**LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR OF UGANDA**

**A CASE OF KAMPALA CITY COUNCIL AUTHORITY (KCCA).**

**BY**

**KASINGYE GLORIA**

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 **UNIVERSITY**

**DECEMBER, 2021**

**DECLARATION**

I Kasingye Gloria, declare that this dissertation proposal under the topic **“Leadership Styles and Employee Performance in the Public Sector of Uganda. A case of KCCA in Kampala”** is my original work and is presented for approval for field study.

KASINGYE GLORIA

Signature ………………………………… Date ………………………………..

# **APPROVAL**

This research dissertation has been done under my supervision and it is now ready for submission.

Dr. LUTAAYA SADAT

(University Supervisor)

Signature…………….………………… Date……………………………………

# **DEDICATION**

This work is dedicated to God the Almighty and to my lovely sons Isaiah, Elijah and Ezekiel and my husband Cosmas Muhumuza.

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# **ABSTRACT**

The topic of the study is Leadership Styles and Employee Performance in the Public Sector of Uganda. A Case of Kampala City Council Authority (KCCA), in Kampala, which was investigated by Kasingye Gloria (Index No: 2019/AUG/MBA/M225990/WKD/KLA). The study examined the effect of Leadership styles on Employee performance in the public sector of Uganda. A case of KCCA in Kampala. The study was guided by the following objectives; to examine the effect of transformational leadership style on Employee performance at KCCA, to ascertain the effect of laissez faire leadership style on Employee performance at KCCA and to determine the degree to which authoritarian leadership style affects Employee performance at KCCA. This study adopted a case study design using both the quantitative and qualitative methods of data collection. A sample size of 191 was determined from a population of 380 using Krejcie & Morgan (1970). Purposive, simple random and convenience sampling techniques were used to select the respondents from the staff and clients of KCCA. The respondents were issued with self-administered questionnaires which had closed ended questions and face to face interviews were conducted among administrative staff of KCCA.

The correlation results indicated a significant positive effect of Transformational leadership style on employee performance at KCCA (r = 0.617 with probability value (p = 0.000); a significant positive effect of Laissez-faire leadership style on employee performance at KCCA (r = 0.582 with probability value (p = 0.000) and an insignificant negative effect of Autocratic/Authoritarian leadership style on Employee performance at KCCA (r = -.470 with probability value (p = 0.000). It was recommended that Kampala City Council Authority should further empower their employees by developing teams and according some measure of power and authority to these teams; KCCA should advocate for better leadership styles that suite different situations so as to reduce the dominance of authoritative leadership unless in situations where it is necessary and that it was important for KCCA to reduce authoritative leadership and laissez-faire leadership by designing performance procedures that promote professional performance guidelines that create a sense of responsibility to employees.

The study recommends future research on other types of leadership using more of public organisations and in other different private sectors and by involving variety types of samples and approaches in different contexts.

The key references in this study are; (Al-edenat, 2017; Elrehail et al. 2018; Al Khajeh, 2018; Suifan, Abdallah, & Al Janini, 2018; Chan et al. 2019; Rohana & Abdullah, 2017; Rawashdeh, 2018; Rawashdeh, Elayan, Shamout & Saleh, 2020; Rifaldi et al. 2019; Okwu & Nwankwere, 2019) that have conducted studies in different contexts and confirmed the positive association between leadership styles and employee performance.

# **LIST OF ABBREVIATIONS/ ACRONYMS**

CDO- Community Development Officer

CVI- Content Validity Index

DV- Dependent Variable

IV- Independent Variable

HODs- Head of Departments

HR- Human Resource

KCCA- Kampala City Council Authority

OP- Organisational Performance

TL- Transformational Leadership

SAQ- Self-Administered Questionnaire

SMEs- Small and Medium Enterprises

SPSS- Statistical Package for Social Sciences

# **CHAPTER ONE**

# **INTRODUCTION**

1. **Introduction**

The study aimed at examining the effect of Leadership styles on Employee performance in the Public sector of Uganda. A case of KCCA in Kampala. Leadership styles which was the Independent Variable was defined as the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them (Abasilim, 2019). The variable was measured through categorized as follows: transformational leadership, laissez faire and authoritative leadership style (Al Khajeh, 2018). Employee performance which was Dependent Variable in this study was defined as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Halásková & Bednár. 2020). In this study, employee performance is measured using the following attributes; executing defined duties, meeting deadlines, team input and achieving departmental goal (Sunarsi, 2020).

