

EFFECTS OF AUTHENTIC LEADERSHIP ON GOOD INDUSTRIAL RELATIONS
IN TEA ESTATES IN LIMURU

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DECLARATION

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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This research has been submitted with my approval as the appointed university supervisor.

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DEDICATION

This study is dedicated to my beloved wife; Mrs. Jane Njeri Mwangi and our children Marlon, Shirley and Alvin for their unreserved patience, support and understanding during the period of study.

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ABSTRACT

Organizations across the world continue to experience workplace disputes in many forms marking negative impacts on the employees, employers, stakeholders, government, consumers and the economy. Using a postpositivist paradigm and a descriptive research design, this study examined the effect of authentic leadership on good industrial relations in tea estates in Limuru; Kiambu County, Kenya. The specific objectives of the study were to explore leader's self-awareness, relational transparency, balanced processing and internal moral standards and values influence good industrial relations. The study was carried out in the three selected tea estates in Limuru Sub-County; targeting 2,320 participants identified through stratified random sampling. Data was collected through structured questionnaires containing both open and closed-ended questions. The data was analysed using a data management software ,SPSS; a statistical package for social sciences Version 23. Descriptive statistics used to analyse and interpret data and presented as charts, graphs and tables. The results revealed that a leader's self-awareness, balanced processing, relational transparency and internalized morals had statistical significant influence on good industrial relations in tea estates in Limuru Sub-County. It indicates that good industrial relations can be achieved through authentic leadership; where leaders exhibit transparency, trust, confidence and uphold morals, values and ethical leadership. The study identified highest existence of a positive correlation between leaders' moral standards and good industrial relations. The study recommends the need for leaders to be analytical concerning relevant data before coming up with decisions while taking into consideration repercussions of their leadership styles. The study informs leadership practice on the need for sustainable strategies and leadership approaches to enhance good industrial relations in Kenya. The study is useful for national and county government as it informs them of the need for policy guidelines for continuous improvement of industrial relations specifically for the tea industry and other similar organizations.

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ABBREVIATIONS AND ACRONYMS

AFA	Agriculture and Food Authority
CBA	Collective Bargaining Agreement
CIPD	Chartered Institute of Personnel and Development
ELRC	Employment and Labour Relations Court
GDP	Gross Domestic Product
Ha	Hectares
HR	Human Resources
ITC	International Training Centre
KCSE	Kenya Certificate of Secondary Education
KNBS	Kenya National Bureau of Statistics
KPAWU	Kenya Plantation and Agricultural Workers Union
KTGA	Kenya Tea Growers Association
NACOSTI	National Commission for Science, Technology and Innovation
PAC University	Pan African Christian University
R	South African Rand
SHRM	Strategic Human
SPSS	Statistical Package for Social Sciences
USA	United States of America
USD	United States Dollar

OPERATIONAL DEFINITION OF TERMS

Upper tier employees: These are unionisable employees also referred to as sub staffs. In the tea estates, they are the senior most employees within the unionisable employees. They are on monthly salaries and are graded with grade one being the senior most and grade three as the lowest in that category (HR Manual, 2018).

General employees: This refers to those unionisable employees in the tea estates whose terms and conditions are stipulated in the CBA and are paid either on daily rates or piece rates (HR Manual, 2018).

Management and middle level managers: This refers to employees in the tea estates whose terms and conditions are stipulated in individual contracts negotiated by the employer and the individuals (HR Manual, 2018).

Collective Bargaining Agreement (CBA): This is a document that is negotiated by the employers' and union representatives and summarizes the terms and conditions of the employees in Kenya. In this study, it is defined as a document that stipulates the terms and conditions including wages and salaries for employees (HR Manual, 2018).

Authentic leadership: It is defined as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa, et al., 2008)

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

The first chapter provides the foundational platform of this study, defines statement of the problem, the purpose and the intention of the study and the justification of the study. It further attempts to establish that indeed a problem exists that the researcher sought to address.

Background to the Study

Over the years, scholars have studied the different types of leadership styles and theories to bring out their advantages and disadvantages and how they have been used to resolve disputes in organizations with a view of testing which works best for their organizations. Despite these efforts including application of different leadership approaches, many organizations continue to experience unending industrial disputes affecting the good industrial relations. Miller (2005) avers that management approach be the model of engagement among the leadership and staff. These approaches ought not to be practiced to determine a suitable one. Instead, they ought to be implemented according to the needs of an institution.

A number of previous unrests by workers globally witnessed in Tata Motors, Maruti Suzuki India Limited's Manesar Plant ,Hyundai; South Korea , South Africa labour and Kenya commercial tea sector strikes ,demonstrations and more others eventually indicated the importance of experts focusing on having awareness on the existing patterns of work relations with a view to seeking alternative leadership styles that can be applied in organizations to enhance good industrial relations (Economic Times, September 2017; Patel, 2018; Jin July 14, 2016; Industrial action report, 2017; KTGA,

2018). Within the Kenyan context, many organizations have borne the wrath of strikes resulting to loss of revenue, mass destruction of property and sometimes loss of lives. According to Shauri (2017), Kenya has experienced a myriad of strikes by public servants because of non-implementation of CBAs. Minja & Aswani (2009) report that from 1995 to 2000 Kenya experienced a total of 381 industrial strikes. The Industrial Court Disputes Register showed that the number of disputes reported increased from 159 in 2007 to 1,624 in 2010. From 2010 and 2013, the Ministry of Labour indicated 10,339,818 lost man hours. The data shows that the number of strikes continued to increase. The lost man hours are a clear indicator of how expensive strikes impacts to the country (KNBS, 2016).

Table 1. 1: Number of workers involved in strikes from 2008 to 2014

Years	2008	2009	2010	2011	2012	2013	2014
Number of workers involved	8982	4938	12773	13499	4514	524134	27308

Source: KNBS/ Statistical Abstract (2016)

The KNBS (2016) data indicated in Table 1.1 above details the percentage of workers involved in industrial disputes continued to rise from 2008 to 2014, with 2013 and 2014 recording the highest number of workers involved reflecting the teachers strike arising from the failure of the Government to implement their CBA. This increase can be attributed to failure or delay by employers to finalize and implement their respective CBAs. The solution to averting strikes lies in honoring the CBAs between the stakeholders and parties (Adavbiele, 2015).

The tea industry and mainly the commercial tea sector in Kenya have experienced myriads of industrial strikes by employees in the past 20 years. According to Employment and Labour Relations Court (ELRC); Case Number 121 of 2004, (KPAWU) vs. KTGA on 23rd March 2001, a massive industrial strike was witnessed in all the tea estates in

Limuru (Kiambu County) , Kericho, Sotik and Nandi Counties. The employees were agitating for conclusion of the CBA which had taken long to be concluded. They had been incited by their respective union branch officials. Efforts to reason were fruitless. In one of the teas estates in Limuru, property worth millions of shillings was destroyed including firewood that is used in processing tea. A total of 313 employees lost their jobs through summary dismissal. Others were required to apply for jobs under new contracts. The Industrial Court by then upheld the decision of management and declared that the strike was illegal. The affected employees were required to pay for the loss incurred with majority losing their jobs.

The KTGA (2017) reports indicate a strike by the employees drawn from the tea estates in Limuru, Kericho, Nandi and Sotik from 18th October 2017 because the CBA for the years 2014/ 2015, 2016/2017 and 2018/2019 was outstanding because the union and the employers could not agree on the payment rates as well as on a few other clauses on terms and conditions. In Limuru, a G4S security staff was beaten by the striking employees almost to death as he tried to deter them from entering the company premises to loot. Companies lost a lot of money as the employees downed their tools. According to the KTGA report (2018), ‘the striking employees destroyed the companies property, suffered financial losses, in some cases burnt tea bushes and employees injured and assaulted.’ The members of management and those employees who are not unionisable were recalled from their usual work to assist in manufacturing the tea in the factories under police protection. The employees had demanded that there would be neither plucking of tea nor processing as long as the CBA was not concluded. The matter ended up in the Employment and Labour Relations Court after all the efforts of negotiations and conciliations failed

The Tea Industry in Kenya

Locally, tea in Kenya was initially introduced as a result of colonialism by George .W. Caine in the 19th century. Early in around 1930, large-scale commercialized farming commenced (AFA, 2018). Tea is grown in 21 Counties in Kenya. Over 650,000 small scale tea farms employ approximately 600,000 families accounting for 60% of Kenya's production. The remaining 40% of tea is produced by commercial tea estates that employ over 60,000 employees directly. KTGA (2018) noted that Kenya's production in 2018 stood at 492.9 million kilogrammes compared to 2017 where production was 439.8 million kilogrammes. In 2018, Kenya's tea export earnings amounted to Kshs. 140 billion compared to Kshs. 129 billion recorded in 2017. Tea is sold both at the local market and the export markets with the bulk sold through the auction. Local consumption for 2018 was recorded as 38 million kilogrammes. Auction tea prices decreased from a cumulative average of 2.98 USD per kilo in 2017 to 2.58 USD in 2018, a trend that has continued to be recorded. It is for this reason that industry leaders have tried to impress upon the employees' unions to be considerate of the difficult period that the industry has faced due to depressed prices and high cost of production when negotiating for the wages. The unions have been insisting that the industry is enjoying huge profits which are enjoyed by senior members of management and leaving out the lower cadre of employees. Human resource continues to be the critical aspect regarding the production of tea, with a larger percentage of budgetary allocation(close to 50%) being consumed by it minus the consideration of gains from the commercial sector entailing power, housing, water and medical amenities. A critical observation is the costly nature of allowances advanced to the workforce in tea farming compared to those in different agricultural sectors locally in the country. The wage gap between workers in the tea industry and those in different agricultural sector is recorded to be at 107%. The increased cost of production continues

to render most establishments with manual processes unproductive. Local producers are regularly forced to be creative by embracing mechanization, value addition processes, planting with highly productive seeds and an improvement of crop husbandry processes so as to stay relevant in the sector (KTGA, 2018). The recurrent labour strikes are a manifestation of poor relations among institution's management and the workforce. To recognize and acknowledge the existing concerns linked to workers' relations, the researcher has reviewed literature in order to interrogate the impact of positive management on improved working associations. The analysis places authentic leadership as a major aspect impacting industrial relations within organizations.

Organizational Leadership

A positive management approach remains a critical aspect with the ability to influence an institution's outcomes and prolonged existence (Page, 2014). Maxwell (2002) says that, 'everything rises and falls on leadership.' Many scholars have over the years researched on leadership with a view to seeking ways on how it can be improved to suit the organizations or areas the leaders have been placed to lead. Leadership appears to be a critical determinant of organizational effectiveness. Minja & Barine (2014) advance management to entail authority- the power to guide the whole working unit in realizing a shared goal. This involves the attainment of set targets that requires guiding the subjects to undertake roles in an ethical manner by communicating the manifesto and thus ensuring the whole unit is working in the same direction with shared sense of purpose in order to meet the desired results.

Successful leaderships practice an autocratic approach on leadership aligning with their goal, ethics and character. This approach of leadership has been observed to function greatly within style a military, hospitality or a manufacturing setting. An authoritarian

approach of leadership undertakes every key choice determination plans and expects adherence from the entire workforce. An autocratic approach on leadership procures every crucial decision by themselves, leaving no room for any other opinion; whereas an extreme authoritarian approach insists on procuring even the smallest determinations. When the leadership makes decisions of their own and expects the other group members to comply even on how to do what they demand, chances of defiance among group members are quite high. Authoritarian leaders can invite breaches from highly authoritative characters. They negatively impact and limit group goals. The current crop of the workforce has reduced ability to function under an authoritative leadership. Authoritarian leaders could limit transparent communications across as well as the within the subjects (Shaeffer, 2018).

Occurrences exist where leaders may revert to democratic leadership styles to resolve conflicts with a view that encouraging group discussions and coming up with decisions made on consensus would help. Leaders who apply democratic styles will eventually make the final decisions but will consider the views of other group members. Although this style is popular in many organizations including the tea industry, industrial disputes including strikes continue to be experienced bringing a considered view that it lacks in some way as a means to resolving workers disputes (Brown & Trevino, 2006). Currents practices are different. Leaders have expectations to think critically on diverse issues considering the explosion in knowledge and modern technology (Bill, 2003). The institutional intricacies call for a new crop of leadership with a good profile.

A Leadership personality that is goal-oriented, values integrity and ethics; enabling development of dependable and suitable setting for exchange and application of awareness is highly regarded (Bill, 2003). These challenges being experienced in

organizations in the management of industrial disputes call for different approaches in leadership. Brown & Trevino (2006) opine that a significant interest surrounding ethical practices of leaders has increased lately, which has seen the emergence of concerns like ethics and positive leaderships. Gardner (2016) differentiates authentic leadership with other forms of leadership with the attention on positivity (meaning the leadership and the subjects adhering to ethical standards and faiths). Focus is more concentrated in individual awareness, measured processes, openness and an internal ethical view. (Malik & Khan, 2019) found out that influence of authentic leadership on engagement is achieved through relational identification and positive emotions including trust in the supervisor. In another study it was proved that authentic leadership helps overcome the temptations to make unethical decisions (Cianci, Hannah, Roberts & Tsakumis, 2014)

Statement of the Problem

Industrial disputes in tea estates in Kenya have been rampant in the last 20 years. They have had a negative impact in the industry threatening to affect the output of tea, a key export commodity of Kenya. The tea industry in Kenya contributes over 25% of the republic's foreign exchange earnings (KTGA, 2018). Industrial disputes by employees have a devastating effect on organizations terms of lost time, property and the negative image of organizations. Fashoyin (2007) states that the social cost of disputes is that it paints a bad image and casts a social stigma on both parties involved in the industrial conflict. Whenever such disputes arise, the cordial association among the leadership and the subjects is negatively affected. A positive worker relationship is founded on just processes, loyalty and a shared respect. The result is increased motivation, loyalty and performance from the workforce; facilitating the group to attain maximum outcomes for the institution (Sahoo & Sahoo, 2018). When employees feel excluded and especially in

decision making, they are likely to lose trust in their leaders and organizations. This needs to be addressed. The traditional understanding of leadership is that the concern for people was not taken as a priority. Whenever workers were not happy, they would just be replaced and others hired. Today's world is different. The expectation is that the workforce will reason deeply on varied concerns considering the availability of information and advanced technologies'. In the modern times, the leaders offer the staff motivation to undertake their roles effectively through the identification of challenges, developing remedies and ensuring efficient communication (Bill, 2003).

Over the years, leaders within the tea industry have used the traditional industrial relations mechanisms to resolve industrial disputes including the tripartite negotiations leading to a CBA. Over 80% of the employees in the tea estates in Limuru are unionisable meaning that they are covered by a CBA which stipulates their terms and conditions of work. Most of the industrial disputes that have been experienced in the tea estates have occurred due to misunderstanding between the employers on the sides of the workforce and the management because of disagreements over the wage pay rates and other terms of employment. Cameron (2013) states that increased doubt levels among the management and trade unions is one of the key reasons for strikes. The researcher opines that such conflicts in organizations that result in industrial disputes can be addressed from well thought-out strategic decisions through application of authentic leadership. According to the idea surrounding the social exchange principle, the typical aspect of human conduct remains a subjective engagement with others. According to (Gouldner, 1960; Blau, 1964), growth of working relations aligns with the concept of reciprocity. The leadership is an important connection among the workforce and the administration (Jah, 2019). The impact of a principled management towards employer voice behavior through the

perceived industrial relations climate is studied from the lens of social support theory. An authentic leadership approach exhibits developed feeling of responsibility, showing extreme compassion levels and care for their roles (Northouse, 2016). Based on the advanced case, the study sought to interrogate how authentic leadership can influence good industrial relations in tea estates in Limuru. An authentic approach on leadership has potential to bring leadership and followers much closer through interaction resulting to reduction of labour disputes including strikes, peaceful and conducive work environment with clear communication lines and understanding between leaders and followers.

Objectives of the study

The objective of this study was to establish the effects of authentic leadership on good industrial relations in tea estates in Limuru.

Specific Objectives

1. To establish how a leader's self-awareness influences good industrial relations in tea estates in Limuru.
2. To explore how a leader's relational transparency affects good industrial relations in tea estates in Limuru.
3. To find out if a leader's balanced processing influences good industrial relations in tea estates in Limuru.
4. To explore if leaders' internal moral standards and values influence good industrial relations in tea estates in Limuru.

Research Questions

1. To what extent does a leader's self-awareness influence good industrial relations in the tea estates in Limuru?
2. How does a leader's relational transparency affect good industrial relations in the tea estates in Limuru?
3. To what extent does a leader's balanced processing influence good industrial relations in tea estates in Limuru?
4. How does a leader's internal moral standards and values influence good industrial relations in tea estates in Limuru?

Assumptions of the Study

The first assumption of the study was that there existed a gap in authentic leadership and that the respondents were aware of its existence and would be willing to take advantage of its benefits if adopted in the tea estates in Limuru. The study assumed that the participants could identify or have had an experience of what authentic leadership is. The study also presumed that the identified sample reflected the entire group and that the research outcome represented the outcome of the population of the entire area. This was informed by the fact that the study area was a representative of a larger area where more divergent views/ ideas would have been got from the other estates. In addition, the study assumed that the respondents gave the required information voluntarily, honestly, freely, were available and willing to fill or answer to the questionnaires at the time of the study. Filling of questionnaires may be viewed as a waste of time by the participants who would be undertaking other productive activities. Assumption was also made that the respondents would be available in their places of work at the time of the study. Most of the respondents were tea pluckers and their pay is based on the quantity of leaf plucked.

