixing both quantitative and qualitative data in a single study or series of studies in order to better understand research problems.

Quantitative data is a form of research used to study relationships cause and effect (Ary et al., 2010,2006,). Quantitative data can be collected from questionnaires, probability sampling, interviews and observation. The researcher then uses the non-experimental research in quantitative research. This is because non-experimental quantitative research identifies variables and may look for relationships among them but does not manipulate the variables from primary data collected.

Questionnaires will be used during this study as it is not time consuming and a large number of people can fill them in anonymously and honestly. This is important when it comes to data analysis to be able to get accurate results.

The questionnaires are going to be distributed to the human resource manager at the two companies via email. A request to collect data, as well as a google forms link, directing the respondent to the questionnaire is sent to the human resources personnel. This is the most preferable method as one of the companies is not in my reach and there is ease of communication.

3.6 Data Analysis

Swanson & Holton (2005) defines data analysis as the process of making sense of data that a researcher has collected. The purpose of data analysis is to search for important meanings, patterns, and themes in what the researcher has heard and seen (Swanson & Holton, 2005, p.236)

Data will be collected and codes will be assigned to each question of the questionnaire making each response unique when entering data. The data will then be entered into a statistical tool based on the codes assigned to each question on the questionnaire.

This data will be analysed using descriptive statistics numerically. The descriptive statistical methods will be used to analyse the mean, standard deviation, variance and correlation of the data.

The data analysis will be carried out using different statistical tools such as Excel, SPSS and SAS. They are all forms of statistical softwares used by researchers to analyse statistical numerical primary data.

3.7 Ethics in research

To ensure ethical considerations, the information gathered by the researcher from the study participants remains confidential. The researcher will also seek consent from the respondents before participating in the study and clearly state that the responses will only be used for the benefit of the research project.

CHAPTER 4

RESEARCH FINDINGS

4.1 Introduction

This chapter deals with data presentation, analysis and interpretation of the research findings to determine the impact of behavioural integrity on employee performance in the Information Communication Technology: The Case of Faiba in Kenya and Darwin Tc Group in the United States of America. The researcher made use of frequency tables, percentages as well as pie and bar charts to present the data.

4.2 Response Rate

Quantitative data was collected from the sample population using semi structured questionnaires. The questionnaires were distributed to the two companies through the human resources department.

According to Draugalis, Coons, & Plaza (2015) a response rate of 50% and above is adequate for analysis, a rate of 60% is good and a response rate of 70% and over is excellent.

In total 25 questionnaires were filled by employees from both companies, 10 employees from Faiba company and 15 employees from Darwin TC Group, on the google forms platform giving a response rate of 80%. The target sample was 20 employees and therefore the responses were more than expected hence adequate for analysis. Data was coded and analysed and findings were presented in graphs, tables and charts in line with the study objectives.

4.3 Background information

The questionnaire was divided into two parts, the background information and the organisational factors. Background information mostly covered demographic information, that is, the gender of the respondent and their position in the organisation.

According to the findings, most respondents, when it comes to the gender population, the majority were male accounting for 60% and the rest were female accounting for 40%. This is a combination of both organisations. The data is displayed in figure 4.1 below.

Gender?
25 responses

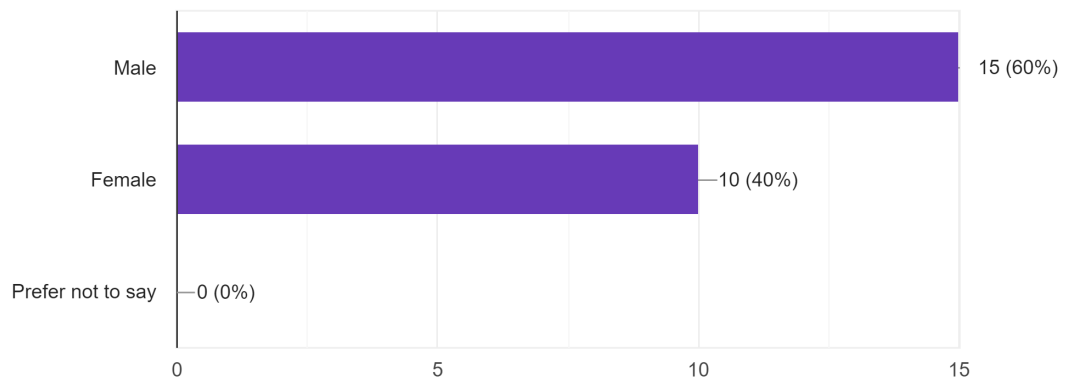


Figure 4.1 Gender population of the research

When it comes to the positions the respondents held, figure 4.2 below shows the company has a wide range of positions. These positions include the office manager who heads all departments and the employees of each department. The majority of the respondents were from the Information technology department and the rest were filled by employees of the other departments.