In this chapter, attempt is made to position and introduce the subject matter of the study. The background to the study provides an overview of what the study variables. Statement of the problem highlights the main variables under consideration. From the objectives of the study the research questions are derived, which questions, the study will attempt to answer and suggest possible solutions to the problem. Scope of the study specifies the boundaries of the study in terms of geographical location, and population type and size. Significance of the study are also outlined, and the chapter is concluded the conceptual framework used to explain the relationship between the study variables.

**1.1. Background to the Study**

**1.1.1. Historical Background**

In the recent past, leadership has engaged in strong terms as a new effective approach for managing employees and the organization at large. The concept of Human Resource Management has however gradually replaced the traditional concept of personnel administration. This has necessitated the strategic integration of new leadership styles into the effective management of the human capital. Kenneth & Heresy (1988) assert that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate”. The amount of direction and social backup a leader gives to subordinates depended on their styles to fit the context. Local councils have been in existence for a number of years yet the exodus of talent from these councils reflects an administrative phenomenon where the contingency of leadership, style, situation and performance criteria have been left to suffocate on their own.

As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties. Previous studies such as: Prentice, Erdan & Ipkin, (2019); Sunarsi, (2020); Ahmadi & Zohrabi, (2018), Koh & Bhatia, (2020) and others in the past, investigated performance phenomena and how it was affected by various variables such as: Leadership styles, work environment, motivation among others. It was noted that, in most studies, the concept of transformational approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership processes especially in large work environments. All in all, the history of leadership and how it affects performance dates as back as early as the 17th century (Cole 2004) where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

One of the key leadership studies of the 1990s - the Karpin Report (1995) identified that the emerging forms of organizations (more dynamic, unpredictable, global, and competitive) required new forms of leadership. Karpin noted that Australian managers needed to improve their interpersonal, strategic, and entrepreneurial skills as part of the new leadership approach. While not directly addressing how Australian corporations and their leaders have embraced those recommendations, this new study updates and contributes to our understanding of leadership and Organizational culture in Australian enterprises in the early 21st Century. What has emerged from this study is a unique and fascinating picture of business leaders on the cusp of some major changes in the way they lead and work generally. The Survey reveals not only who, in demographic terms, our business leaders/providers and city councils are but how they lead, what kinds of cultures exist in their organizations, and what kinds of job outcomes they and their staff are experiencing as the result, because all these are critical to the experiences at work as well.

## **1.1.2. Theoretical Perspective**

This study was guided by two theories of; Contingency Theory by Fiedler’s (1964) and Transformational Leadership Theory by Burns in 1978.

The Contingency Theory which was advanced by Fiedler’s (1964) stated that; the leader’s ability to lead is contingent upon various situational factors, including the leaders‟ preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors. This theory propounded that the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance (Abbas & Yaqoob, 2009. For this study therefore, the above theory explored performance needs in relation to its propositions to applicable situations as was noticed in subsequent chapters.

The theory also stated that employees can develop a sense of obligation, according to the norm of reciprocity, an employee might engage in organizational citizenship behaviours or counter productive work behaviours as a mutual action rewarding past leadership practices, especially those directed at employee improvement and organizational status (Sadia & Aman, 2018). The researcher therefore contended that social exchange dynamics and identification processes can interact together to reinforce the impact of leadership styles and actions. Although virtually any employee’s attitudes and behaviours could be potentially affected by the management environment, the researcher noted that most organisational defaults resulted from poor leadership approach where most managers, team leaders and councilors at different levels did not practice or use appropriate leadership styles contingent to appropriate styles (Shala, Prebreza & Ramosaj, 2021).

Contingency Theory is related to our study because it helps us to predict whether a person who has worked well in a position in an organization will be just as effective if moving to a completely different position in the same company. Furthermore, contingency theory may indicate changes that senior management of KCCA may wish to make in a lower-level position in order to guarantee a good fit between an existing manager and a particular work context. These are just some of the ways in which this theory can be applied in organizational settings.