They would therefore not be willing to avail themselves to fill the questionnaires. The study also assumed that the instruments that were used were effective so as to give reliable data outcome. The respondents were assumed to be honest and trustful in their responses and that the information they gave was credible and free from biases.

Significance of the Study

This study intended to inform the leaders of the tea industry on best approaches for enhancing good industrial relations in respective organizations and better understand the need to adopt authentic leadership. The industrial policy makers and particularly within the tea industry will benefit from this study. The study will assist in coming up with leadership policies geared towards good practices in enhancing good industrial relations among employees for greater productivity. The findings of the study will also inform policies for effective conflict resolution that may put leaders on focus and in control of the employees with an aim to achieving win-win situations that are mutually beneficial to all parties aimed at minimizing confrontations between conflicting parties. The world is looking for leaders with the ability to offer motivation to the staff towards improved client services and establish prolonged results for the ownership (Wulffers, 2017).

The outcome in this study is good industrial relations; industrial peace because of the intervening variables referred to as indicators which include transparency, trust, confidence and ethical leadership arising from authentic leadership. This study will help the Government at the county and national level in identifying the challenges in the tea industry and many other organizations with a view to coming up with policy guidelines for continuous improvement. The government, out of the outcome of this research can design wage policy guidelines that are appropriate to both the employers and the employees thus saving the government the costs of labour disputes.

Researchers who are interested in building theory on authentic leadership will also benefit from the outcome of this study because the findings may form the basis of literature review of the subsequent studied on authentic leadership and good industrial relations.

Scope of the Study

There are about 10 big tea estates in Limuru Sub-County which have at least 100 ha of planted tea. The study focused on three estates with each having over 200 ha of planted tea and whose employees are covered by structured CBAs. The study was limited to selected 2,230 employees across all categories of employment drawn from selected tea estates in Limuru Sub-County. These categories included the senior level management, middle level management, unionisable employees; both graded and ungraded and selected union leaders.

Limitations/ Delimitations of the Study

There were several challenges faced by the researcher. The major limitation was that it only considered a portion of the employees within three estates out of many tea farms. This can easily compromise the question of credibility and the ability to generalize the findings to the entire population. This represents an external validity threat of the basis of an interaction of setting. These findings may not necessarily be an indication to the other organizations. The study would require additional data from other organizations to make it more credible. Majority of the participants were the general workers who are paid based on the number of kilos plucked. Since the study involved filling of questionnaires, the data given may have been compromised as they filled the questionnaires in a hurry just to comply without giving it much thought. There could be some who saw the research as meaningless and a waste of their precious time. To mitigate

against the concern, the researcher sought permission from the respective tea estates management to be allowed to meet the participants during the tea breaks to ensure they did not lose on production. Undertaking a research study is not cheap. Financial constraints were a major challenge in the undertaking of the study. Limuru Sub- County is one of the cosmopolitan areas in Kenya where tea is grown both in small and large scale. There was a challenge of language barrier, given that the tea pluckers in Limuru Sub-County are drawn from across the country ethnic backgrounds. The researcher used an interpreter and common language, for example, Kiswahili or vernacular, whichever was understood by the participants. Since the study focused only on tea estates in Limuru Sub-County, its findings may not fully relate to other tea estates facing a similar phenomenon. The results of the study showed that the respondents had diverse levels of education. This may influence interpretation of the results. The size of the sample was large. This could compensate for the deficiencies.

Chapter Summary

This chapter has covered in details the background of the study that guided in the identification of the statement of the problem under review as well as the study questions that guided establishing the effects of authentic leadership on good industrial relations in tea estates in Limuru Sub-County. The significance, scope and limitations/delimitations of this study also have been detailed to bring out the area of study into a clearer perspective.

CHAPTER TWO: LITERATURE REVIEW

Introduction

The section chapter brings out an exploration of literature review on both the independent and dependent variables used in this study. This is based on the existing publications, previous studies by different writers, scholars and researchers on the effects of authentic leadership on good industrial relations.

Concept of Authentic leadership

According to Walumbwa et al. (2008, p. 89), the application of authenticity can be traced to the ancient Greeks as detailed by the spirit “being true to oneself”. “Authentic leaders are those who are deeply aware of how they think , behave and are perceived by others as being aware of their own and others’ values/moral perspectives, knowledge and strengths; aware of the context in which they operate; who are confident, hopeful, optimistic, resilient and of high moral character” (Avolio, Gardner, Walumbwa, Luthans & May, 2004, p. 4). Luthans & Avolio (2003) profiled an authentic management to be an activity enabling better mental abilities as well as a greatly structured institutional manner that leads to an increased insights and good individual conduct of the leadership and groups nurturing self-growth. A profile advanced by Bill George on authentic leadership concentrates on features like reason, ethics, associations, connections, determination and empathy (Northouse, 2016). The complexities of business organizations in the 21st century demand a different kind of leadership. Authentic management is the preferred rule that can contend the challenges experienced today in businesses in order to tackle the perennial challenges on leadership (Bill, 2003). Bill (2003) offers alternative leadership from rulers leading with a mission, ethics and continues with the traditions established.

Fiedler (as cited in Chen, Sun & Yang, 2017) advanced in a paper that leaderships ought to adjust their management approaches according to the events. Some of the leadership practices globally recognized range from excellence, decisiveness, intelligence and peacemakers. In as much as there is emphasis on authentic leadership in disrupting conflicts in organizations, it is important to realize that leaders cannot rely on any one leadership style. There is need to adjust the leadership style based on the situation on the ground. A case in point is when it is evident that employees have resorted to strike and there is already destruction of property. Such situations may demand leaders to apply other styles like autocratic or dictatorial styles. More recently, research has provided researched information that leadership traits and an authentic nature reduces the negative impacts of poor relations by the subjects (Wenzel & Lucas-Thompson, 2012; Wickham, Williamson, Beard, Kobayashi & Hirst, 2016).

Many scholars have over the years tried to study and understand leadership. Words like influence (the ability to motivate towards faster performance) come into play. Bass (1999) as cited in Ford & Harding (2011), (an established author on transformational management) first applied the word ‘authentic leadership’ in a discussion where principles connected with authentic leadership were integrated into his previous theory as a result of criticism to the dark part of charisma and the ability of negative leaderships to appear embody transformational leadership. The study by Ford & Harding (2011) suggests a gap in the leadership styles as described. It opines that authentic leadership as an alternative to leadership styles like authoritarian, charismatic and narcissistic leadership which indeed have their place in some situations but cannot be applied as a full dose in the organizational leadership. Authentic leaders’ sense of justice comes from their individual control; which entails a measured thought process, an

internal control, proportional accountability and genuine conduct premised on the leaderships' key ethics and faith.

Leadership has over the years been used as a concept with the ability to affect the traditional ways of doing things and in organizational leadership. This study sought to critically look at leadership from the perspective of authentic leadership with a view to understanding its effect on good industrial relations in tea estates in Limuru Sub-County. The traditional understanding of leadership as opined by Bill (2003) is that the concern for people was not taken as a priority. Whenever workers were not happy, they would just be replaced and others hired. Bill (2003) says that today's world is different. There is expectation on the workforce to reason deeply on diverse issues considering the explosion in knowledge and modern technology. Managements currently offer motivation to the workforce to undertake roles effectively by determining concerns, providing remedies and ensuring sound communication (Bill, 2003).

Research by many scholars has shown organizations across the world including the management within the tea estates in Limuru Sub-County engage their employees through application of different leadership styles. In the last 20 years, tea estates in Limuru Sub-County experienced several labour disputes by employees demonstrating against management of the estates citing that their pay was low and that CBAs were taking long to be concluded. This has exposed the companies to negative publicity leading to waning of trust between the employees and management. Bill (2003) offers a reminder on the expectations on current leadership demands; which is an approach grounded on personality and pedigree instead of the image so as to enable the leadership to recreate trust and develop stable traditions for self and the institutions that they lead.

An authentic leader enables increased trustworthiness from the subjects and improves working relations (Hassan & Ahmed, 2011). A transactional approach of leadership has the intention of satisfying the workers' demands on safety and a sense of ownership which are least considered. Top priorities of recognition and self-actualization continue to be neglected with this style of governance. An analysis by Jensen & Luthans (2006) determined that the worker's opinion of a ruler's authentic practices acted as the major sole determinant of staff work fulfillment, institutional loyalty and happiness levels (Abraham, 1969).

According to Aquino, Lewis & Bradfield (1999) and Chambers (1997 as quoted by Chen, Sun & Yang, (2017), leaderships embody the institutions. This is regularly translated to their workforce's conduct. The concept of leadership entails the plan of controlling the processes of a group with the intention of realizing desired goals (Chambers, 1997). It is clear from the above argument that leadership has a major contribution in the behavior of the subjects. In most cases, whatever employees engage them in; whether good or bad can most likely be traced to the leadership. Avolio (2004) views that authentic leaderships undertake their roles based on individual ethics and faith that enables legitimacy, making them win over the subject's loyalty. There is a responsibility on this leadership to embrace diverse views; creating a web of cooperative associations with colleagues, that make them appear genuine.

A common observation with authentic leadership is the presence of individual awareness, self-recognition and control; accepting their strong and weak points. Normally, they handle themselves in a manner that their weak points are complemented; embracing weaknesses not being a sin, but rather a colleague's strength (D, 2006). This leadership recognizes the lack of perfection and limits the levels of perfection desired

from the workforce and even themselves. Rather, they go out of their way to ensure the working units have talents and resources complementing each other (Wulffers, 2017).

Wulffers (2017) opines that leaders should at all times remember that they lead in a social context. It is therefore not always enough for authentic leaders to simply be true to their values and beliefs if they do not assist them in generating trust with their followers and increasing their effectiveness. This would call for leaders to acquire political skills which if used appropriately, can help authentic leaders increase their authentic leadership effectiveness. Political skills can be defined as, “The ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one’s personal and/or organizational objectives.”

Kuczmarski & Kuczmarski (2007) look at an advanced structure of governance as that enabling the top leadership being servants to the subjects and not vice versa. Their concept nurtures diverse leaderships, ensures individuals empowerment and lastly allows worker recognition and respect. It bridges the distance between the leadership and the workforce through the creation of stronger ties between the two. It enhances employees’ safety, loyalty and work enjoyment rather than having them as rivals. Based on the model, one would expect employees to have positive support to leaders. Even in times of crisis, they are likely to view the leaders as partners and not as competitors.

Kuczmarski & Kuczmarski (2007) further look at leaders of the future as those with six qualities which are unknown to many leaders today. They are honesty, confidence, commitment, creativity, positive attitude and good communication. They argue that these qualities are humility, compassion, transparency, inclusiveness, collaborations and values-based decisions. Humility means viewing oneself as insignificant. This allows people to let their ego go and care more about listening to other

points of view and not about being right. If leaders would apply humility during crisis, it would go a long way in mitigating them to going to unmanageable levels. Compassion is about concern for the others, understanding one another to an extent of empathizing entirely with their feelings and thoughts. During labour disputes, employees are usually emotionally disturbed. In most cases they only require somebody who can show compassion to them. Regarding transparency, employees will usually trust leaders who are open, mentally, emotionally assessable and still who are in touch with their needs. Although this is usually seen as one that breeds weakness and vulnerability, it makes leaders feel real and genuine. The writers opine that when transparency is in place; openness, fairness, integrity and truthfulness permeate a relationship or organization. Inclusiveness is critical in leadership. It means to accept and recognize peoples' differences, opinions and perspectives establishing an environment where people are listened to, trusted and valued. When people pull in the same direction to attain a shared desire, it is collaborating; which is a critical aspect when dealing with crisis like strikes. Employees can offer support to the leaders. Rather than be seen as opposing from the other side, they would be able to work together for a common cause towards enhancing a better working environment.

Dimensions of Authentic Leadership

According to Avolio & Gardner (2005), the foundation of authentic leadership is the person himself; from their actions on individual recognition, awareness, belief, intentions and associations; that is complemented by virtues on openness, trustworthy, integrity and positive ethical standards. Distinction by Walumbwa et al. (2008) is offered on the four aspects of an authentic leader; individual awareness, measured reasoning, internal moral angle and proportional accountability (Penger & Cerne, 2014). According

to Besen, Tecchio & Fialho (2017), the attributes of the associations obtained from an authentic leadership activity indicates two major issues; the major responsibility of an authentic leadership in unison with the intentions and authority over subjects and the importance of the leadership in developing a culture founded on trust and integrity supporting the activities of knowledge management as elaborated below. The four dimensions will be reviewed in this chapter with a view to finding out what other scholars have researched on authentic leadership, its applications and find out their effects on good industrial relations in tea estates in Limuru Sub- County. According to Avolio, Gardner & Walumbwa (2008), an authentic leader understands their identity, their beliefs, show openness and adherence to their core practices. Globally, they are recognized for their high integrity levels.

A Leader's Self-awareness

This dimension continues to be studied since it is a characteristic of an authentic leader. Self-awareness is more connected with individual reflection and a deeper understanding of yourself. It is the preconditions to having an authentic leadership capability, understanding your strong areas, limits, ethical standards and recognizing the values of an individual. Northouse (2016) opines that authentic leadership shows ability to recognize personal standards and engage with others in a positive manner aligned to their standards. According to Bill (2003), these individuals recognize their real worth (Northouse, 2016). A review by Avolio & Gardner (2005) advances self-awareness being not an end point; instead it is a continuous activity that gradually enables one to realize their special capabilities. Rulers possessing self-awareness have the ability to showcase their strengths and weaknesses to their teams. They are also able to demonstrate that they have no fear of their imperfections. Therefore, one remains properly prepared to develop

trust within a unit; that anytime an error is committed by a worker, they have no fear owning up to their misdoings. A publication by Bruce J. Avolio and Tara S. Wernsing's dubbed 'Practicing Authentic Leadership' outlines three approaches that ought to be utilized by an authentic leadership in practicing self-awareness: look for praise and criticism equally, apply reflections to effectively understand behaviors and practice consistent individual analysis to limit negativity always. In many cases, leaders may not seek feedback especially from their followers thereby resulting to making half-baked decisions which may not be good for their organizations.

According to Wulffers (2017), authentic leadership focuses towards creating mental aspects like self-confidence, determination and flexibility in individuals. An authentic leadership shows awareness to individual feelings, cognitive ability, faith and intentions. In the end, based on this, they are able to guide institutional processes. It is expected that employees will find it more comfortable working and interacting with leaders who understand their strengths and their weaknesses. The followers are likely to be open to such leaders. In situations where they may feel they needed to communicate issues of concern, such leaders would be approachable. Instead of forming groups to oppose the leaders, the awareness that they are dealing with leaders of value and are able to control their emotions, working relations become much easier. According to Avolio, Luthans & Gardner (2005), settings enabling improved accessibility to data, utilities, aid and equity in opportunities tend to re-energize the management and the workforce in working positively to realize the set goals. The writers opine that in order for the leadership and the subjects to show efficiency, the leadership ought to encourage a participatory institutional tradition enabling all to continually develop.

There is an ability of self-discipline to enable an authentic leadership to attain set targets even as they remain committed to their principles (Northouse, 2016). From the predictability of their doings, it is easier for others to have any form of communication with them. An authentic leadership remains a unique group understanding their nature and is enabled to make the lives of their subjects worthy (Hollis, 2018). The writer introduces the concept of loyalty, trust, collaboration, engagement and commitment. Organizations are looking for leaders who are loyal and can be trusted. In times of turmoil including during periods of any misunderstanding between leaders and their followers, the ability to engage each other becomes critical.

According to Hsieh & Wang as cited by (Coxen, Vaart & Marrius, 2016); leadership influences organizational citizenship behavior, especially from a trust point of view. Several authors (Walumbwa, Christensen & Hailey, 2011; Du, Wakelin & Nel, 2015) assert that anytime workers have a sense of being trusted, the result is their input significantly increasing. Ford & Harding (2011) observe an authentic leadership approach gradually gaining relevance and equally overtaking the application of other leadership styles.

The authors draw from object relations concept to advance their position that an authentic leader being a manifestation a ruler's real self-being hard to operate without. Efforts to implement it have the ability to birth destructive events in an institution. This leadership style recognizes the weaknesses of one and even with the preferences to determining "your true self". It shows a priority on group goals rather than personal needs. It undermines negative rule to the leadership and the workers (Gardner, Avolia & Luthans, 2005). Within the tea estates in Limuru Sub-County, employees are usually drawn from all across the country. There is alot of diversity in terms of beliefs, values and

ethnicity. Under such circumstances, it becomes possible for some leaders to look at the employees as ‘them verses us’. This leads to lack of harmony between the leaders and the followers. Authentic leaders will acknowledge that people are different and need to be handled differently based on the circumstances at hand. Gardner et al. (2005) developed a conceptual model based on an authentic leadership and subjects’ growth where individual awareness and control from the leadership and the subjects remained critical aspects, as well as having awareness on the institutional context that entails factors like antecedents to management growth with a definitive recognition of the institutional setting. An authentic leaderships’ self-awareness produces positive support because they strive to understand their sense of selves and continually ask themselves who they are. This self-awareness creates and maintains a positive supportive organizational climate

A Leader’s Balanced Processing

Another characteristic of authentic leadership is the capability and intentions to critically interrogate a situation and external views before reaching a determination (Wong & Cummings, 2009). According to Covelli (2017), an authentic leadership tries to maintain impartiality in considering views in order to effectively evaluate and translate varied angles of a matter to realize a well-thought out choice; a process involving a regulation of an individual’s tendencies in relation to their character while maintaining transparent, cordial associations with the subjects and colleagues. Activities around balanced processing include precise and measured opinion free from emotions and the evaluation of an individual self (Gardner, Fischer & Hunt, 2009). According to Bamford (2013), the impact of an authentic leadership is the perception by the subjects that the leadership has their interests at heart from the absence of partiality in evaluating opinions shared across.