Which department do you work in?
25 responses

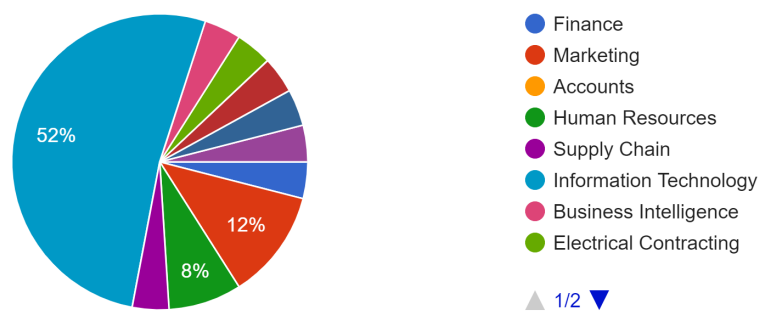


Figure 4.2 Respondents departments

4.4 Organisational factors

The rest of the questions in the questionnaire were based on organisational factors which related to the three objectives of the research, which were:

- i. To investigate the attributes of leaders perceived by employees that impact employee performance.
- ii. To investigate if the communication strategy chosen by a leader impacts employee performance.
- iii. To investigate if ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment and its impact on employee performance.

4.4.1 Investigate if the attributes of leaders perceived by employees impact employee performance.

The first research objective was to investigate whether the attributes of leaders perceived by employees impacts the employee performance.

To establish this, the respondents were asked an open ended question and a likert scale question to determine whether the attributes of leaders perceived by employees impact employee performance.

As shown in the bar graph in figure 4.3 below, respondents were asked if the attributes of leaders perceived by employees has an impact on how they handle their duties.



Figure 4.3 Bar graph indicating the impact of leaders attributes

Findings show that the majority, 96% of the respondents are affected by the attributes of their leaders.

Respondents were asked to state a few attributes that their leaders portray that contribute to behavioural integrity. Majority of the respondents stated that honesty and trust are the main attributes that their leaders portray that contribute to behavioural integrity. In addition to being temperament, humble, displays a positive work ethic and creates boundaries that are in respect to every employee in the organisation.

4.4.2 Investigate if the communication strategy chosen by a leader impacts employee performance.

The second research objective was to determine whether the communication strategy chosen by a leader impacts employee performance.

This area of data collection called for the use of Likert scales where respondents were asked several questions where they would rate whether they; Strongly Disagree (1), disagree (2), not sure (3), agree (4), and strongly agree (5).

Respondents were asked whether the organisation has a communication policy. The results were as shown in table 4.4 below.

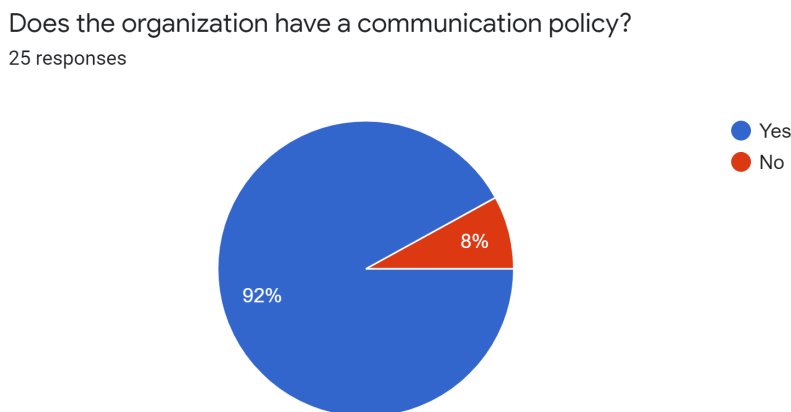


Figure 4.4 Communication policy pie chart

As seen above, most respondents are aware of the organisation's communication policy. This sets the tone on whether or not communication plays a role in behavioural integrity. The respondents were asked if the communication policies have an impact on behavioural integrity. According to figure 4.5 below, 92% of the respondents agree that communication

policies support behavioural integrity. This shows the impact of implementing communication policies in an organisation.

