

Impact of Leadership on Employee Turnover and Organizational Performance

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EXECUTIVE SUMMARY

The purpose of this study was to explore the leadership issues experienced in multinational pharmaceutical organizations based in Kenya and how these issues impact on employee turnover and ultimately organizational performance. The study was conducted on only multinational pharmaceutical organizations in Kenya. The study targeted middle-level managers who are directly responsible for the sales people as well as the field staff.

The researcher utilized two questionnaires to collect the data; one questionnaire was targeting the managers while the other one was targeting the sales people or field staff. The questionnaires were given out by the researcher to the sampled employees who had a choice of filling them out on the spot or at a later time. Any clarifications on the questionnaires were given by the researcher. Forty seven out of fifty questionnaires were returned duly filled by the participants. The study data was analyzed using the SPSS tool.

The study results showed several challenges with the top leadership in these organizations sampled. This could be attributed to the high staff turnover experienced in the sector. The research was however not conclusive in establishing a link between high turnover and performance.

The researcher recommends that the top leadership in these organizations could adopt a more inclusive approach and also incorporate a down-top approach to leadership. The human resource departments could come up with employee empowerment strategies as well as employee retention strategies to curb the high turnover which could ultimately improve organizational performance.