Leaders are expected to be quite clear in their minds when dealing with issues related to employees. Within the tea industry, the CBA is negotiated after every two years with representatives from the employers and the union on the side of employees playing the major role in the negotiations. In the course of the negotiations, a lot of information is shared between the parties to enable making decisions especially on the wage rates, other terms and conditions. According to Besen, Tecchio & Fialho (2017), balanced processing deals with the critical evaluation of important information before reaching a determination. It is therefore critical to have leadership that is balanced and with the ability to make objective decisions for the interest of all the parties involved (Northouse, 2013). Separating egoism from leadership in order to gain confidence with both employees and the stakeholders is something that needs to be embraced. Leaders need to be balanced in the processing of any information while at the same time maintaining accuracy and objectivity when responding to positive and negative information. This is an attribute that is found with authentic leaders. Balanced processing includes soliciting viewpoints from those who disagree with you and fully considering their positions before taking your own actions (Northouse, 2013, p. 264). In the workplace there will always be divergent views from other people. Leaders are expected to rise beyond such to maintain respect from the followers. Avolio (2004) puts it that communication between authentic leaders, their followers and key players is transparent; with exchange of useful knowledge, views and emotions. Fashoyin (2007) identified the following causes of industrial conflicts: structural organizational causes, inadequate decision making power, management policies, intra organizational policies, interpersonal, personal and procedural sources.

An authentic leadership runs their daily plans in alignment to their ethical standards; striving to attain transparency and build trust in their engagements with the

subjects (Gardner et al., 2005; Kernis, 2003). Based on findings by Avolio & Gardner (2005), these rulers set the pace and embody openness in choice determination activities. According to Gardner, Avolio, Luthans, May & Walumbwa (2005), balanced processing deals internalized plans of guiding, measured processing of data, open associations and good conduct. Leaderships practicing balanced processing ought to be ready to handle any matter or objection since they ought not to alienate their subjects on the basis of personal value, perceptions among others. Those views looked down upon could still be beneficial to the management. Balanced processing remains a self-controlled activity related to an impartial methodology of reviewing external inputs before reaching a determination (Northouse, 2013). The practice here is for the leadership regards the input of others highly regardless of either agreeing or disagreeing with the view while reaching a determination. There are many situations in organizations where leaders may be influenced to take certain positions, some of which may be construed as leaning towards favouritism. A leader who possesses balanced processing should be able to rise beyond such pressure, stand by their values and be in a position to make balanced decisions. There comes a time when leaders must make some serious strategic decisions which may not be popular to everyone. Balanced processing leaders must be able to demonstrate and objectively influence others to take a common stand. Some other decisions may involve serious discussions with senior opinion leaders in the union who may not be willing to listen to the position of employers represented by authentic leaders. An authentic leadership embracing the balanced processing practice shows preference to encourage creativity and innovation without bias.

A Leader's Relational Transparency

This details the leadership's willingness to disclose information and the degree they are willing to go in revealing thoughts as well as emotions. Workers maintain a cordial association with the management and the institution they are under view institutional concerns as theirs and further undertake remedies to them in a similar manner like in their issues (Tansel, 2014). According to Towler (2019), an authentic leadership doesn't involve in impression management plans; instead preferring to identify their key principles to the actions and desires of the institution. The leadership and the workers engaging relational transparency aspect exhibit authentic relations derived from developing trustworthiness and integrity. Whenever a leadership exhibits relational transparency, their perfections and imperfections are shared with others; displaying authenticity by the admission of imperfection when they err and communicating the successes with the subjects.

Authentic leadership shows stronger ties with the followers. They are ready to open themselves and express their side to everyone. Leaders should have compassion and a heart to the extent that human beings have emotions and feelings and should be handled as such. It includes being concerned about the interests of others as well as being ready to offer. Compassion may develop gradually with time; at times happening along a bonding phase where life experiences are shared. When one is called to be a leader and especially within the tea industry, one must be willing to appreciate the diversity in terms of ethnicity, levels of education and different mindsets of employees. The employees cut across all levels of education, from the most learned to others who have never seen the door of a classroom. This calls for leaders who are compassionate and have a heart of concern. The leader should be able to deal with all kinds of people. This becomes a factor

when dealing with industrial disputes. Employees will be willing to follow a leader who is compassionate, open to share feelings and concerns. Gardner (2005) states that authentic leadership extends to cover associations among the workers and key players. The associations are featured with accountability, trustworthiness and openness towards valued objectives and focus on the growth of workers. Bill (2003) says that positive leadership guides by empathy and the intellectual capability. Through these characteristics, the leader is able to influence the employees towards achievement of their goals within a conducive work environment that enhances good industrial relations. Avolio (2004) opines that by involving model of an ideal leadership, groups show tendency to function alongside the management, coworkers and key players in a genuine manner, enabling gradually the establishment of institutional tradition anchored on these principles. Additionally, these leaderships are denoted by having features on transparency, integrity and strong character that establish a good profile and the increases the group's trust. Kadalie (2006) opines that authentic leaders build credibility and do not withhold their true selves from those they serve. They believe in having their lives being known making then gain their moral influence and ability to provide spiritual leadership. Authenticity prevents hypocrisy. 'Authenticity ensures that we put off the false image some project onto us and lowers the mask of hypocrisy' (Kadalie, 2006, p. 53). One would ask indeed whether there are authentic, honest and trusted leaders in an environment where the evil is usually taken as good. It calls for personal integrity, a motivation from within and personal commitment to live authentic lives and influence others to do so. Equitable remuneration has a greater contribution in ensuring that basic desires are satisfied. The workers expect to be paid proportionately to their work and similarly for the contributions to their respective organizations. Whenever employees think or form opinions that they are not rewarded equitably and fairly, they are likely to

resort to violence. It becomes critical to take equality and equity into account while dealing with the workers' wages. Chiemela (2011) argues that poor working conditions, poor remuneration and reduced welfare plans form some of the factors driving worker strikes.

Okere (2008) argues that whenever the workforce and the management undertake a collective bargaining process, no promise for a result is advanced. Even with successful negotiations, no promise still on execution is made. As a result, poor negotiations and lack of commitment to implement the CBA eventually results in disputes and a disturbance to a peaceful coexistence. Such circumstances call for leaders who are open and transparent to explain the truth regarding the process of negotiations. Once the employees believe that their leaders are honest, they are likely to reciprocate by maintaining peace and harmony. The practice of relational transparency calls for a demonstration of open and accountable dealings with the followers. This entails a true reflection one's action. Leaders demonstrate their real personalities from a demonstration of transparency, acceptance and their tight associations with the subjects self (Gardner et al., 2005).

A Leader's Internalized Moral Perspective

Authentic leaders have and demonstrate individual ethical standards and principles rather than conducting themselves based on external events. This is what is referred to as internalized moral aspect as a feature of an authentic leader. Authenticity reflects the manager's potential of delegating roles to their selves, the subjects and the external players to realize cooperation in an institution both internally and externally (Novicevic, Harvey, Ronald & Brown, 2006). Authentic leadership continues to be an intricate activity emphasizing the growth of attributes helping leaders to be viewed by the

followers as either trustworthy or believable (Northouse, 2013, p. 267). According to Avolio, Luthans & Walumbwa (2004); an authentic leadership shows confidence, hope, optimism, resilience and high integrity. These attributes make them the best bet in navigating through hard times and crisis as they have the capacity to build positive relationships with their followers. The followers appreciate leaders who demonstrate high levels of values and morals. Any leader who wants to build a strong moral team must also be willing to demonstrate this in their leadership. In matters related to dealing with industrial relations, the union leaders will never take a leader who is not morally right seriously. Leaders must be open to the facts of the issues so that the stakeholders involved are able to take them seriously.

The concept of moral reasoning revolves around the growth from a living process enabling leadership to show selflessness and positive judgmental ability serving the interests of others Northouse (2013). This form of relational transparency depends on the authentic leadership possessing an internalized moral dimension in order to control their conduct based on the principles they subscribe to. Further, authentic leadership evaluates any concern before reaching a determination; basing their solution on the major values they believe in.

Based on findings by Avolio & Gardner (2005), it is not easy to have individual awareness and balanced information minus the ethical standards relevant to a good individual value system. Authentic leadership illustrates self-awareness by evaluating their own values system and aligning it with their conduct in dealing with the others. According to Towler (2019), this activity of self-control ensures that the leadership is able to overcome external pressures and manipulation.

The world is looking for leaders with the ability to offer motivation to the workforce in ensuring improved client relations and develop prolonged outcomes for the ownership. These are the leaders who will be able to navigate through the muddy waters of crisis in organizations and especially issues involving the human capital. Wulffers (2017) advances that while it might be easier to be authentic when things are good and everything is working, leaders are likely to experience impediments in sticking to their true self and the responsibilities in the face of extra situational leadership concerns.

Authentic leadership as defined by Bill (2003) seems to offer possible conceptual solution to such dilemmas which requires leaderships guiding with conviction, principles, honesty and recognize the huge responsibility that they face. Authentic leadership comprises of those showing authenticity; enhancing respectful tendencies, dignified processes and trustworthiness within the group (Leroy et al., 2012). Bill (2003) argues that there is need for leadership guiding with conviction, principles, honesty and carrying forward the positive traditions of previous managers. Around 2007, the term ‘True North’ was formed by Bill and linked with authentic management; advancing that it implied the most essential things for living, core principles, the aspirations, inspirations and the source of fulfillment in living (George, 2007).

Wulffers (2017) notes what was meant when Meyer stated that “whilst good leaders navigate through all weather, profound leadership occurs during a storm and is tested when profound crisis occurs.” It is during periods of crisis for example during industrial disputes that true leaders are known. This was witnessed at one of the tea companies in Limuru Sub-County where its management staff decided to take union leadership head-on during the CBA negotiations. The company decided to apply consultative engagement with the union branch officials and the employees in the

decision making to ensure that any challenges involving the company were well articulated. The parties came up with a well inclusive CBA which was superior to the other CBAs from other branches. Employees need to be given the facts. Once they have confidence with leadership, it amounts to a decision which is a win-win to all the parties (Drakeley, 2017).

According to Sparrowe (2005), a critical component of self-regulation is undertaking roles in alignment with the established regulations. Those with increased self-regulation levels control their conduct in order to match with the set traditions (Begley, 2006; May, Hodges, Chan & Avolio, 2003; Novicevic et al., 2006). This is leading by example and walking the talk. It is common in organizations in that the followers' behaviour will be guided by the behaviour of their leaders. If leaders are able to manage their behaviour, a critical element of authentic leaders; managing the behaviour of their followers becomes easy and vice versa. As subjects internalize principles and faith exposed to them from an authentic leadership, the subjects; in alignment to the authentic leadership growth curve, reform their personal views in real life (Avolio & Gardner, 2005).

Coxen (2016) investigated the impact of an authentic management towards institutional citizenship conduct; from an office trust within the public medical sector in South Africa. Yoom (2009) describes organizational citizenship as discretionary extra-role behaviour displayed by followers that go beyond their job description. The intention was to examine whether an authentic management influences institutional citizenship conduct from an office trust. A detailed survey model was utilized in determining the number of workers taking part in the study; which was 633, an authentic leadership inventory, workplace trust survey and organizational citizenship behaviour scale were given to the respondents.

Findings showed authentic leadership having a major impact towards trust in the institution, the manager and colleagues. Trust in the institution as well as in colleagues had a positive influence in institutional citizenship conduct. Equally, an authentic management lacked any major impact towards institutional citizenship conduct. This is practical in the tea estates in that those employees who have worked for long gain more experience in tea plucking and therefore are more productive. Most of the employees who have worked for many years seemed to agree that authentic leadership has a positive influence on good industrial relations. Employees in tea estates who believe that they are treated well are likely to go an extra mile in their job performance leading to high productivity. They are likely to demonstrate organizational citizenship and commitment to the employer.

An article by Al-Sharafi & Rajiani (2013) asserted that positive management may be viewed as a precursor for institutional citizenship conduct. As advanced by Poes et al. (2012), an authentic management is regarded as a determinant of institutional citizenship conduct; viewing institutional citizenship conduct from a managerial angle rather than concentrating on workers' view of their self institutional conducts. Attention on workers' opinions is critical to acknowledge the way the management views a situation. The Job-Demands Resources (JD-R) design is another theoretical framework supporting the hypothetical association an authentic management and institutional citizenship conduct (Bakker, Demerouti, De Boer & Schaufeli, 2003; Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Based on the reasons of this paper, an authentic management was categorized as job utility and institutional citizenship conduct to be a behavioural result. Yuki(2010) found a close relationship between authentic altruism since authentic leaders

display altruism themselves and their followers share the leaders values and believes (p.424).

Industrial Relations

The Canada Industrial Relations Board defines industrial relations as the “activities connected to dynamics of working places like the structure of plans, job agreements, management of labour, dispute resolution, worker views’ and conduct within working stations” (Euwema,2015). Industrial relations comprises of concerns among the leadership of trade unions and an institution’s leadership like Collective Bargaining Agreements, feedback analysis and the daily recruitment determinations. There is no need for the leadership of trade unions and that of the institution to have a strained relationship; the coexistence might be positive depending on the working conditions present.

A cordial worker relations remains grounded on fair processes, trust and shared respect; leading to increased motivation, loyalty and performance within the workforce. This ensures facilitation to realize the desired outcomes for the institution (Sahoo & Sahoo, 2018). Employee relations is profiled to be a critical occurrence comprising of integrative processes by individuals to the events in a workstation motivating them to function as a group in order to improve productivity (Amstrong, 2012).

All over the world, incidences of industrial disputes have been witnessed in different organizations resulting to big losses. Many scholars have cited leadership as one of the major causes of some of these strikes. Shocked by the increasing cases of unrests by workers, studies have begun interrogating the features impacting workers’ view on the relations front (Jha & Singh, 2019). Economically, strikes and other forms of industrial conflict and work stoppages obliterate the desired growth and development in the economy. This effect is two-fold. It hinders national productivity and scares away the

needed foreign investment. Trade disputes and conflicts instigate work stoppages, which result in man days lost (Chiemela, 2011)

According to Edwards (2002) and Beardwell (2004), a number of reviews have indicated that any time the workforce has their remuneration plans implemented on a formal basis engaging the both the leadership of trade unions and the administration, a significant level of positive relations is often realized. Adewole (2010) asserted that frequent eruption of industrial conflicts between employers and employees in general can be effectively managed through consultation with the workers' representatives. Citing a case of Tata Motors, India; the union of the Jamshedpur plant representing the employees agreed to the management offer to confirm 200 of their over 4,500 temporary employees to permanent status per year. According to the article; at the reconciliation meeting, the workers had asked for upgrading of at least 500 workers annually. The management indicated that the plant was making close to four hundred vehicles daily. That had reduced to between sixty to seventy units daily within the span of the unrest. The employees were protesting non-payment of the revised three-year wage agreement signed with permanent employees and higher incentives at par with the permanent workers and further confirming at least 500 of them to permanent status (Economic Times, September 2017). This is a clear case of failure in leadership as opined by Northouse (2007) that leaders should interact with their followers and influence them. The researcher opines that such a strike would easily have been resolved through application of authentic leadership approach or style. This is because as Hollis (2018) indicates, authentic leadership continues to a unique pool of individuals empowered to transform their lives and that of their followers. Hollis (2018) added that authentic leaders uphold the values, loyalty, trust, collaboration, engagement, commitment and need for the resolution of conflicts.

Organizations require leaders who are loyal, trusted, and able to collaborate and mutually engage with employees to avert many cases of industrial unrest which negatively affect industrial relations.

Patel (2018) cites the case of ‘‘The Maruti Suzuki’’ that had a worker receiving suspension as a result of a dispute with immediate supervisor at Maruti Suzuki India Ltd.’s Manesar unit. The occurrence resulted into a major dispute among the employees and the leadership that saw the destruction of the unit manufacturing Dzire and Swift types. The head of HR department, a Mr. Awanish Kumar succumbed to serious injuries as a result of the fire. This dealt the department a huge blow. Interventions from the local security team resulted into nine of them being attacked. Another one hundred managers were also affected. The above has drawn the attention of researchers to re-examine the effects of hostile relationship between the employees and management. Bass (1997) advances the obstacles to positive management to comprise of; showing tendencies of loneliness, a lack of cooperation attitude, being merciless and having dictatorial tendencies. This seems to be the kind of leadership that the management of Maruti Suzuki Company applied. Authentic leadership offers leadership based on self-discipline. Self-disciplined leaders have the ability to realize desired results while at the same time remaining true to the beliefs they live by. Their doings can be predicted; making it easier for communication with everyone while at the same time offering a feeling of safety (Northouse, 2016).