Do the communication policies support behavioral integrity?

25 responses

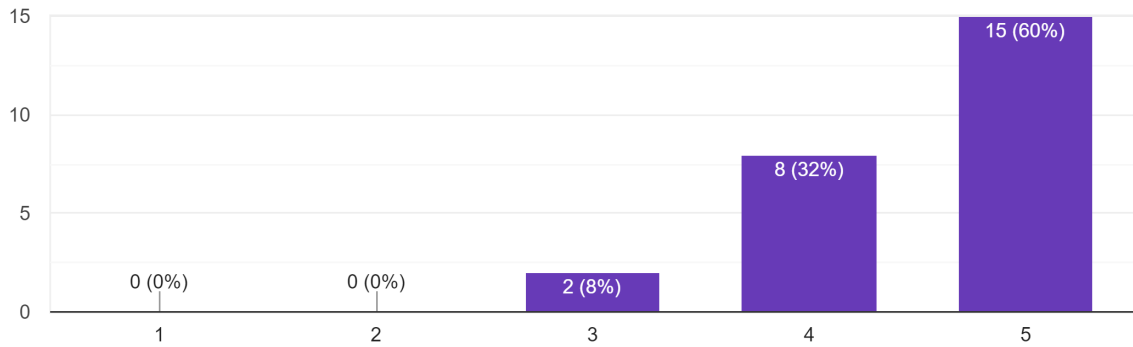


Figure 4.5 Communication policy bar graph indicating if the communication policies affect behavioural integrity.

In addition to the impact of the communication policy on behavioural integrity the respondents were asked of the communication policies are applied.

The responses were not definitive but the majority of the respondents, 52%, agreed that they were applied.

Are the communication policies applied?

25 responses

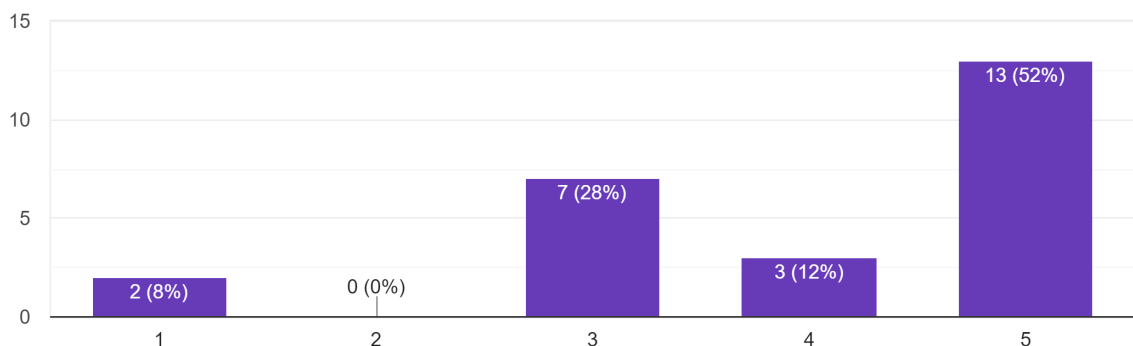


Figure 4.6 Communication policy bar graph indicating if the policies are applied

4.4.3 To investigate if ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment and its impact on employee performance.

The third research objective was to determine whether the ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment and its impact on employee performance.

This area of data collection called for the use of Likert scales where respondents were asked several questions where they would rate whether they; Strongly Disagree (1), disagree (2), not sure (3), agree (4), and strongly agree (5).

According to the responses given by the respondents, 84% of them agree that culture plays an important role when it comes to behavioural integrity and its impact on employee performance in terms of importance. This is seen in the the figure 4.7 below

What role does culture play in the organization when it comes to behavioral integrity and its impact on employee performance in terms of importance?