This study was also guided by the Transformational Leadership Theory propounded by Burns in 1978 and later further developed by Bass (1985) were the basis for this study. The Transformational Leadership Theory suggests that transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents (Krishnan, 2012). The Transformational Leadership Theory suggests that when the leader transforms followers’ self-interest, increases their confidence, elevates their expectations, encourages behavioural change and motivates others to higher levels of personal achievement hence they are likely to stay on their jobs. It adds that transactional leadership theory proposes that when a leader develops agreements with employees that make clear what they receive if they do something right and what will happen if they do something wrong, they are likely to stay.

Transformational Leadership Theory is relevant to the study because it explains management of KCCA can improve the performance of the organisational through transforming employees, teams and organizations and achieve actual grow in the earnings of the organization, the followers’ behavior and moral value promotion.

**1.1.3. Conceptual Perspective**

The independent variable in this study was leadership style which was perceived as the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them (Abasilim, 2019). Leadership style plays an important role in the organizations of today (Al Khajeh, 2018). Researchers in the area of leadership suggest that no one leadership style is better than the other but that styles are dependent on some factors (Bhargavi & Yaseen, 2016; Choobdar, Valadkhani & Mehrali, 2018). They indicate such factors to include the type of organization, nature of the task, characteristics of the individuals in the leader’s team, the group the leader leads as a whole and more importantly, the personality of the leader (Devi & Dibley, 2019). To them therefore, there is not one leadership style that is considered best at all times as a particular situation would demand one or a combination of different leadership styles (Krishnan, 2019).

It is noteworthy to stress that leadership is the life blood of any organization and its importance cannot be underestimated. However, no one’s leadership style is better than the other but styles are dependent on some factors like the type of organization, nature of the task, characteristics of the individuals in the leader’s team, the group the leader leads as a whole and more importantly, the personality of the leader (Devi & Dibley, 2019). Leaders should be able to know how their leadership skills influence their followers as it has an impact on the followers being supportive of them or not (Abasilim, Gberevbie & Osibanjo, 2018; Choobdar, Valadkhani & Mehrali, 2018). Leadership style reflects what leaders “do” and how they “behave” (Ramachandran, 2019). There are many dimensions to leadership and many possible ways of describing leadership styles such as dictatorial, unitary, bureaucratic, charismatic, consultative and participative (Jyoti & Bhau, 2017; Sadia & Aman, 2018).

Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates (Rifaldi, Ramadhini & Usman, 2019). Amirullah (2018) consider leadership as the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives. Trivisonno & Barling (2016) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. According to modern leadership styles, leadership styles can be categorized as follows: (1) transformational leadership, (2) laissez faire (3) authoritative leadership style and (4) autocratic leadership (Al Khajeh, 2018).

Transformational leadership can be referred to the type in which a leader works with their teams concurrently to identify the necessity of change, hence creating a vision towards leading such change. This leadership style encourages subordinates to rise above their self-interest to achieve organizational goals beyond the stated expectations. This is done through the alteration of their perception, behavior, morals, ideas, interests, and values (Onsardi & Arkat, 2020). In a similar manner, Pawar (2019) described transformational leaders as those individuals who are fond of stimulating and inspiring their followers to accomplish unprecedented results and, in the process, build up their own leadership competencies. This infers that transformational leadership is change driven, especially as it pertains to the way manner goals are achieved. These leaders are concerned not only about the attainment of organizational goals that go beyond the stated expectations, but also about the development of their employees/subordinate capacity (Christian, 2018).

Laissez-Faire leadership style can be defined as a delegative leadership in which the leaders are hands-off in nature, while the group members are allowed to make decisions (Rangus & Černe, 2019). In certain settings and situations, the Laissez-Faire leadership may emerge as the most appropriate leadership style implementable in order to maximise the effect (Maamari & Saheb, 2018). This kind of leadership style necessitates minimum supervision only and works exceptionally well when the leader provides all key information and materials for the project initiation (Rifaldi, Ramadhini & Usman, 2019). Under the Laissez-Faire leadership, self-motivated group members will automatically carry out the tasks of their expertise without requiring supervision and tasks assigned by their leaders accordingly as only they are more familiar about their strengths (Page, Kramer & Klemic, 2019). Therefore, team members who are collectively equipped with professional skills, self-motivated, and capable of working on their own will be able to execute their tasks under minimum guidance (Page et al., 2019).