According to Gallas & Nowak (2016), a wave of strikes was experienced in the railway sector in Germany. This was viewed as an embodiment of existing social strife across the nation; a scenario that was brought about by restructuring and disintegration of reregulation working relationships. The successful objection was led by the association of

‘small train operators’ (GDL). Their strategy involved the use of strikes to counter the plan. Authentic leaders have the potential and openness to critically peruse important information and consider the input of the subjects before reaching a determination (Wong & Cummings, 2009). According to Covelli (2017), authentic leadership normally attempts to be impartial to the core when it comes to considering inputs on a concern and trying to implement a well-measured determination. The researcher opines that if leaders would apply balanced decisions on issues related to labour relations, cases of strikes like witnessed by the ‘small train drivers’ would be minimized.

According to a report by Industrial Global Union, coal miners numbering nine thousand held protests in Ukraine (Donetsk) demanding for the suspension of a top director, increased investments into the sector and better payment. The unrest was spearheaded by the Coal Mining Industry Workers’ Union together with Ukraine’s Independent Trade Union. The next event saw the workers striking within four sites: Centralnaya, Stakhanov, Dimitrov and Rodinskaya, all of which were government-owned (World Socialist Website, 2007). This seemed to be a conflict arising from a strained relationship between management of the organization and the workers. There also seemed to be lack of open and honest leadership to explain the proposed changes to the employees. The researcher opines that such a conflict would have been avoided through application of authentic leadership. Authentic leadership acts in alignment with the standards and beliefs they hold dear, striving to attain transparency and develop trust in their association with the workforce (Gardner et al., 2005; Kernis, 2003).

Within the African Context, there is evidence of organizations going through incidents of industrial disputes recorded in several African states. Based on a publication linked to South Africa’s labour ministry, the nation recorded the most incidences of

unrests in 2017 (denoted by a significant 8% rise compared to 2016). It was recorded that 132 work stoppages occurred from the unrests in that year compared to 122 work stoppages in 2016. The publication indicated that 12, 5000 workers took part in the unrests in every sector within the nation that resulted in a net loss of R251 million in 2017 and R161 million in 2016, the previous year. Chiemela (2011) suggests that every key player in the sector ought to embrace programmable and executable plans like CBAs and political remedies in tackling the constant and increasing incidences of unrests. These strategies, combined with authentic management show increased ability to handle the situation. Adavbiele (2015) suggests solutions to averting strikes and opines that every key player and groups involved in the CBAs ought to abide by the ruling of the agreement. Employers of labour ought to innovate effective inspirational plans to boost workers' morale for better results. Lately, CBAs have established importance in the dispute resolution of industrial relations.

Establishing a positive climate has in today's business environment become a critical aspect for organizational growth and performance. Gouuld-Williams (2003) suggests that diligence and outstanding performance by employees will lead to superior organizational performance. In the study by Ali, Lei & Wei (2018), the results indicated that strategic Human Resource Management (SHRM) has a positive relationship with performance of the organizations. The employees' relations were found to mediate the relationship between SHRM and organizational performance. In a recent study by Arimie & Oronsage (2020), they found out that employers who create a positive work environment which satisfies the emotional needs of their employees will influence the level of organizational productivity. In addition, the employers need to create effective

systems of communication that encourages learning and understanding in the organizations.

Employees are regarded as a critical asset in any organization. Hagos & Sewdie (2018) suggest that employees contribute greatly to the growth and development of any organization. Galer et al. (2005) found out that a good working relationship among employees makes it easier for employers to mobilize their energies with their employees. According to Stallard (2009), studies have indicated that those employees working in organizations with a strong positive employee relations are more engaged, efficient in their work performance and are less likely to leave the organization to another one. A bond is created that promotes trust and cooperation between employers and employees. Research has found out that negative behaviour shown by leaders towards employees can lead to low trust which results in organizational conflicts. Janseen et al. (2003) suggest that every employee has a desire to be treated with respect, dignity and fairness.

Conceptual Framework

This is a model regularly utilized by researchers to effectively detail the connections of the variables under the study (Camp, 2001). Grant & Osanloo (2014) advance that the conceptual framework enables the investigator to identify and construct relational structures of the occurrence being analyzed. Authentic leadership theory provides a framework for follower development that empowers the management to positively influence the subjects. According to Kernis (2003), there is a linkage between increased levels of management authenticity, greater individual confidence and resiliency in the leadership. Within the research, the investigator sought to find out the effect of authentic leadership on good industrial relations in tea estates in Limuru Sub-County. According to the conceptual framework below (Figure 2.1), four authentic leaders'

behaviors formed the independent variable that has an influence on good industrial relations in tea organizations (Avolio & Gardner, 2005). The conceptual framework represents the association among the features of authentic leadership and development of a positive work environment. Self-awareness is understanding own strengths/weaknesses, talents, beliefs and value identity. Balanced processing is indicated by objectivity. It is analytical and explores options open. Relational transparency is indicated by honesty, openness and trust. It expresses feelings and emotions. Internalized moral perspective is indicated by equal opportunities, justice, equality and access to information.

The conceptual framework indicates that the good industrial relations which form the dependent variable will strongly depend on the four dimensions of authentic leadership. Indicators of good industrial relations of interest were high employee performance, trust, learning and development, low employee turnover and high self-esteem among the employees among others. The contrast is true that lack of authentic leadership in an organization leads to low employee performance, high labour turnover and low esteem among employees among others.

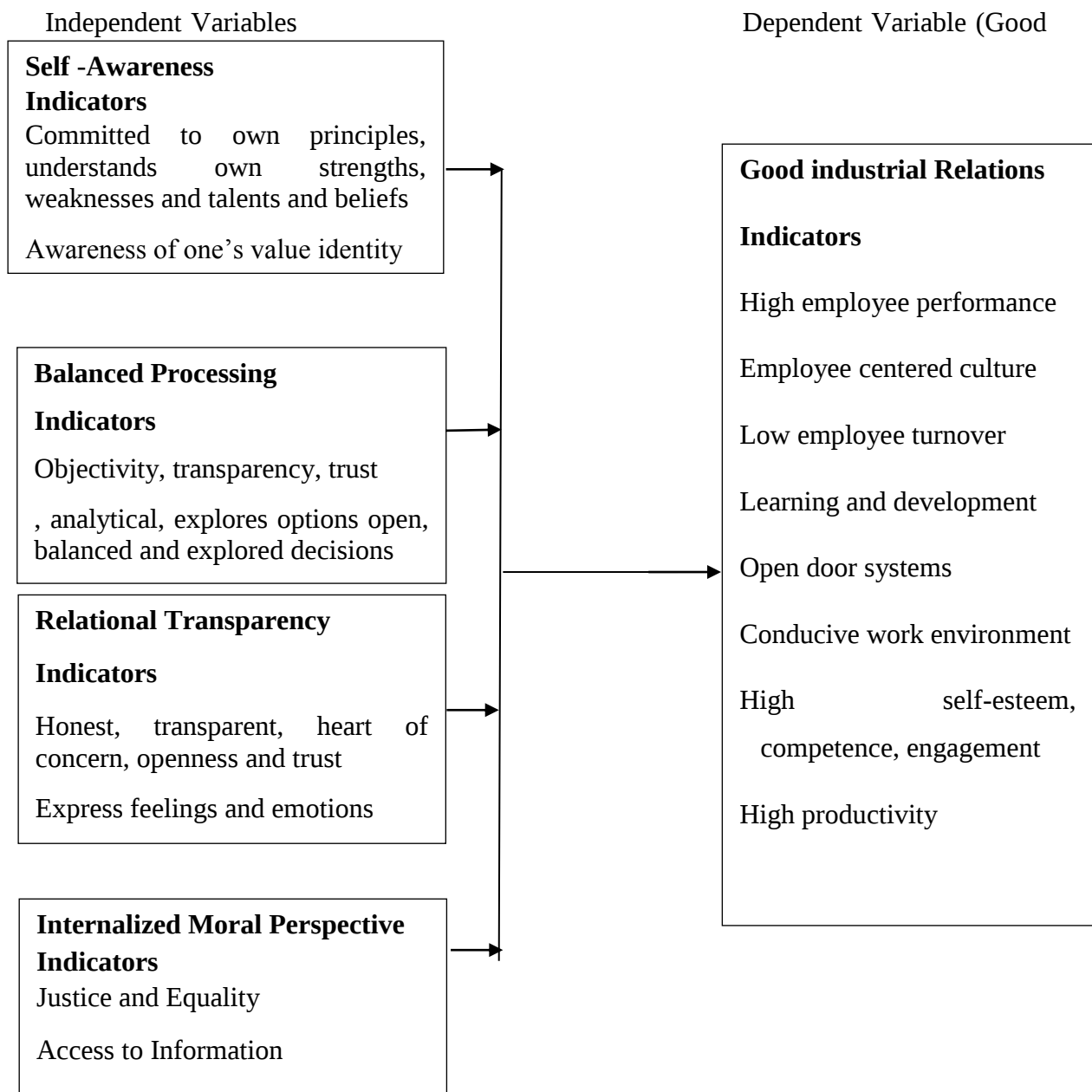


Figure 2. 2: Conceptual framework

The figure above shows contextual elaboration where every aspect of an authentic management has shown with characteristics exhibited by authentic leaders. It exhibits those good industrial relations in organizations that would strongly depend on the factors specified within its framework.

Theoretical Framework

The purpose of a theoretical framework is to offer direction for the study; where the basis is on an available concept or principle in the study area or related to the study area. It represents the assumptions of the study (Grant & Osanloo, 2014). The research received direction from various leadership theories including authentic leadership theory, the social exchange principle of Cook 1976) , Leader- Member Exchange (LMX) theory and Mary Parker Follet theories among others.

Authentic Leadership Theory

The study has emphasis to authentic leadership theory based on its four dimensions namely self-awareness, balanced processing, relational transparency and internalized moral perspective (Walumbwa et al. (2008). Ilies et al. (2005) found out that authentic leaders positively influence their followers' behaviour through provision of support for follower's self-determination. Authentic leaders are more effective at enhancing intrinsic employee motivation resulting in higher follower job satisfaction (Deci, Connell & Ryan, 1989; Walumbwa et al., 2008).

Bill (2007) opines that authentic leadership concentrates on features like reason, ethics, associations, connections, determination and empathy (Northouse, 2016). According to Wulffers (2017), authentic leadership focuses on creating mental aspects like self-confidence, determination and flexibility in individuals. Authentic leadership shows awareness to individual feelings, cognitive ability, faith and intentions. In the end, based on this; authentic leaders are able to guide institutional processes.

The authentic leadership theory demonstrates the relationship and expectations between the leaders and followers. The theory is relevant to leaders in the tea estates. It

gives an idea on the expectations by leaders regarding their behaviour as it has a relationship with the behaviour of their followers. Every leader's focus is to lead an organization where followers support the organizational objectives for enhanced productivity. This can be achieved when the parties support each other through teamwork. Galer et al. (2005) found out that having a pleasant work relationship among employees is critical. It makes it convenient for employers to mobilize their energies with their employees to achieve desired results.

Social Exchange Theory

The theory elaborates a variety of worker tendencies in institutions; proposing that a reaction is a result of a rewarding actions from others (Blau, 1964). All social exchange theories attempt to treat social life as involving a series of sequential transactions between two or more parties (Mitchell, Cropanzano & Quisenberry, 2012). According to these scholars, the resources are exchanged through a process of reciprocity, whereby one party tends to repay the good (or sometimes bad) deeds of another. The theory attempts to detail the reason perceptions on supervisor support may massage the association among an authentic management with and worker output. If the followers feel that they are being supported by their supervisors, they would reciprocate by supporting the supervisor and thereby enhancing the good industrial relations. The principle shows that management leadership behaviours could influence the connection among the leadership and the subjects, which may be linked with the subjects' conduct in workplaces. The theory opines that whenever the followers are supported by the leadership, it is normal to pay back the effort by improved work commitment and results.

Kuczmarski & Kuczmarski (2007) look at the social exchange form of governance as that premised on the leadership being servants and not vice versa, with the leadership

instilling traditions anchored by principles and norms. Their design births many leaders, offers empowerment, ensures recognition and links the workers and management through the creation of stable ties. It enhances employees' concerns rather than relegating them to the opposition. One would expect employees to have positive support to leaders even in times of crisis. They are likely to view the leaders as partners and not competitors.

Mary Parker Follet Theory

Mary Follet (1868-1933) is regarded as "the mother of modern management." She was a scholar and a social worker who did her writings and lectures as early as 1927. Her theory was based on her belief that management was "the art of getting things done through people" and that direct contact between employees and managers was such a critical element that helps organizations avoid conflicts and misunderstanding. She had an idea that conflicts should be viewed as places for opportunities and this is relevant even in today's organizations. She opined that leadership is not defined by exercising power but rather by the capacity to increase the sense of power among the followers. The idea of reciprocal was key in her theory where every employee irrespective of their level in the hierarchy was responsible for pulling their weight and integrating with other employees in the organization.

The theory remains relevant in the management of organizations including the tea industry and specifically in this study. Leaders cannot work in isolation without the support of their followers. Fashoyin (2007) states that one of social cost of disputes is that it paints a bad image and casts a social stigma on both parties involved in the industrial conflict. Whenever such disputes arise, the cordial association among the leadership and the subjects is negatively affected. The theory proposes that the parties to work together towards conflict resolutions. This is an idea that modern leaders can borrow in the

resolution of disputes which are common in organizations. The theory agrees with the leader-member theory which shows that the interaction with the leader can be different for followers and not every leader-follower exchange is the same (Northouse, 2013, p.161). High quality leader-member exchanges resulted in better employee evaluation, less turnover, better job attitudes and more organizational commitments (PSU WC Lesson 8, 2014, p.4)

The above theories were relevant for this study in that if leaders in the tea estates openly demonstrate just processes, it will enable creation of dignity and recognition between the employees; who are likely to be committed to the institution by embracing preconceived features of the institutions into their own (Ashforth & Mael, 1989). In comparison, in case of the leadership behaving negatively; it indicates the workforce is unworthy of pride. This is a critical aspect that can play out during CBA negotiations in that the composition of the negotiating committees in the tea industry is made up of employers' representatives on one side and employees representatives on the other. If union leaders perceive employers as fair, they are likely to reciprocate by yielding and agreeing on many issues for the benefit of both parties. The employers can compromise on some issues.

Gaps in the Literature Review

Many studies about authentic leadership have been undertaken in nations like the USA and Britain compared to happenings in Africa. Generally, the reviews are largely theoretical in nature and intend to create authentic leadership structures (Besen, Tecchio & Fialho, 2017). The literature review has expounded on the concept of authentic leadership with major emphasis on its effectiveness in organizations. However, it has substantiated much on the impact it would have if other approaches were applied together

with it as a form of leadership. People are different. Application of one approach in leadership may not be applicable. The authentic leadership theory indicates the existence of varied approaches of governance. Each contributes in some way to organizational effectiveness and can enhance industrial relations (Besen, Tecchio & Fialho, 2017). There is limited literature specific to authentic leadership, authentic leaders and the tea industry as most of the literature reviewed related to other sectors and offered a more global perspective of Western countries rather than a Kenyan perspective.

Chapter Summary

The chapter has made a critical review and analysis of literature focusing on what different scholars have researched regarding the application of authentic leadership and its implication in enhancing good industrial relations in organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

The research intended to determine the effects of authentic management on industrial relations in tea estates in Limuru Sub-County. This chapter is dedicated to the aspects of methodology that were considered in the conduct of the research. It included the study model, the targeted group, the sampling plans, study tools, instrument validity and reliability, collection of data processes, analysis of data techniques and the ethical concerns made for the study.

Research Philosophy

This study was informed by a postpositivist worldview which is more aligned to quantitative research. Postpositivists hold a deterministic philosophy in which causes (probably) determine effect or outcome (Creswell & Creswell, 2018) and assumes that “outcomes are the result of a complex array of causative factors that interact with each other” unlike the positivist stance which assumes a direct linear cause and effect relationships (Giddings & Grant, 2006, p.3). This was appropriate because the study reflected the need to identify test and assess the effects of authentic leadership in tea estates in Limuru Sub-County. The quantitative processes were considered appropriate (Creswell & Creswell, 2018).

Research Design

A descriptive research design and quantitative methods approach was used because of its ability to get real events as they happen. Orodho (2005) contends that a descriptive research design involves obtaining data through the utilization of and the

administration of questionnaires to the participants. This seemed appropriate because of the potential to elicit a wide range of baseline information. It also ensured rapid collection of data and reduced efforts on cost, time and financial utilities (Best & Khun, 2010). In this study, the approach was used to discern the participants' objective perspective of the authentic leadership and its influence on industrial relations in the tea estates in Limuru Sub-County.

Target Population

Target population refers to a pool that maybe either living or non-living where samples are obtained for indication and analysis (Kombo & Delno, 2006). The study targeted three large tea estates in Limuru Sub-County, Kiambu County (Karirana, Mutosi and Cianda Estates). The total population of the study was 2,150 unionisable employees, 120 management and middle level management and 50 union elected officials. The unionisable staff category was graded staff referred to as upper tier. The general labour was categorized as permanent or seasonal employees. Seasonal employees are employed on term contracts based on the availability of crop. The elected union officials were selected to get their perspectives of the CBA as it is drawn by both parties.