25 responses

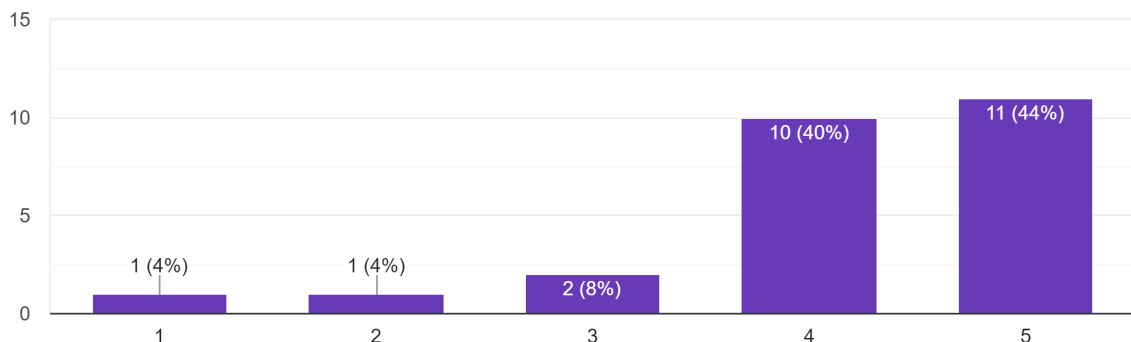


Figure 4.7 Culture plays an important role when it comes to behavioural integrity and its impact on employee performance in terms of importance.

According to the data collected and displayed in figure 4.8 below, 44% of the respondents agree while 36% strongly agree that ethnic culture of an organisation has an influence on the perception of and response to a manager's behavioural integrity.

It is true to say that ethnic culture plays a significant role in behavioural integrity.

This is because the language used, the mission and vision of an organisation which makes up ethnic culture that influences behavioural integrity.

To what extent does the ethnic culture in the organization influence the perception of and response to a managers' word-deed alignment or misalignment?

25 responses

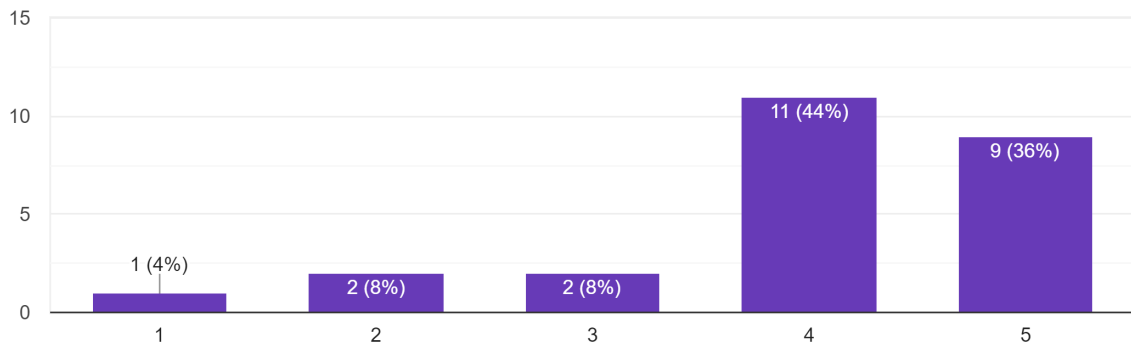


Figure 4.8 Ethnic culture's influence on behavioral integrity

4.4.4 Evaluate the impact of the leaders' behavioural integrity on employees' performance in an organisation.

The general objective of the study was to evaluate the impact of leaders behavioural integrity on employee performance in an organisation.

This area of data collection called for the use of Likert scales where respondents were asked several questions where they would rate whether they; Strongly Disagree (1), disagree (2), not sure (3), agree (4), and strongly agree (5).

According to figure 4.9 the majority of the respondents strongly agree that the managers practice has behavioural integrity and its effects on how they perceive authority.

Does the extent to which the manager in your department practices behavioral integrity affect how you perceive their authority?

25 responses

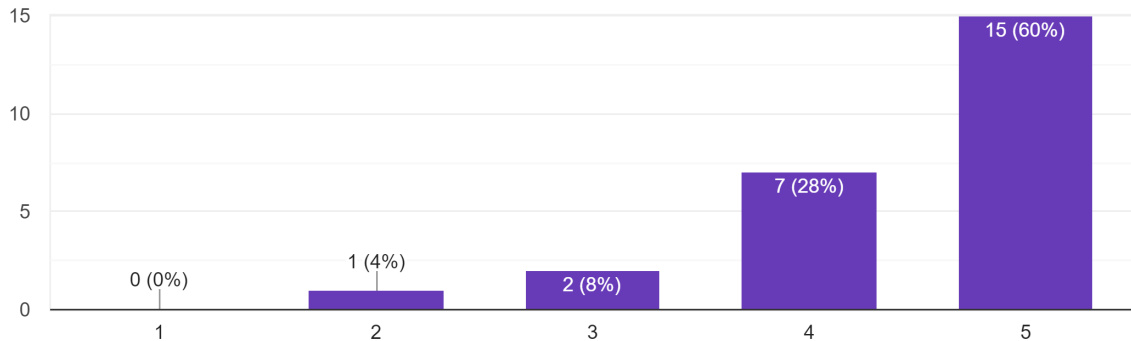


Figure 4.9 How employees perceive authority from managers that practice behavioural integrity