Laissez-faire leadership style is characterized by its physical presence but absent in leadership (Al Khajeh, 2018). It is defined as “the inability or a mark of general failure to take responsibility for managing and coordinating activities thereby showing leaders who avoid making decisions, hesitate in taking action, and are absent when needed in critical situations” (Koh & Bhatia, 2020). In the same vein, Abasilim (2019) described this style of leadership style as “leaders who avoid making decisions, hesitate in taking action, and are absent when needed. In addition, it is characterized by the leader’s non-interference with the activities of the employees in respect of decision-making processes and the way and manner in which employees intend to attain organizational goals that are left to them (Greenberg & Wang, 2020).

An autocratic leadership is also otherwise known as authoritarian leadership, which is a leadership style deemed as a controlling type by most individuals (Christian, 2018). This is attributable to all decision-makings and strategic implementations being made solely by the leader or with little input from the group members (Onsardi & Arkat, 2020). Generally, autocratic leadership represents the crop of leaders who make a decision without first enquiring the agreement of their team members (Okwu & Nwankwere, 2019). This is usually applied when a quick decision is required and the team consensus is not crucial for the acquisition of successful results (Liu & Sims, 2018). Besides, little opportunity is given to staff and team members to make suggestions in this type of leadership, even if it should be done in the best interest of the team or organisation (Rifaldi, Ramadhini and Usman, 2019). An autocratic leader mostly makes their decision based on personal judgments and ideations, which rarely include their follower’s input, and the leader has an absolute control over the group being led (Igbaekemen & Odivwri, 2018). Additionally, according to Galston (2018), autocratic leaders oftentimes give orders without explaining the reasons or future intentions.

The dependent variable in this study was employee performance which was perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Halásková & Bednár. 2020). It is operationally known as: Executing defined duties, meeting deadlines, team input, and achieving departmental goals. The above should lead to efficiency, specialization, effective feedback and good organizational relations (Moullin, 2017). The job-related activities expected of a worker and how well those activities were executed (Prentice, Erdan & Ipkin, 2019). Many organisations and business personnel assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify the suggested areas for improvement (Choi, 2020). A recognized and trusted identity makes people confident that the organization is dependable (Striteska & Lyndon, 2018).

Managing individual performance in organizations has traditionally centered on assessing performance and enhancing incentives, where effective performance is seen as the result of the interaction between individual ability and motivation, this goes hand in hand with performance goals (Prentice, Erdan & Ipkin, 2019). It is worth noting that the higher the employee morale and drive, the greater the chances that a company will not only keep the best employees but will also motivate talented employees to perform at optimum levels (Halásková & Bednár. 2020). HR practices have a massive contribution to employee performance and productivity (Choi, 2020). Striteska and Lyndon (2018) further observed that use of various HR practices to improve work performance is in most cases ignored, put on the back burner or at best assumed to be handled with existing practices. However, research work is yet to be done to determine the magnitude of influence of the various HR practices on employee performance (Kamble et al., 2020). Employee performance is measured using the following attributes; executing defined duties, meeting deadlines, team input and achieving departmental goal (Sunarsi, 2020).

**1.1.3. Contextual perspective**

KCCA is a government authority that deals with managing Kampala city, its nonprofit organisation. They get resources as a local authority through the decentralized development budget into the social services sector such as primary health care, primary education, family planning, nutrition, water supply and sanitation to address the issue of poverty in general (Population Secretariat & UNFPA, 2012). KCCA has been able to make an impact on the city; however there are still problems stemming from leadership styles and employee empowerment in the organisation

At Kampala District Council Authority, employee performance is critical to the achievement of its mission which was: to provide improved service delivery to its clients and citizens with efficiency and effectiveness. Employees are performing different functions of the district council with deadlines and numerous performance targets, however due to beaucracy, organizational politics and the use of Administrative approaches to management (as noted by the performance review report 2006) hindered the integration of appropriate style into specific situations. Consequently, performance was hindered by poor organizational structures and systems which caused slow adoption to the strategic performance based requirements for a change in leadership styles. This had undermined meeting deadlines (Kamugisha, 2019) team input, executing defined duties and achieving departmental goals that are important for stimulating employee performance.