The population comprised of employees (unionisable and non-unionisable) of about 10,000. This figure keeps fluctuating due to seasonal employees who are employed during high crop seasons. Some months during the high crop, the figure could be high. These tea farms ranges from large (over 200ha) and with structured CBAs to small individually owned below 100ha. The study was conducted in three large tea estates in Limuru Sub-County in Kiambu County. Each farm had an acreage of over 200 ha of mature tea, picked using the random sampling method. Random sampling was used to draw various categories of respondents. It ensured that every person within the locality

had an equal chance of selection (Creswell & Creswell, 2018). Table 3.1 below presents target population distribution.

Table 3. 1: Target Population

Participants	Estate A	Estate B	Estate C	Total Population	Sample
General unionisable labour	1000	800	200	2000	
Sample (10%) Upper tier unionisable employees	100	80	20	150	200
Sample (10%) Management, middle level managers(non-unionisable)	8	5	2	120	15
Sample (10%) Union elected officials	6	4	2	50	12
Sample (20%) Totals(Population)	30	10	10		10
	1170	900	250	2320	237
Totals(Samples)	120	91	26		

Sample Size and Sampling Procedures

Sampling refers to an activity whereby a smaller percentage is determined from the entire population for purposes of reaching a determination that is a representative of the entire group (Kothari , 2004). Sampling is the procedure an investigator applies to identify occurrences to analyze the pool (Kombo & Delno, 2006). The larger the sample, the smaller the sampling error. The determination advanced on the sample should be a representative of the entire group (Orodho, 2005). Creswell & Creswell (2018) advance that an extensive pool size offers better accuracy levels, although engaging a large group calls for increased resources.

Creswell & Creswell (2018) contend that within a survey study, researchers often select a sampling unit by identifying a portion of the population or alternatively

identifying a group based on previous surveys. Stratified random sampling was used to identify the tea farms and the target population of about 237 employees from the three tea estates in Limuru Sub-County. The method assured a true representation across the entire population. Orodho (2002) contends that any statement made about the sample should also be true of the population. To arrive at this, the entire 2,320 population was divided into smaller units named strata. Stratified random sampling has the advantage over simple random sampling since there is an allowance to have a reduction on the size of the sample in order to realize accuracy. It allows for an increment to the accuracy with the similar group (Matula, 2018). A sample of 10% was selected from the total population of management, upper tier unionisable and the general workers. A 20% of the total population of union leaders was selected. This was based on their strata numbers and Mugenda & Mugenda (2003) acceptable standard of 10-50%. The sample size of 237 respondents was computed using percentages of the target population.

The population under study was not homogeneous as each of the groups had unique characteristics. Although they have been presumed as people who are knowledgeable in tea, working or involved in the tea industry, they were different in terms of job categorization. The terms and conditions for each of the categories were different as well.

Research Instruments

Structure questionnaires comprising of open and closed-ended questions were used to collect data. Some questions had predetermined outcomes; for example; on the dimensions of authentic leadership, the respondents only had four choices to choose from. Open-ended questions were therefore preferred under the circumstances. In some cases, there were multiple options as answers. They allowed the respondents to select

from the number of options and thus closed-ended questions were therefore preferred because of their ability to gather accurate statistical data over a large sample, to save time and uphold confidentiality (Kombo & Delno, 2006). The questionnaire was made up of four parts (Appendix I). The first part collected the respondents' demographics. The rest gathered information with respect to the research questions. Different sets of questions were used for each category of participants. Likert scale of 1-5 statements were also used to measure responses. Although the questions sought similar information from the different categories of participants, the questions were modified slightly to suit each category. The questionnaires were administered using a drop and pick basis.

Validity of the Research

Whiston (2012) defines validity as obtaining data appropriate for the intended use of the measuring instrument. This is an indication of the success rate of the instrument measuring a scenario. Content validity was assured by getting expert opinion of the supervisor on the efficiency of the questionnaire. Their feedback was considered and adjustments made. These enhanced the quality of the questionnaire and ensured only useful information is collected (Matula, 2018). A pretest (pilot study) was carried out at Nyara Tea Estates (outside the targeted research area). The outcome and questionnaires were reviewed. This was in line with Creswell & Creswell's (2018) contention that predetermined validity form the foundation of the main idea, questions that determine the data collected.

Reliability

According to Kombo & Delno (2006), reliability is an indication of the consistent nature of results obtained from a study tool. The reliability of the quantitative research instrument was tested using a statistic; Cronbach Alpha technique. It is a measure of

internal consistency to determine how closely related a set of items are as a group (Tichapondwa, 2013). This is an indication of scale reliability ranging between 0 and 1, where high figures indicate positive reliability. Data from the pretest was used to calculate the Cronbach Alpha. The outcome is shown in Table 3.2 below.

Table 3. 2: Reliability Analysis

Variable	Cronbach's Alpha	Number of items	Verdict
Dimensions of Authentic leadership	0.7221	4	Reliable
Self-awareness	0.7145	8	Reliable
Balanced Processing	0.7834	7	Reliable
Relational Transparency	0.7021	6	Reliable
Internalized Moral Perspective	0.7461	6	Reliable

Source: Research Data (2020)

The results as indicated on the table above indicate that the four variables; self-awareness, balanced processing, relational transparency and internalized moral perspective met the reliability test since their figures were above 0.7. This implies that the research instrument passed the reliability test. The study adopted this statistic as its baseline on reliability based on scholars Creswell (2018) and Kothari (2012). They view that the ideal Alpha value threshold or reliability coefficient (r) ought to be nearer 0.7 or above to be valid. A high figure is a promise for positive reliability. A 0.7 score is an acceptable reliability (Creswell, 2018). Feedback analysis saw some adjustments being made to the questionnaire. As an indication of consistency, the Cronbach Alpha formula was applied in testing for the reliability of the measurement tool.

According to Kombo & Delno (2006), this is an indication of the consistent nature of results obtained from a study tool. The reliability of the quantitative research instrument was tested using a statistic: Cronbach Alpha technique, which is a measure of internal consistency to determine how closely related a set of items are as a group (Tichapondwa, 2013). This is an indication of scale reliability ranging between 0 and 1, where high figures indicate positive reliability. The reliability coefficient (r) ought to be nearer 0.7 or above in order to be valid. Cronbach Alpha (measuring internal consistency) was utilized in testing reliability of the measurement tool. A high figure is a promise for positive reliability. A 0.7 score is an acceptable reliability (Creswell, 2018). The study adopted this statistic as its baseline on reliability. Feedback analysis saw some adjustments being made to the questionnaire. As an indication of consistency, Cronbach Alpha was applied in testing for the reliability of the measurement tool.

Pretest of the Research Instrument

The practice of pretesting is highly viewed since it is a successful way of increasing validity in the research process and translation of results (Bowden, 2002). The questionnaires were pretested in Nyara Tea Estates with a population of 350, a sample size of 30 employees drawn from the same categories and sample percentages as used in the study. The estate was not part of the study to increase the validity in the research process and translation of results (Bowden, 2002). The findings of the pretest were that there was an indicative positive relationship between authentic leadership and good industrial relations. The pretest gave the researcher the chance to properly understand the locality, the respondents and test the instruments before the commencement of the actual study. The pretest also assisted the researcher to estimate the time taken for planning the field work and to test the suitability of the questions which were then modified.

Data Analysis Plan

After data collection, the researcher established that the data collected was reliable, accurate, credible and valid. The quantitative data was sorted, edited classified, coded and then uploaded on to SPSS Version 23 software for analysis. SPSS Version 23 is compatible for a survey research (Information Technology, 2012). The quantitative data was analyzed to determine the mean, standard deviation and percentages using descriptive analysis procedures. It was later presented as tables and charts, measures of central tendency and dispersion and tabulation of the collected data (Bhatia, 2018). The insights from the questionnaires underwent sorting and entry. Later analysis took place to offer answers to the study goal. This is an analysis invention for data management.

The data and information gathered were keyed in. Descriptive statistics such as the mean and standard deviation were used to indicate central tendency and dispersion respectively. The open-ended questions were analyzed and categorized into either yes or no . Data was entered and analysis was done thereafter. For ease in referencing, charts for the open-ended questions were developed (Bruce & Howard, 2014).

Ethical Considerations

Bruce & Howard (2014) assert that investigators with participants as individuals and animals ought to evaluate the conducts of the analysis and focus on ethical concerns emerging out of the research. Prior to the study, the researcher submitted the research proposal to the Pan Africa University Ethics Committee for approval. An introductory letter from the institution of study was used to make an application for approval of conduct of research from NACOSTI in line with the legal provisions in Kenya for conducting research. Full consent was obtained from organizations and respondents prior to the research as recommended by Bryman & Bell (2007). The permit from NACOSTI

was used to notify the Kiambu Assistant County Commissioner of the intention to carry out a research in their area of jurisdiction. Permission was also obtained from the management of the respective tea estates. The respondents were given detailed information about the nature of the research and its purpose. They were also informed that they had the liberty to withdraw if they were uncomfortable. The researcher took responsibility for the conduct of the process, foreseeing any consequences of the same and taking the necessary mitigation measures. The researcher endeavored to be as open and honest as possible to build trust among the participants with an aim of collecting credible results, promoting the integrity of the process, safeguarding from bad vices and mischief that might affect their institutions (Creswell & Creswell, 2018). The researcher personally administered the necessary research instruments to the sampled participants from the tea estates in Limuru Sub- County, ensuring building of rapport to allow for ease of information gathering.

Chapter Summary

The third chapter has detailed the research approach that was applied during the research; about the research philosophy, the study model, the selection of the target population and the sample size used. The chapter has also shed light on the data instruments that were used, how their validation and reliability was tested to ensure that the findings would be credible. The chapter has given details of the data analysis procedure used, the validity and reliability of study tools and lastly the ethical considerations used for undertaking the research.

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction

The fourth chapter presents the results and findings of the study. This analysis sought to examine the effects of authentic leadership on good industrial relations in tea estates in Limuru Sub- County. Specifically, it sought to establish how a leader's self-awareness influences good industrial relations; to explore how a leader's relational transparency affects good industrial relations; to find out whether a leaders balanced processing influences good industrial relations and to explore whether leaders internal moral standards and values influence good industrial relations. The chapter presents the response rate, demographic data of respondents for the management, middle level, upper tier, general workers and union officials, the quantitative and qualitative analysis of data and discussion based on the study objectives.

The data was collected using questionnaires for management, unionisable employees and union leaders. The questionnaires were administered to sampled management, unionisable employees and union leaders. The analysis of data was by descriptive statistics such as percentages, measures of dispersion and frequency distribution and then presented in tables. Discussion was done in prose form.

Response Rate

The target population of this study was 2,320 employees. The sample size was 237 persons from the following: management, unionisable employees and union leaders. The questionnaires were sent out to all the sampled 237 participants asking them to fill them. A total of 168 were filled and returned. This gave a response rate of 70.88% which was way above the response rate of 50% that Nachmias & Nachmias (2004) consider

satisfactory. It formed a good basis for data analysis. Anderson (2010) recommends between 15- 20 respondents for each independent variable for a study to achieve statistical power. This was achieved.

Table 4.1 Instrument Return Rate

Respondents	Number administered	Number Returned	Return Rate in (%)
Management	17	17	100%
Unionisable employees	200	141	70.5%
Union leaders	10	10	100%

Source: Research Data (2020)

The return rate for the management was 100.0 percent, unionisable employees 70.5 percent and the union leaders 100.0 percent. According to Kothari (2008), a response rate of above 50% is ideal with regards to a descriptive survey study.

Demographic Data of Participants

The analysis intended to determine the demographic information of participants like age, sex, education level, experience and category of employment of the respondents.

Age Distribution of the Respondents

The investigator intended to assess the age distributions of the participants. Findings are detailed below in Table 4.2 below.

Table 4.2: Age Distribution of the Respondents

Age Bracket	Management	Percent	Unionisable employees	Percent	Union Leaders	Percent
20-30 years	1	5.9%	39	27.7%	-	-
31-35 years	4	23.5%	18	12.8%	-	-
36-40 years	2	11.8%	29	20.6%	2	20%
41-45 years	4	23.5%	16	11.3%	6	60%
46-50 years	1	5.9%	16	11.3%	2	20%
>50 years	4	23.5%	18	12.8%	-	-

Most of the participants from the management fell between 31-35 years. They were 23.5%. Those aged 41 to 45 years were 23.5%. The same was for those over 50 years at 23.5%. The implication is that majority of the management team were above 35 years. Majority of unionisable employees were of the age bracket 20-30 years at 27.7%. Those aged 36 to 40 years were 20.6%. Those over 50 years were 12.8%. The same was for those aged 31-35 years. Unionisable employees who were between 31 to 35 years of age were 12.8%. The same was for employees aged between 46-50 years. The implication is that majority of unionisable employees were above 30 years. Majority of the union leaders were in the age bracket of 41-45 years at 60%. Those aged 36-40 years were 20%; same as those aged 46-50 years. The implication is that majority of the union leaders were above 40 years.

Gender Distribution of the Respondents

The gender distribution of the respondents is tabulated in Figure 4.1 below.

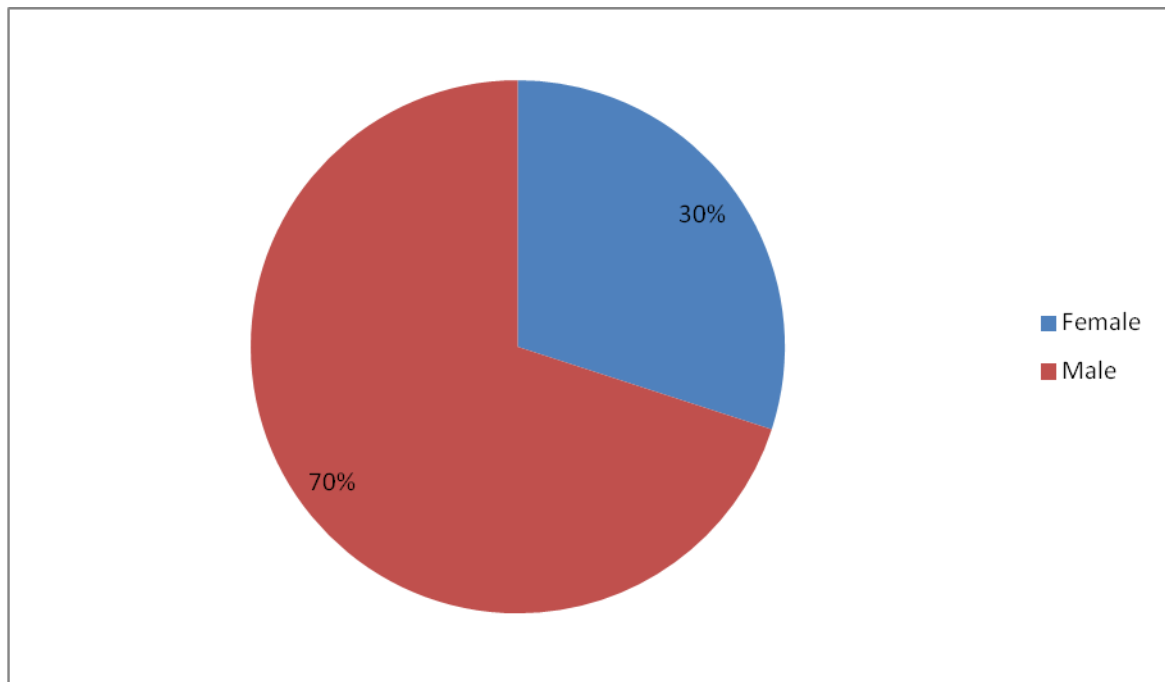


Figure 4.1: Gender Distribution of the Respondents

From the findings from the management, the male participants formed 68.8% of the entire group. Women took up the remaining 31.2%. The study findings show that from the unionisable employees; male respondents were 69.8% while female respondents were 30.2%. The study findings show that from the union leaders, male respondents were 70%. Female respondents were 30%. This implies that there is gender parity in the tea estates. The male gender is still dominant.

Educational Level of the Respondents

Table 4.3 Educational level of the Respondents

Educational Level	Management	Percentage	Unionisable employees	Percentage	Union Leaders	Percentage
KCPE	0	0%	13	9.3%	-	-
KCSE	1	5.9%	82	58.6%	-	-
Certificate	3	17.6%	28	20.0%	4	40%
Diploma	5	29.4%	6	4.3%	5	50%
Degree	6	35.3%	6	4.3%	1	10%
Post graduate	1	5.9%	0	0%	-	-
Others	1	5.9%	5	3.6	-	-

Majority of the respondents from the management team had a degree level of education; 6 (35.3%). Those who had diploma qualification were 5 (29.4%). Those who had certificate level of education were 3 (17.6%). Majority of unionisable employees had KCSE level of education 82 (58.6%) while 28 (20.0%) had certificate level of education. Majority of union leaders had diploma qualification; 5 (50%). Those who had a certificate were 4 (40%). The implication is that majority of the participants being fairly educated to tackle study goals conclusively.