From the data above, 60% of the respondents strongly agree that behavioural integrity has an impact on how they respond to managers authority. There is a proven link between the perception of managers' behavior integrity and employee performance.

The respondents were also asked if the behavioural integrity portrayed by the managers affects their work performance. 80% of the respondents agreed that behavioural integrity affects their work performance.

Does the Behavioral Integrity portrayed by your manager affect your work performance?

25 responses

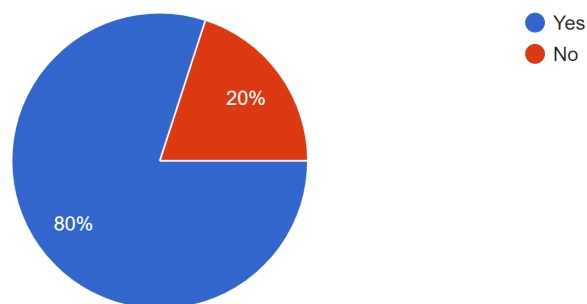


Figure 5.0 Effects of behavioural integrity on work performance

In addition to behavioural integrity the respondents were also asked what other factors affect their work performance. Some of the factors stated were bonuses, a good working environment, clear communication, bonuses, motivation which sum up the positive factors. The negative factors include stress and lack of feedback.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to determine the impact of behavioural integrity on employee performance in the Information Communication Technology: The Case of Faiba in Kenya and Darwin Tc Group in the United States of America. This chapter presents a summary of findings from the previous chapter, conclusions drawn from the analysis and recommendations by the researcher. The implications from the findings and areas for further research are also presented.

5.2 Summary of findings

The research project determined whether behavioural integrity affects employee performance.

This study used a descriptive research design for the data collection and analysis of two companies, Faiba in Kenya and Darwin TC Group in the USA. A total of 25 employees responded to the questionnaires resulting in an adequate response rate of 80%. According to Draugalis, Coons, & Plaza (2015) this was an excellent response rate.

A semi structured questionnaire was used for data collection and the data collected was processed and analysed using Microsoft excel tools. It was presented in pie charts, bar graphs and tables as seen in the previous chapter.

5.2.1 To investigate if the attributes of leaders perceived by employees impact employee performance.

The findings showed that 96% of the respondents are affected by the attributes of their leaders. Findings also showed that the attributes being referred to by the respondents are humility, trust, honesty and being temperament which were the most common responses.

5.2.2 To investigate if the communication strategy chosen by a leader impacts employee performance.

The communication strategy begins with the communication policy of an organisation. From the data collected both organisations have a communication policy as seen in figure 4.4. With

the communication policy in place the respondents were asked if the policies are applied and if they support behavioural integrity.

52% of respondents strongly agree the policies support behavioural integrity while 12% said they agree and the 28% are not sure. From this data majority agree indicating that communication plays a role in behavioural integrity.

In as much the communication policies have an impact on behavioural integrity, it does not mean the communication policies were applied but rather the language used to communicate has an impact on behavioural integrity as seen in the motivating language theory.

5.2.3 To investigate if ethnic culture influences the perception of and response to managers' word-deed alignment or misalignment and its impact on employee performance.

The ethnic culture plays a role in both the employee performance as well as behavioral integrity.

This is seen from figures 4.7 and 4.8. In figure 4.7 the respondents 84% of them agree that culture plays a role in their performance, while in figure 4.8, 44% of the respondents agree while 36% strongly agree that ethnic culture of an organisation has an influence on the perception of and response to a manager's behavioural integrity.