Work Experience of the Respondents

The participants were required to state the duration of time that they have worked for their respective organization. The responses are shown in Table 4.4 below.

Table 4.4: Work Experience of the Respondents

Work Experience	Management	Percent	Unionisable employees	Percent	Union Leaders	Percent
Less than one year	1	5.9%	6	4.3%	-	-
2-5 years	6	35.3%	29	20.6%	1	10
6-10 years	3	17.6%	47	33.3%	9	90%
11-15 years	4	23.5%	25	17.7%	-	-
Over 15 years	2	11.8%	33	23.4%	-	-

Majority of the respondents from the management team had experience between 2-5 years. They were 6; (35.3%) followed by 11-15 years' experience: 4 (23.5%). Those who had work experience between 6-10 years were 3 (17.6%). Majority of the unionisable employees had 6-10 years experience; 47(33.3%) followed by unionisable employees who had over 15 years work experience; 33 (23.4%). The category of 2-5 years experience was 29 (20.6%). Majority of the union leaders had 6-10 years' experience; 9 (90%). Only 1 (10%) had 2-5 years experience. The implication is that majority of the respondents had potential to provide reports conclusively on matters regarding leadership and industrial relations.

Descriptive Analysis and Results

This section presents descriptive analysis findings on the study variables; dimensions of authentic leadership: self-awareness, balanced processing, relational transparency and internalized moral perspective.

Dimensions of Authentic Leadership

The participants had to indicate their level of agreement with the statements in relation to dimensions of authentic leadership. Likert Scale of 1-5 where: 1=Exceeds; 2=Very good; 3=Good; 4= Average; 5=Below average.

Table 4.5: Union Leaders Response on Dimensions of Authentic Leadership

Statements	E		VG		G		A		B		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Self-awareness	3	30	7	70	0	0	0	0	0	0	1.70	.48
Balanced processing	2	20	1	10	7	70	0	0	0	0	2.50	.84
Relational Transparency	4	40	5	50	0	0	0	0	0	0	1.70	.67
Internalized moral perspective	6	60	3	30	1	10	0	0	0	0	1.50	.70
Total List wise	10											

Dimensions of authentic leadership are globally recognized as features influencing good industrial relations among the tea estates. The union leaders were required to rate their responses on a Likert scale of 1-5 where: 1=Exceeds; 2=Very good; 3=Good; 4=Average; 5=Below Average. From Table 4.8 above, results showed that most of the union leaders affirmed that a leader's balanced processing that includes their potential and openness to critically analyze information and views before choice determination influences good industrial relations (M=2.50; SD=0.84). Internalized moral perspective that includes leaders ability to demonstrate internal ethical standards and principles irrespective of external pressures (M=1.50; SD=0.70). From the union leaders'

perspective, it can be concluded that leaders' self-awareness and relational transparency has a significant influence on good industrial relations.

Table 4.6: Unionisable Employees Response on Dimensions of Authentic Leadership

Statements	E		V G		G		A		B		Mean	SD
	F	%	F	%	f	%	F	%	F	%		
Self-awareness	7	5	45	32	6 1	44	22	15	4	3	2.79	.87
Balanced processing	8	6	42	30	5 3	38	22	16	14	1 0	2.94	1.04
Relational Transparency	5	4	30	22	4 7	34	45	32	12	9	3.20	.99
Internalized moral perspective	8	6	43	31	3 8	27	42	30	8	6	2.99	1.03
Total list wise	141											

The unionisable employees were required to rate their responses on a Likert Scale of 1-5 where: 1=Exceeds; 2=Very Good; 3=Good; 4=Average; 5=Below Average. Majority of the unionisable employees agreed that a leader's relational transparency that includes level of disclosure regarding information and extent of revealing personal thoughts and feelings influence good industrial relations most (M=3.20; SD=0.99). This was closely followed by a leader's internalized moral perspective that includes their ability to demonstrate internal ethical standards and principles irrespective of external pressures (M=2.99; SD=1.03). A leaders' balanced processing that includes their potential and openness to critically evaluate information and views before choice determination influences good industrial relations (M=2.94; SD=1.04). From the unionisable employees'

perspective, it can be concluded that leaders relational transparency dimension of authentic leadership has a significant influence on good industrial relations.

Table 4.7: Management Response on Dimensions of Authentic Leadership

Statements	E		V G		G		A		B A		Mean	SD
	F	%	F	%	f	%	F	%	F	%		
Self-awareness	1	6	6	35	9	53	1	6	0	0	2.58	.71
Balanced processing	5	29	5	29	2	12	0	0	0	0	2.23	1.03
Relational Transparency	1	6	6	35	5	29	4	24	1	6	2.88	1.05
Internalized moral perspective	2	12	7	41	3	18	5	29	0	0	2.64	1.05
Total List wise	10											

Source: Reseacher Data (2020)

The unionisable employees were required to rate their responses on a Likert Scale of 1-5 where:1= Exceeds; 2=Very Good; 3=Good; 4=Average; 5=Below Average. Majority of the management team agreed that a leader's relational transparency that includes level of disclosure regarding information and extent of revealing personal thoughts and feelings influence good industrial relations most (M=2.88; SD=1.05) .This was closely followed by a leader's internalized moral perspective that includes their ability to demonstrate internal ethical standards and principles irrespective of outside pressures (M=2.64; SD=1.05). A leader's self-awareness that includes their self-reflection and learning about one's self (M=1.58; SD=0.71). From the management perspective it is possible to terminate that leaders' relational transparency aspect of an authentic leader elaborates what it stands for has the most influence on good industrial relations.

Leaders' Self-awareness and Good Industrial Relations

The participants had to indicate personal levels of agreement with the statements in relation to leader's self-awareness constructs and good industrial relations. The results are shown in Table 4.12 below.

Table 4.8: Union Leaders Response on Leaders' Self-awareness

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Ability to control personal biases	8	80	1	10	1	10	0	0	0	0	1.40	.96
Knows what they stand for	8	80	2	20	0	0	0	0	0	0	1.20	.42
Understands their strengths and weaknesses	4	40	6	60	0	0	0	0	0	0	1.60	.51
Understands and lives to their values and beliefs	7	70	3	30	0	0	0	0	0	0	1.30	.48
Encourages everyone to speak their mind	8	80	1	10	1	0	0	0	0	0	1.30	.67
Have predictable behavior	7	70	2	20	1	10	0	0	0	0	1.40	.69
Loyal and can be trusted	6	60	3	30	1	10	0	0	0	0	1.50	.70
Understand their unique talents	8	80	2	20	0	0	0	0	0	0	1.20	.42
Total List wise	10											

Source: Researcher Data (2020)

The union leaders were required to rate their responses on a Likert Scale of 1-5 where: 1= Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. All the respondents agreed that the leadership was aware of themselves; recognized their perfections and imperfections (M=1.60; SD=0.51). The leadership had influence on industrial relations. This was closely followed by leaders who are aware of themselves. They are loyal and can be trusted (M=1.50; SD=0.70). Leaders who are aware of themselves can control personal biases (M=1.40; SD=0.96). They also have predictable behavior (M=1.40; SD=0.69).

Table 4.9: Unionisable Employees Response on Leaders' Self-awareness

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Ability to control personal biases	22	16	87	63	9	7	19	14	2	1	2.22	.92
Knows what they stand for	38	27	65	46	14	10	13	9	10	7	2.22	1.15
Understands their strengths and weaknesses	27	20	71	52	20	15	5	11	0	0	2.23	.96
Understands and lives to their values and beliefs	28	18	78	57	19	14	11	8	5	4	2.22	.95
Encourages everyone to speak their mind	43	31	56	40	16	11	14	10	11	8	2.24	1.21
Have predictable behavior	26	20	55	42	21	16	23	17	7	5	2.46	1.14
Loyal and can be trusted	38	28	59	43	17	13	8	6	14	10	2.27	1.22
Understand their unique talents	17	13	72	54	24	18	10	8	11	8	2.44	1.07
Total List wise 141												

Source: Researcher Data (2020)

The unionisable employees were required to rate their responses on a Likert Scale of 1-5 where: 1= Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. Majority of the repondents agreed that leaders who are aware of themselves had predictable behavior (M=2.46; SD=1.14). This was closely followed by leaders who are aware of themselves understood their unique talents (M=2.44; SD=1.07). Leaders who are aware of themselves are loyal and can be trusted (M=2.27; SD=1.22); Leaders who are aware of themselves encouraged everyone to speak their mind (M=1.40; SD=0.69).

Table 4.10: Management Response on Leaders' Self-awareness

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Ability to control personal biases	5	29	9	53	2	12	1	6	-	-	1.94	.82
Knows what they stand for	5	31	10	63	1	6	-	-	-	-	1.75	.57
Understands their strengths and weaknesses	3	18	11	65	2	12	1	6	-	-	2.05	.74
Understands and lives to their values and beliefs	5	31	7	44	2	12	2	12	-	-	2.06	.99
Encourages everyone to speak their mind	1	6	8	47	3	10	3	18	2	12	2.82	1.18
Have predictable behavior	1	6	6	35	1	7	3	18	-	-	2.94	1.19
Loyal and can be trusted	4	23	11	65	1	6	1	6	-	-	2.00	.93
Understand their unique talents	3	18	10	59	3	18	1	6	-	-	2.11	.78
Total List wise	17											

Source: Reseachar Data (2020)

The management team was asked to indicate individual answers on a Likert Scale of 1-5 where : 1= Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. A Majority agreed that leaders who were aware of themselves had predictable behavior (M=2.94; SD=1.19). This was closely followed by leaders who were aware of themselves encouraged everyone to speak their mind (M=2.82; SD=1.18). Leaders who were aware of themselves understood their unique talents (M=2.11; SD=0.78). They understood and lived to their values and beliefs (M=2.06; SD=0.99).

Leaders' Balanced Processing and Good Industrial Relations

The participants had to indicate personal levels of agreement with the statements in relation to a leaders' balanced processing and to rate their responses on a Likert Scale of 1-5 where : 1=Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. The union leaders response is are shown in Table 4.10 below.

Table 4.11: Union Leaders' Response on Leaders' Balanced Processing

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Are objective in analyzing data	8	80	2	20	-	-	-	-	-	-	1.20	.42
Unbiased in collecting information	8	80	2	20	-	-	-	-	-	-	1.20	.42
Stays clear of ego based defense	6	60	4	40	-	-	-	-	-	-	1.40	.51
Ability to make balanced decisions	8	80	2	20	-	-	-	-	-	-	1.20	.42
Knows when it is time to reevaluate their positions to important issues	6	60	4	40	-	-	-	-	-	-	1.40	.51
Explores opinions of others before making a decision	8	80	2	20	-	-	-	-	-	-	1.20	.42
Solicits viewpoints from those who disagree with them	5	50	5	50	-	-	-	-	-	-	1.50	.52
Total List wise 10												

Majority of the repondents agreed that leaders who have balanced processing; that is a concerning skill to analyze insights and opinions, consult viewpoints from those who disagreed with them at a (M=1.50; SD=.52). This was closely followed by leaders who have balanced processing stay clear of ego based defense (M=1.40; SD=.51). This is when leaders know that it is time to reevaluate their positions to important issues (M=1.40; SD=.51). Leaders who have balanced processing competence explore opinions of others before making decisions (M=1.20; SD=0.42). It implies that a leader's reflection, consideration of everyone's input and perspectives is key prior to arriving at decisive actions relating to industrial relations which makes their processes organized.

Table 4.12: Unionisable Employees Response on Leaders' Balanced Processing

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Are objective in analyzing data	25	18	83	61	15	11	5	4	8	6	2.17	.97
Unbiased in collecting information	27	21	58	44	31	24	6	5	10	8	2.34	1.09
Stays clear of ego based defense	19	14	74	53	28	20	9	7	9	7	2.38	1.01
Ability to make balanced decisions	35	25	70	50	18	13	8	6	9	6	2.18	1.07
Knows when it is time to reevaluate their positions to important issues	28	20	60	44	28	20	13	10	8	6	2.36	1.09
Explores opinions of others before making a decision	27	20	74	54	21	15	3	2	13	9	2.28	1.10
Solicits viewpoints from those who disagree with them	20	15	57	42	23	17	25	18	11	8	2.36	1.17
Total List wise 141												

Source: Reseacher Data (2020)

A leader's balanced processing has been acknowledged to be a feature impacting good industrial relations in the tea estates. The unionisable employees were required to rate their responses on a Likert Scale of 1-5 where:1=Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. Majority of the respondents agreed that leaders who have balanced processing concerning ability to analyze data and opinions stay clear of ego based defense (M=2.38; SD=1.01). This was closely followed by leaders who have balanced processing know when it is time to reevaluate their positions to important issues (M=2.36; SD=1.09). This is the same for leaders who solicit viewpoints from those who disagree with them (M=2.36; SD=1.17). Leaders who have balanced processing are unbiased in collecting information (M=2.34; SD=1.09). A leader's balanced processing was thus an important factor that influences good industrial relations in the tea estates in Limuru Sub-County.

Table 4.13: Management Response on Leaders' Balanced Processing

Statements	SA		A		U		D		S D		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Are objective in analyzing data	4	24	11	65	1	12	-	-	-	-	1.88	.60
Unbiased in collecting information	5	31	6	38	2	13	2	13	1	6	2.25	1.25
Stays clear of ego based defense	2	13	11	69	2	13	1	6	-	-	2.12	.71
Ability to make balanced decisions	3	18	13	77	1	6	-	-	-	-	1.88	.48
Knows when it is time to reevaluate their positions to important issues	4	24	8	47	3	18	2	12	-	-	2.17	.95
Explores opinions of others before making a decision	3	19	5	31	7	44	1	6	-	-	2.43	1.03
Solicits viewpoints from those who disagree with them	2	13	4	25	7	44	3	19	-	-	2.68	.94
Total List wise 17												

The management was required to rate their responses on a Likert Scale of 1-5 where:1=Strongly Agree ; 2=Agree; 3=Undecided; 4= Disagree; 5=Strongly Disagree. Majority of the repondents (M=2.68; SD=.94) agreed that leaders have balanced processing, i.e. the ability to analyze data and opinions of others and solicit viewpoints from those who disagree with them during industrial unrest. This was closely followed by leaders who have balanced processing exploring the opinions of others before making a decision (M=2.25; SD=1.25). Leaders who have balanced processing are unbiased in collecting information (M=2.34; SD=1.09). They know when it is time to reevaluate their positions to important issues (M=2.17; SD=.95).

Leaders' Relational Transparency and Good Industrial Relations

The participants had to indicate personal levels of affirmation with the statements in relation to dimensions of authentic leadership. The findings are detailed below in Table 4.13 below.

Table 4.14: Union Leaders Response on Leaders' Relational Transparency

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Listens carefully to different points of view	6	60	4	40	-	-	-	-	-	-	1.40	.51
Ability to reveal personal thoughts and feelings	4	40	6	60	-	-	-	-	-	-	1.60	.51
Are compassionate and have a heart of concern	7	70	3	30	-	-	-	-	-	-	1.30	.48
Sensitive to the needs of others	7	70	3	30	-	-	-	-	-	-	1.30	.48
Admits mistakes when they are made	7	70	2	20	1	10	-	-	-	-	1.40	.69
Shares successes with subordinates	9	90	-	-	1	10	-	-	-	-	1.20	.63
Total List wise 10												

The union leaders were required to rate their responses on a Likert Scale of 1-5 where:1=Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. All union leaders unanimously agreed that leaders who have relational transparency concerning the level of disclosing information can reveal personal thoughts and feelings (M=1.60; SD=0.51). This was closely followed by leaders who have relational transparency admit mistakes when they are made (M=1.40; SD=0.51). The same is for leaders who have relational transparency listen carefully to different points of view (M=1.40; SD=0.69). They are compassionate and have a heart of concern (M=1.30; SD=0.48). The same is for leaders who have relational transparency are sensitive to needs of others.

Table 4.15: Unionisable Employees Response on Leaders' Relational Transparency

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	f	%	F	%	F	%		
Listens carefully to different points of view	30	31	39	40	14	14	9	9	6	7	2.20	1.16
Ability to reveal personal thoughts and feelings	29	21	62	45	24	17	13	9	10	7	2.36	1.13
Are compassionate and have a heart of concern	31	23	65	48	17	13	8	6	13	9	2.28	1.10
Sensitive to needs of others	29	21	71	51	18	13	16	12	9	7	2.31	1.14
Admits mistakes when they are made	37	27	57	42	18	13	16	12	9	7	2.29	1.17
Shares successes with subordinates	24	18	68	50	18	13	11	8	16	12	2.46	1.21
Total List wise 141												

The unionisable employees had to rate their responses on a Likert Scale of 1-5 where:1=Strongly Agree; 2=Agree; 3=Undecided; 4= Disagree; 5=Strongly Disagree. Majority of the employees agreed that leaders who have relational transparency concerning the level of disclosing information share successes with subordinates (M=2.46; SD=1.21). This was closely followed by leaders who have relational transparency have the ability to reveal personal thoughts and feelings (M=2.36; SD=1.13). Leaders who have relational transparency admit mistakes when they are made (M=2.29; SD=1.17). Leaders who have relational transparency are compassionate and have a heart of concern (M=2.28; SD=1.10).

Leaders' Internalized Morals and Good Industrial Relations

The participants had to indicate individual levels of affirmation with the statements in relation to a leader's internalized morals. The results are shown in Table 4.15 below.

Table 4.16: Union Leaders Response on Leaders' Internalized Morals

Statements	SA		A		UD		D		SD		Mean	SD
	F	%	F	%	f	%	F	%	F	%		
Tells you the hard truths	7	70	2	20	-	-	1	10	-	-	1.50	.97
Makes difficult decisions based on high standards	8	80	1	10	-	-	1	10	-	-	1.40	.96
Selfless and leads with a purpose	9	90	-	-	-	-	1	10	-	-	1.40	.96
Makes judgements that serve the greater good of others	9	90	-	-	-	-	1	10	-	-	1.30	.94
Enhances dignity, respect and integrity among employees	8	80	1	10	1	10	-	-	-	-	1.30	.67
Are good stewards of the resources allocated to them	7	70	2	20	1	10	-	-	-	-	1.40	.69
Total List wise 10												

Union leaders were required to rate their responses on a Likert Scale of 1-5 where: 1=Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. Internalized morals perspective was conceptualized as a leader's ability to demonstrate internal ethical standards and principals irrespective of outside pressure. Majority of the union leaders agreed that leaders who have internalized morals tell you the hard truths (M=1.50, SD=.97). This was closely followed by leaders who have internalized morals are good stewards of resources allocated to them (M=1.40; SD=0.96). The same was for leaders who have internalized morals are selfless and lead with a purpose (M=1.40; SD=0.96). Leaders who have who have internalized morals enhance dignity, respect and integrity among employees (M=1.30; SD=0.94). The same was for a leader makes judgments that serves the greater good of others (M=1.30; SD=0.67). A leader's internalized morals were thus acknowledged to be one of the factors that influence good industrial relations in the tea estates in Limuru Sub-County. This is in line with the study findings.

Table 4.17: Management Response on Leaders' Internalized Morals

Statements	SA F	%	A F	%	UD f	%	D F	%	SD F	%	Mean	SD
Tells you the hard truths	4	24	10	59	1	6	2	12	-	-	1.88	.92
Makes difficult decisions based on high standards	4	25	9	56	1	6	1	6	1	6	2.31	1.07
Selfless and leads with a purpose	5	29	8	47	2	12	2	12	-	-	2.41	1.00
Makes judgements that serve the greater good of others	4	24	10	59	1	6	2	12	-	-	2.17	.80
Enhances dignity, respect and integrity among employees	6	35	10	59	-	-	1	6	-	-	2.11	1.21
Are good stewards of resources allocated to them	6	35	8	47	2	12	-	-	1	6	1.94	.89
Total List wise	17											

The management was required to rate their responses on a Likert Scale of 1-5 where: 1=Strongly Agree; 2=Agree; 3=Undecided; 4=Disagree; 5=Strongly Disagree. Internalized morals perspective was conceptualized as a leader's ability to demonstrate individual ethical standards and principles irrespective of external pressure. Majority of the management employees agreed that leaders who have internalized morals are selfless and lead with a purpose (M=2.41; SD=1.00). This was closely followed by leaders who have internalized morals make difficult decisions based on high standards (M=2.31; SD=1.07). They undertake determinations serving the fulfillment of others (M=2.17; SD=0.80). Leaders who have who have internalized morals enhance dignity, respect and integrity among employees (M=2.11; SD=1.21).

Relationship between Leadership and Good Industrial Relations

The respondents were requested to indicate whether there is a connection among management and worker strikes.

Table 4.18: Relationship between Independent Variables

			Correlations				
			1	2	3	4	5
1.	Good industrial relation	Pearson Correlation	1				
		Sig. (2-tailed)					
		N	141				
2.	Self-awareness	Pearson Correlation	.581**	1			
		Sig. (2-tailed)	.000				
		N	141	141			
3.	Leaders relational transparency	Pearson Correlation	.664**	.136	1		
		Sig. (2-tailed)	.006	.057			
		N	141	141	141		
4.	Leaders balanced processing	Pearson Correlation	.504**	.047	.121	1	
		Sig. (2-tailed)	.002	.732	.376		
		N	141	141	141	141	
5.	Leaders internal moral standards and values	Pearson Correlation	.736**	-.210	.152	-.113	1
		Sig. (2-tailed)	.007	.120	.263	.406	
		N	141	141	141	141	141

The findings in Table 4.17 above indicate the existence of a positive correlation among leader's self-awareness and good industrial relations in the tea estates in Limuru Sub-County at significant 0.05 level. The strength was average at 58.1 %. The same findings show that there was a positive correlation between leaders' relational transparency and good industrial relations in the tea estates in Limuru Sub-County at significant 0.05 level. The strength was strong at 66.4%. The findings continue to signify that there is a positive correlation between leaders balanced processing and good industrial relations in the tea estates in Limuru Sub-County at significant 0.05 level. The strength was average at 50.4%. The findings identify the existence of a stable positive correlation between leaders' internal moral standards and good industrial relations in the tea estates in Limuru Sub-County at significant 0.05 level. The strength was average at 73.6%.

Relationship between the Dependent and Independent Variables

This section shows the strength of relationship between the dependent and independent variables.

Table 4.19: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.619	.379	.669

a. Predictors: (Constant), leaders' self-awareness, leaders relational transparency, leaders balanced processing , leaders internal moral standards and values

b. Dependent Variable: Good industrial relations

Referring to Table 4.18 above, the study establishes the R^2 to be 0.619 implying that 61.9% of good industrial relations is explained by leaders' self-awareness, leaders'

relational transparency affect good industrial relations; leaders balanced, leaders' internal moral standards and values leaving 38.1% unexplained. This implies to some extent that there is strong explanatory power for the whole regression.

Table 4.20: Relationship between Independent Variables

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.282	4	4.821	55.41	.003 ^b
	Residual	11.843	136	.087		
	Total	31.125	140			

a. Predictors: (Constant), leader's self-awareness, leaders relational transparency, leaders balanced processing , leaders internal moral standards and values

b. Dependent Variable: Good industrial relations

The probability value of $p < 0.00$ indicates that the regression relationship was highly significant in predicting how leaders' self-awareness, leaders' relational transparency affect good industrial relations; leaders' balanced, leaders internal moral standards and values influence good industrial relations.

Table 4.21: Relationship between Dependent and Independent Variables

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.877	1.510		.581
	Leaders' self-awareness	.447	.202	.293	2.216
	Leaders relational transparency	.483	.191	.319	2.534
	Leaders balanced processing	.230	.111	.272	2.080
	Leaders internal moral standards and values	.614	.191	.410	3.219

a. Dependent Variable: Good industrial relations

Specifically, leaders' internal moral standards and value had the highest positive influence on good industrial relations, followed by leaders' relational transparency, leaders' self-awareness and leaders' balanced processing. Individual significance of the predictor variables was tested using t-test. The findings indicate leaders' self-awareness, leaders' relational transparency affect good industrial relations; leaders' balanced, leaders' internal moral standards and values were individually statistically significantly related to good industrial relations $p\text{-value} < 0.05$.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The fifth chapter of the research incorporates the study summary, translation, terminations and the proposals as advanced. Suggestions for future analyses are also given followed by implications for policy and practice.

Summary of the Findings

The major findings are summarized for each objective as follows:

The findings show that most of the participants affirmed that dimensions of authentic leadership have a statistically significant influence on good industrial relations. Furthermore, the analysis determined the existence of a statistically greater strong positive association among a leader's relational transparency and good industrial relations. The study revealed that the variations in good industrial relations are statistically influenced by a leader's relational transparency. Therefore, the results confirm that authentic leadership is fundamental in good industrial relations among the tea estates in Limuru Sub-County.

Majority of the respondents; Management 12 (70%) , ($M=2.88$; $SD=1.05$); Union leaders 9 (90%), ($M=3.20$; $SD=0.99$) and unionisable employees 82 (58%), ($M=3.20$; $SD=0.99$) agreed that a leader's relational transparency that includes level of disclosure regarding information and extent of revealing personal thoughts and feelings influence good industrial relations most. Authentic leaders have strong relationships. They demonstrate willingness to share their experiences with the followers (Northouse, 2016). Leaders should have compassion and a heart to the extent that human beings have emotions and feelings and should be handled as such. It involves showing compassion to

the desires of the followers and the willingness to offer support. Compassion is gradually developed; often developing in a bonding phase with others. Opportunities arise by expanding network beyond ethnicities, nations or roles (Northouse, 2016).

In summary, it can be concluded that the management, union leaders and unionisable employees are in agreement that a leader's relational transparency influences good industrial relations. This finding is in tandem with Towler (2019); avoid fake impressions and instead engage in activities matching their key principles with the actions and conduct in the institution. Anytime the leadership and the workforce work in a relational transparency; the likely results is genuine associations founded on integrity and loyalty. They can express personal perfections and imperfections with anyone; displaying genuineness by an admission of mistakes and equally expressing their success stories with the subjects. Development of trust remains a critical component facilitating the staff's choice determination activity to gain vulnerability to the institution's senior leadership. It also encourages employees' loyalty. It influences industrial relations in organizations in the tea sector, Limuru Sub-County by enabling an environment of discussing issues that may cause industrial unrest.

The first objective was to establish how a leader's self-awareness influences good industrial relations. The findings revealed that most of the participants affirmed on the influence of a leader's self-awareness towards good industrial relations. Further, the findings established the existence of a statistically significant strong positive connection among a leader's individual awareness and good industrial relations. The study also found out that variations in good industrial relations are influenced by a leader's self-awareness. The study confirms that a leader's self-awareness is invaluable in promoting good industrial relations in tea estates in Limuru Sub-County.

The management response on the constructs of a leader's self-awareness revealed that leaders who are aware of themselves have predictable behavior; 7 (41%), (M=2.94; SD=1.19). Unionisable employees were also in agreement with this view that leaders who are aware of themselves have predictable behavior; 81 (57%); (M=2.46; SD=1.14). Majority of the union leaders were of the opinion that leadership having awareness recognized their perfections and imperfections; 10 (100%), (M=1.60; SD=0.51). This aligns with several authors e.g. Northouse (2016) who opines that authentic leadership acknowledges personal principles and performs tasks in alignment to them. According to Bill (2003), authentic leaders are aware of their 'True North' (Northouse, 2016). Avolio & Gardner (2005) aver that self-awareness is not an end but a continuous activity where an individual continues to recognize their capabilities. Leadership that demonstrates self-awareness has the ability to display their strengths and weaknesses to their teams and demonstrating that they have little to hide.

The profile of self-awareness was detailed as a leadership's capability to recognize their perfections, imperfections, principles, intentions and recognition of the perception of their leadership by others. This indicated that the virtue of self-awareness helped in mitigation of industrial unrest by enabling leaders to comprehend situations at hand especially on the indicators of looming industrial unrest. Hollis (2018) sees authentic leadership to be a unique group who understand themselves and are empowered to impact the lives of their followers. Hollis (2018) introduces the concept of loyalty, trust, collaboration, engagement and commitment. Organizations are looking for leaders who are loyal and can be trusted. In times of turmoil including during periods of any misunderstanding between leaders and their followers, the ability to engage each other becomes critical.

The second objective was to explore how a leader's relational transparency affects good industrial relations. The results showed that a leader's relational transparency influences good industrial relations. Majority of the respondents seemed to connect with a leader's relational transparency and good industrial relations. The management was of the view that leaders who have relational transparency are compassionate and have a heart of concern; 13 (76%), (M=2.41; SD=1.00). Union leaders unanimously agreed that leaders who have relational transparency concerning the level of disclosing information can reveal personal thoughts and feelings; 10 (100%), (M=1.60; SD=0.51). Unionisable employees agreed that leaders who have relational transparency concerning the level of disclosing information shared successes with subordinates; 92(68%), (M=2.46; SD=1.21).

Relational transparency details the leadership's willingness to disclose information and the degree that they are willing to go in revealing thoughts as well as emotions. Workers maintain a cordial association with the management and the institution that they are under view institutional concerns as theirs. They further undertake remedies to them in a similar manner like in their issues (Tansel, 2014).

The research sought to determine whether a leader's balanced processing influenced good industrial relations. The results showed that a leader's balanced processing that was conceptualized as a leaders potential and openness to critically consider information and views before reaching a determination influenced good industrial relations. This means that authentic leaders can analyze data and opinions and solicit viewpoints from those who disagree with them; 6 (38%), (M=2.68; SD=.94); stay clear of ego based defense; 93 (67%), (M=2.38; SD=1.01); solicit viewpoints from those who disagree with them; 10 (100%), (M=1.50; SD=.52). This finding is in agreement with Gardner, Avolio, Luthans, May & Walumbwa, (2005) finding that balanced

processing entails an internalized activities of supervising, processing of information, open associations and genuine relationships. A leader with balanced processing can confront any information or counter opinions. They do not discriminate their followers based on values, opinions and viewpoints. According to Besen, Tecchio & Fialho (2017), balanced processing deals with the critical evaluation of important information before reaching a determination. It is therefore critical to have leadership that is balanced and with the ability to make objective decisions for the interest of all the parties involved (Northouse, 2013).

During the negotiations, a lot of information is shared between the parties to enable making decisions especially on the wage rates, other terms and conditions. It is therefore critical to have leadership that is balanced with ability to make objective decisions for the interest of all the parties involved (Northouse, 2013).

The fourth objective sought to explore whether leaders internalized moral standards and values influence good industrial relations. The findings revealed that a leader's internalized morals influenced good industrial relations. Further, the findings established the existence of a statistically significant major positive connection among a leader's internalized morals and good industrial relations. The study also found out that variations in good industrial relations is influenced by a leader's internalized moral perspective. The study confirms that a leader's internalized morals are important in maintaining good industrial relations among tea estates in Limuru Sub-County.

Internalized morals perspective was conceptualized as a leader's ability to demonstrate internal ethical standards and principles irrespective of external pressure. Majority of the management employees agreed that leaders who have internalized moral standards and values are selfless. They lead with a purpose; 13 (76%), (M=2.41;

SD=1.00). Majority of the unionisable employees agreed that leaders who have internalized moral standards and values are good stewards of resources allocated to them; 92 (65%), (M=2.46; SD=1.21). Majority of the union leaders agreed that leaders who have internalized morals tell you the hard truths; 9 (90%), (M=1.50; SD=0.97).

Avolio & Gardner, 2005) advance that authentic leadership shows confidence, hope, optimism, resilience and high integrity levels. These attributes make them the best bet in navigating through hard times and crisis as they have capacity to build positive relationships with their followers. The followers appreciate leaders who demonstrate high level of values and morals. Any leader who wants to build a strong moral team must also be willing to demonstrate this in their leadership. In matters related to dealing with industrial relations, the union leaders will never take a leader who is not morally right any seriously. Leaders must be open to the facts of the issues so that the stakeholders involved are able to take them seriously.

There was a general consensus among all the sampled participants that there is a positive relationship between the four dimension of authentic leadership and good industrial relations. However, the findings identified highest existence of a positive correlation between leaders' moral standards and good industrial relations at 73.6% strength. It can be deduced that employees are looking for leaders with highest levels of morals and values more than anything else. This agrees with the findings by Avolio & Gardner (2005) that it is not easy to have individual awareness and balanced information minus the ethical standard relevant to a good individual value system. Authentic leadership illustrates self-awareness by evaluating their own values system and aligning it with their conduct in dealing with the others.

The findings however revealed the highest percentage of those agreeing on the existence of a positive relationship between the four dimensions of authentic leadership from the union leaders followed by the unionisable employees. The participants from the management staff recorded the lowest percentage. This is a departure from what would have been expected. It can be deduced from these findings that employees have high expectations from their leaders' behaviour. Bill (2003) says that positive leadership guides by empathy and intellectual capability. Through these characteristics, the leader can influence the employees towards achievement of their goals within a conducive work environment that enhances good industrial relations. Avolio (2004) opines that by involving model of an ideal leadership, groups show tendency to function alongside the management, co-workers and key players in a genuine manner; enabling gradually the establishment of institutional tradition anchored on these principles.

The new knowledge that emerged from this study is that leaders play a major role in enhancing good industrial relations in tea industry in Kenya. The findings offer crucial deductions with applicable solutions. Leaders ought to be clear in their minds as they deal with their followers. This calls for willingness to embrace transitions and develop trust. It is usual for authentic leadership to be concerned about their workers interests and have their interests in communication plans. This leadership within an institution ought to develop a detailed model of communication enabling the followers to review feedback of the management, which in turn births transparency. In this way, the workers develop a feeling of inclusion; helping them to develop ties with the institution. Employment contracts in organizations and processes ought to be grounded and emphasized on an authentic leadership profile; developing individual growth training programs for authentic management. Findings from this analysis contribute to the current awareness of applying

transparency to rule. An authentic management approach has an open communication structure as well as increased internal trust. In transitions, it will offer applicable schedules to confronting change.

Conclusion and Recommendations of the Study

Conclusion

The first intention of this study was to establish how a leader's self-awareness influences good industrial relations. The study was guided by four specific objections which were to establish the effects of leader's self-awareness, relational transparency, balanced processing and internal moral standards on good industrial relations in tea estates in Limuru Sub-County. The research concluded that an increase in the probability of good industrial relations is affected by actions taken by authentic leaders to mitigate industrial unrests. In this regard, it can be concluded that since authentic leaders are honest with themselves in expressing consistent behaviors through self-regulation, they have positive effect on good industrial relations. Sacrifices taken by authentic leaders enable them to identify their mission regarding maintaining good industrial relations. The study further concludes that a leader's relational transparency has a statistically significant influence on good industrial relations.