5.3 Discussion of key findings

There were more male respondents than female respondents who took part in the study. The difference in the percentage was somehow significant indicating that the IT sector is a male dominated industry. Majority of the respondents agreed that behavioural integrity does in fact affect employee performance. In addition to behavioural integrity the respondents added more factors that affect their work performance which are a good working environment, clear communication, bonuses, motivation which sum up the positive factors. The negative factors include stress and lack of feedback.

This shows that employee performance is affected by both positive and negative factors which have positive and negative effects on the employee performance.

5.4 Conclusion

The Information Communications Technology sector in both Kenya and the United States of America both share similar views when it comes to behavioural integrity. There definitely has a positive impact on employee performance from behavioural integrity displayed by leaders. Therefore it is true to say there is a link between the two variables.

5.5 Recommendations

Leaders should be more aware of the behavioural integrity and its impact on employee performance. When it comes to employee performance, behavioural integrity definitely affects it alongside others that were mentioned earlier such as good working environment, bonuses, employee-employer relationship, stress e.t.c. The IT sector worldwide should be aware of the effects of behavioural integrity and its impact of employee performance.

5.6 Limitations of the study and recommendations for future studies

The study was limited to a few members of the organisation. The study could be done with consideration to the other factors that affect employee performance as well as the other effects behavioural integrity has in an organisation. Other studies that will be done can conduct research in other countries and worldwide results can be compared.

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APPENDICES

APPENDIX 1: REQUEST TO COLLECT DATA

To whom it may concern,

Strathmore University offers the Bachelor of Commerce (BCOM) degree program. Students in their 4th year are required to work on a management research project which involves reading literature that relates to the research topic, collecting data, analysing it and preparing a written document of the findings of the research and recommendations.

I am kindly requesting to gather information to be used in my research. I will be accountable for all information obtained and will ensure that it is used for research purposes **only** and kept confidential.

The research is entitled “**THE IMPACT OF LEADERS BEHAVIOURAL INTEGRITY ON EMPLOYEE PERFORMANCE: IN THE CASE OF FAIBA IN KENYA AND DARWIN TC GROUP IN THE UNITED STATES OF AMERICA.**”

As such, if the following questionnaire can be filled in by at least 1-3 employees from each department, it would be most appreciated. The link below will automatically open the questionnaire.

https://docs.google.com/forms/d/e/1FAIpQLSfujukwQ-PpxYtf6kmwrTWBzo8n1klDGlegImgTA05TmBn8aw/viewform?usp=pp_url

I am looking forward to your cooperation and assistance.

Yours faithfully,

Nicole Mbau

APPENDIX 2: QUESTIONNAIRE

This questionnaire was created for the sole purpose of data collection for academic purposes. This study seeks to investigate the impact of a leader's behavioural integrity on employee performance. The information collected will be confidential. This is in partial fulfilment of the requirement for the degree of Bachelor of Commerce.

Your cooperation, sincerity and honesty is highly appreciated.

SECTION A: BACKGROUND INFORMATION

1. Gender
 - a. Male []
 - b) Female []
 - c) Prefer not to say []

2. Which department do you work in?
 - a. Finance
 - b. Marketing
 - c. Accounts
 - d. Human Resources
 - e. Supply Chain
 - f. Information Technology
 - g. Other

SECTION B: ORGANISATIONAL FACTORS

The scale is as follows:

1 = Strongly Disagree 2 = Disagree 3 = Not sure 4 = Agree 5 = Strongly Agree

1. What attributes does the manager in your department portray that contributes to behavioural integrity?

2. Do the attributes affect how the leaders in your organisation handle their duties

1	2	3	4	5

3. Does the organisation have a communication policy?

Yes/No

4. Are the communication policies applied?

1	2	3	4	5

5. Do the communication policies support behavioural integrity?

1	2	3	4	5

6. To what extent does the manager in your department practice behavioural integrity?

1	2	3	4	5

7. What role does culture play in the organisation when it comes to behavioural integrity and its impact on employee performance, in terms of importance?

1	2	3	4	5

8. To what extent does the ethnic culture in the organisation influence the perception of and response to a managers' word-deed alignment or misalignment?

1	2	3	4	5

9. To what extent does the manager in your department practice behavioural integrity?

1	2	3	4	5

10. Does the extent to which the manager in your department practises behavioural integrity affect how you perceive their authority?

1	2	3	4	5

11. Does the Behavioural Integrity portrayed by your manager affect your work performance?

- a) Yes [] b) No []

12. If no, why does it not affect your work performance?

13. What other factors affect your work performance?