The second intention of this research was to explore how a leader's relational transparency affects good industrial relations. The study revealed the existence of a connection among self-awareness and good industrial relations. From the findings, the deduction is that self-awareness impacts good industrial relations in a positive manner. The higher the level of self-awareness, the increased likelihood of the leadership of tea estates improving creation of good industrial relations. The more leaders of an institution demonstrate self-awareness capabilities, the increased chance of the firm improving

cordial industrial relations. Leaders are expected to be quite clear in their minds when dealing with issues related to employees.

The third objective of the study was to find out whether a leader's balanced processing influences good industrial relations. The study concludes there is existence of a positive association among a leadership's balanced processing and good industrial relations. This implies the greater the level of workers viewing balanced processing conduct of leaderships, the increased chance for positive industrial relations. Employee trust develops during the decision-making process. This encourages them to repay back the gesture by increasingly engaging in the organization's plans. The study also concludes that a leader's balanced processing behavior contributes to high team commitment and job satisfaction. From the results, there is to an extent theoretical and applicable solution to real occurrences in this sector. The theoretical aspect extends beyond the scope of previous analyses by examining the impact of certain aspects of authentic management towards positive. The applicable aspect allows institutional heads to utilize the deductions of this analysis to direct them in establishing successful plans for promoting good industrial relations about a leader's balanced processing.

The fourth objective of the study was to explore whether leader's internalized moral standards and values influence good industrial relations. This study concludes that relational transparency has significant influence in promoting good industrial relations in the tea estates in Limuru Sub-County. Specifically, the study reveals that the construct of the act of revealing personal thoughts and feelings positively influences good industrial relations. This means that whenever leaders make their motives known to followers and lead by example, they are able to manage contestations among individual principles and institutional roles. These attributes make them the best bet in navigating through hard

times and crisis for example during industrial unrest as they have capacity to build positive relationships with their followers. This has been confirmed by results of the analysis. Whenever leaders make their expectations known to employees, there is a higher likelihood of promoting good industrial relations among the tea estates in Limuru Sub-County.

Recommendations of the Study

In view of the conclusions given, the following recommendations are given:

The study findings revealed that a leader's balanced processing of information contributes to good industrial relations. The study recommends that there is need for leaders to be analytical concerning relevant data before coming up with decisions while taking into consideration repercussions of their leadership styles on industrial associations for better outcomes in organizations. It is also imperative for the leaders in industrial disputes to solicit others' views, interrogate the issues and challenge their deeply held positions. The decision makers in the tea estates in Limuru Sub-County should be guided on developing and/ or reviewing their policy manuals to incorporate training on authentic leadership not just specific to leaders but also to the employees. This way the full benefits accruing from authentic leadership can be tapped.

It is important for leaders to know how specific leader actions impact on their employees and industrial relations. The leaders need to reevaluate their position on important issues since a leader's self-awareness is the basis of improving good industrial associations. Further, it is critical for leaders to make their intent known to employees and lead by example so that employees can emulate them. Recommendations for Organizations

There is need to enhance organizational policies on industrial relations targeting authentic leadership training to both organizational leaders and union leaders. This will enhance interactive communication between leaders within the tea industry and union leaders. This will make the negotiations to be more effective and value adding. Organizations like COTU (Central Organization of Trade Unions) and FKE (Federation of Kenya Employers) should incorporate authentic leadership in their strategic plans so that the negotiating skills of the CBA negotiators are enhanced. More universities should also be facilitated to train leaders on authentic leadership. This will enhance industrial relations in organizations. A cordial worker relation remains grounded on fair processes, trust and shared respect; leading to increased motivation, loyalty and performance within the workforce. This ensures facilitation to realize the desired outcomes for the institution (Sahoo & Sahoo, 2018). Employee relations is profiled to be a critical occurrence comprising of integrative processes by individuals to the events in a workstation motivating them to function as a group in order to improve productivity (Amstrong, 2012).

Proposals for Future Research

The areas detailed below are recommended for future analysis

This analysis concentrated on effects of authentic leadership on good industrial relations in tea estates in Limuru Sub-County. Future studies can focus other industries outside the tea sector such as coffee and sugar to examine the influence of authentic leadership on industrial relations. This study focused on effects of authentic leadership on good industrial relations in tea estates in Limuru Sub-County, Kiambu County. Future studies can focus on broader areas outside Kiambu County including putting emphasis on a global perspective.

The study found out that 61.9 % of good relations is explained by a leader's self-awareness, relational transparency, balanced processing and internal moral standards. The remaining 38.1% is unexplained. Future researchers should carry studies to find out other factors (38.1%) influencing good industrial relations other than (leaders' self-awareness and leaders' relational transparency affect good industrial relations; leaders' balanced, leaders' internal moral standards and values) affect good industrial relations in tea estates in Limuru Sub-County. Other areas for future research might be to explore other leadership theories such as servant, democratic, ethical leadership in a similar method since the study focus was only on authentic leadership. The differentiation of the results into management, unionisable and union leaders requires further research; whether this is a variable that differentiates the effects of authentic leadership on good industrial relations could be investigated further.

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APPENDIX I: QUESTIONNAIRE FOR UNIONISABLE EMPLOYEES

This research is meant for academic purposes. You are requested to provide the answers as honestly as possible. The information provided will be treated with confidentiality. Please tick { } where appropriate or fill in the required information on the spaces provided.

Section 1: Background Information

1. Age 20- 30 years { } 31- 35 years { } 36- 40 years { } , 41- 45 years { }

46- 50 years { } Over 50 years { }

2. Gender Male { } Female { }

3. Highest level of education

{ } KCPE

{ } KCSE

{ } Certificate

{ } Diploma

{ } Degree

{ } Post Graduate

{ } Any other (Specify).....

4. How long have you worked with your employer

{ } Less than one year

{ } 2-5 years

{ } 6- 10 years

{ } 11-15 years

{ } Over 15 years

5. What is your category of employment? Please tick where appropriate

1. Management 2. Middle level 3. Upper Tier (sub staff). 4. General Worker. 5.

Union official

6. Have you experienced any industrial strike in your estate? Yes { } No { }

If yes, how many in the last ten years.....

If yes, what do you think was the main cause of strike(s).....

7. Do you think leadership has any relationship with industrial strikes? Yes { } No { }

Please justify your view.....

Section 2: Leadership and industrial relations

1. Please rank the following dimensions of authentic leadership in the order of importance you consider important in influencing good industrial relations in your organization using the following scale to indicate your response using a tick

1- Exceeds; 2-Very Good; 3- Good; 4- Average; 5- Below Average

Dimension of Authentic leadership

Rank

Self-Awareness

Balanced processing

Relational Transparency

Internalized moral perspective

2. Please respond to the following statements expressing your views on how you would rate your leaders on their influence on good industrial relations in your organization. Use the following scale to indicate your response using a tick

1- Strongly Agree; 2-Agree; 3- Undecided; 4- Disagree; 5- Strongly Disagree
Self-awareness

Characteristic	1	2	3	4	5
Ability to control personal biases					
Knows what they stand for					
Understands their strengths and weaknesses					
Understands and lives to their values and beliefs					
Encourages everyone to speak their mind					
Have predictable behavior					
Loyal and can be trusted					
Understand their unique talents					

Balanced Processing					
Characteristic	1	2	3	4	5
Are objective in analyzing data					
Unbiased in collecting information					
Stays clear of ego based defense (separates egoism from leadership)					
Ability to make balanced decisions					
Knows when it is time to reevaluate their positions to important issues					
Explore opinions of others before making a decision					
Solicits viewpoints from those who disagree with them					

Relational Transparency					
Characteristic	1	2	3	4	5
Listens carefully to different points of views before coming to a conclusion					
Ability to reveal personal thoughts and feelings					
Are compassionate and have a heart of concern					
Sensitive to needs of others					
Admits mistakes when they are made					
Share successes with subordinates					
Internalized moral perspective					
Characteristic	1	2	3	4	5
Tells you the hard truths					
Makes difficult decisions based on high standards of ethical conduct					
Selfless and leads with a purpose					
Makes judgements that serves the greater good of others					
Enhances dignity, respect, integrity among employees					
Are good stewards of resources allocated to them					

Good Industrial Relations	1	2	3	4	5
Management and unions have a shared goal					
We have good faith bargaining					
Employee grievances are addressed in a timely manner,					
The employment relationship is the professional link between employer and employees.					
Delegating Contributes to the Organization of Work					

Thank you for taking time to fill the questionnaire despite your busy schedule which cannot go unacknowledged. In case you intend to send the questionnaire after completing it, kindly send to:

Evanson M. Waweru

P.O Box 39-00217 Limuru, Kenya

Email address: waweruevanson0@gmail.com

APPENDIX II: QUESTIONNAIRE FOR TOP MANAGEMENT/LEADERSHIP AND MIDDLE LEVEL MANAGEMENT

This research is meant for academic purposes only. You are requested to provide the answers as honestly as possible. The information provided will be treated with confidentiality. Please tick { } where appropriate or fill in the required information on the spaces provided

Section I: Background Information

1. Age 20- 30 years { } 31- 35 years { } 36- 40 years { } 41- 45
 years { }
 46- 50 years { } Over 50 years { }
2. Gender Male { } Female { }
3. Highest level of education
 { } KCPE
 { } KCSE
 { } Certificate
 { } Diploma
 { } Degree
 { } Post Graduate
 { } Any other (Specify).....
4. How long have you worked with your employer
 { } Less than one year
 { } 2-5 years
 { } 6- 10 years
 { } 11-15 years

{ } Over 15 years

5. What is your category of employment? Please tick where appropriate

Management { } Middle level Upper { } Tier (sub staff) { } General Worker

Union official { }

6. Have you experienced any industrial strike in your estate? Yes { } No { }

a. If yes, how many in the last 10 years.....

b. If yes, what do you think was the main cause of
strike(s).....

7. Do you think leadership has any relationship with industrial strikes? Yes { } No
{ }

a. Please justify your
view.....

Section 2: Leadership and industrial relations

1. Please rank the following dimensions of authentic leadership in the order of
importance you consider important in influencing good industrial relations in your
organisation using the following scale to indicate your response using a tick

1- Exceeds, 2-Very good, 3- Good, 4- Average, 5- Below average

Dimension of Authentic leadership	Rank
-----------------------------------	------

Self-Awareness

Balanced processing

Relational Transparency

Internalized moral perspective

2. Please respond to the following statements expressing your views on how you would rate yourself on your influence on good industrial relations in your organization. Use the following scale to indicate your response using a tick

1- Strongly Agree; 2-Agree; 3- Undecided; 4- Disagree; 5- Strongly Disagree

Self-Awareness

Characteristic	1	2	3	4	5
Ability to control personal biases					
Knows what you stand for					
Understands own strengths and weaknesses					
Understands and lives to your values and beliefs					
Encourages everyone to speak their mind					
Have predictable behaviour					
Loyal and can be trusted					
Understand your unique talents					

Balanced Processing					
Characteristic	1	2	3	4	5
Are objective in analyzing data					
Unbiased in collecting information					
Stays clear of ego based defense (separates egoism from leadership)					
Ability to make balanced decisions					
Knows when it is time to reevaluate your position to important issues					
Explore opinions of others before making a decision					
Solicits viewpoints from those who disagree with you					

Relational Transparency					
Characteristic	1	2	3	4	5
Listens carefully to different points of views before coming to a conclusion	☐	☐	☐	☐	☐
Ability to reveal personal thoughts and feelings	☐	☐	☐	☐	☐
Are compassionate and have a heart of concern	☐	☐	☐	☐	☐
Sensitive to needs of others	☐	☐	☐	☐	☐
Admits mistakes when they are made	☐	☐	☐	☐	☐
Share successes with subordinates	☐	☐	☐	☐	☐
Internalized moral perspective					
Characteristic	1	2	3	4	5
Tells followers the hard truths	☐	☐	☐	☐	☐
Makes difficult decisions based on high standards of ethical conduct	☐	☐	☐	☐	☐
Selfless and leads with a purpose	☐	☐	☐	☐	☐
Makes judgements that serves the greater good of others	☐	☐	☐	☐	☐
Enhances dignity, respect, integrity among employees	☐	☐	☐	☐	☐
Are good stewards of resources allocated to you	☐	☐	☐	☐	☐

Thank you for taking time to fill the questionnaire despite your busy schedule which cannot go unacknowledged. In case you intend to send the questionnaire after completing it, kindly send to:

Evanson M. Waweru

P.O Box 39-00217 Limuru,Kenya

Email address: waweruevanson0@gmail.com

APPENDIX III: QUESTIONNAIRE FOR UNION LEADERS

This research is meant for academic purposes. You are requested to provide the answers as honestly as possible. The information provided will be treated with confidentiality. Please tick { } where appropriate or fill in the required information on the spaces provided

Section I: Background Information

1. Age 20- 30 years { } 31- 35 years { } 36- 40 years { } 41- 45 years { }
46- 50 years { } Over 50 years { }
2. Gender : Male { } Female { }
3. Highest level of education
{ } KCPE
{ } KCSE
{ } Certificate
{ } Diploma
{ } Degree
{ } Post Graduate
{ } Any other (Specify).....
4. How long have you worked with your employer
{ } Less than one year
{ } 2-5 years
{ } 6- 10 years
{ } 11-15 years
{ } Over 15 years

5. What is your category of employment? Please tick where appropriate

Management { } Middle level { } Upper Tier (sub staff) { } General Worker
Union official { }

6. Have you experienced any industrial strike in your estate? Yes { } No { }

If yes, how many in the last 10 years?.....

If yes, what do you think was the main cause of
strike(s)?.....

7. Do you think leadership has any relationship with industrial strikes? Yes { } No {
}

Please justify your view.....

8. Do you think it is possible to work together in harmony with management without
resorting to disputes? Yes { } No { }

If No, why?.....

If Yes, how?.....

Section 2: Leadership and Industrial Relations

Please rank the following dimensions of authentic leadership in the order of importance
you consider important in influencing good industrial relations in your organization using
the following scale to indicate your response using a tick

1- Exceeds; 2-Very good; 3- Good;4- Average; 5- Below average

Dimension of Authentic leadership

Rank

Self-Awareness

Balanced processing

Relational Transparency

Internalized Moral Perspective

Please respond to the following statements expressing your views on how you would rate your leaders on their influence on good industrial relations in your organization. Use the following scale to indicate your response using a tick.

1- Strongly Agree; 2-Agree; 3- Undecided; 4- Disagree; 5- Strongly Disagree

Self-Awareness					
Characteristic	1	2	3	4	5
Ability to control personal biases	☐	☐	☐	☐	☐
Knows what they stand for	☐	☐	☐	☐	☐
Understands their strengths and weaknesses	☐	☐	☐	☐	☐
Understands and lives to their values and beliefs	☐	☐	☐	☐	☐
Encourages everyone to speak their mind	☐	☐	☐	☐	☐
Have predictable behavior	☐	☐	☐	☐	☐
Loyal and can be trusted	☐	☐	☐	☐	☐
Understand their unique talents	☐	☐	☐	☐	☐

Balanced Processing					
Characteristic	1	2	3	4	5
Are objective in analyzing data	☐	☐	☐	☐	☐
Unbiased in collecting information	☐	☐	☐	☐	☐
Stays clear of ego based defense (separates egoism from leadership)	☐	☐	☐	☐	☐
Ability to make balanced decisions	☐	☐	☐	☐	☐
Knows when it is time to reevaluate their positions to important issues	☐	☐	☐	☐	☐
Explore opinions of others before making a decision	☐	☐	☐	☐	☐
Solicits viewpoints from those who disagree with them	☐	☐	☐	☐	☐

Relational Transparency					
Characteristic	1	2	3	4	5
Listens carefully to different points of views before coming to a conclusion	☐	☐	☐	☐	☐
Ability to reveal personal thoughts and feelings	☐	☐	☐	☐	☐
Are compassionate and have a heart of concern	☐	☐	☐	☐	☐
Sensitive to needs of others	☐	☐	☐	☐	☐
Admits mistakes when they are made	☐	☐	☐	☐	☐
Share successes with subordinates	☐	☐	☐	☐	☐

Internalized moral perspective					
Characteristic	1	2	3	4	5
Tells you the hard truths	☐	☐	☐	☐	☐
Makes difficult decisions based on high standards of ethical conduct	☐	☐	☐	☐	☐
Selfless and leads with a purpose	☐	☐	☐	☐	☐
Makes judgements that serves the greater good of others	☐	☐	☐	☐	☐
Enhances dignity, respect, integrity among employees	☐	☐	☐	☐	☐
Are good stewards of resources allocated to them	☐	☐	☐	☐	☐

Thank you for taking time to fill the questionnaire despite your busy schedule which cannot go unacknowledged. In case you intend to send the questionnaire after completing it, kindly send to:

Evanson M. Waweru

P.O Box 39 -00217 Limuru,Kenya

Email address: waweruevanson0@gmail.com

APPENDIX IV: NACOSTI RESEARCH PERMIT

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Ref No: 713742	Date of Issue: 18/June/2020
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