## **1.2. Statement of the Problem**

In various institutions and organizations such as: Kampala City Council Authority (KCCA) yet to be healthy, they needed sound leadership styles which included transformation approaches, authoritative approaches and laissez-faire approaches to leadership. However, employee performance of public institutions in Uganda is affected by poor leadership styles, delay in disbursement of approved budgeted funds, pay, political bickering and corruption (Ndagire, 2019). According to Ndagire (2019) there is poor level of employee performance at Kampala Capital City Authority (KCCA). This was confirmed by the high level of inefficiency in the overall level of the performance of KCCA as an organization. The poor employee performance was attributed to poor leadership styles among top officials (Ndagire, 2019). This is escalated by the problem of poor leadership due to the misunderstanding among the Minister of Kampala, former KCCA Executive Director and Kampala Lord Mayor leaving little to be desired of how an institution of that nature can be able to perform effectively (Ndagire, 2019).

The prolonged fights among the Lord Mayor, Executive Directors and Ministers of Kampala Metropolitan Area, have led to poor employee performance. According to Mr Tumwebaze, the former Minister for Kampala, who as accused of turning City Hall into a battlefield and taking sides in the conflict between the Lord Mayor and the councilors, the quarrels between Lukwago, the councilors and the technical personnel of KCCA didn’t start with him. His explanation was that, “They are from the start of KCCA, far before my appointment. I found them bickering and fighting each other. They had already taken their various petitions to court and Parliament.” (Daily Monitor. Saturday, June 11, 2016). The former Kampala minister, now Agriculture minister, however, blamed “Lukwago’s personal character” as the cause of the conflicts at City Hall, adding that “he is a fellow who enjoys conflicts and quarrels maybe to be seen as important, yet leadership is about humility” (Daily Monitor. Saturday, June 11, 2016). The current study therefore, examined the effect of leadership styles on employee performance in the public sector of Uganda. With particular reference to KCCA in Kampala.

## **1.3. Purpose of the Study**

The study examined the effect of Leadership styles on Employee performance in the Public sector of Uganda. A case of KCCA in Kampala.

## **Objectives of the Study**

The study was guided by the following objectives;

1. To examine the effect of transformational leadership style on Employee performance at KCCA.
2. To ascertain the effect of laissez faire leadership style on Employee performance at KCCA.
3. To determine the degree to which authoritarian leadership style affects Employee performance at KCCA.

## **1.5. Research Questions**

From the above study objectives, the following questions were formulated;

1. What is the effect of transformational leadership style affect employee performance at KCCA?
2. What is the effect of laissez faire leadership style on Employee performance at KCCA?
3. To what extent does authoritarian leadership style affect employee performance at KCCA?

## **1.6. Hypothesis of the Study**

H1: There is a statistical significant positive effect of transformational leadership style affect employee performance at KCCA.

H2: There is a statistical significant positive effect of laissez faire leadership style on Employee performance at KCCA.

H3: There is a statistical significant positive effect of authoritarian leadership style on employee performance at KCCA.

## **1.7. Scope of the Study**

The scope of the study captured the subject scope, geographical scope and time frame within which the study was conducted.

## **1.7.1. Content Scope**

Conceptually, the study examined the effect of leadership styles on employee performance in the public sector of Uganda, using KCCA in Kampala as a case study. The Independent Variable was conceived as Leadership styles categorized as; transformational leadership style, laissez faire leadership style and authoritarian leadership style. The Dependent Variable which was Employee performance was restricted to executing defined duties, meeting deadlines, team input and achieving departmental goal.

## **1.7.2. Geographical Scope**

The study was carried out at Kampala City Council Authority (KCCA)’s in Kampala. KCCA head offices are located on Nakasero Hill in the central business district of Kampala. The headquarters are immediately south-west of the Uganda Parliament Building. The main entrance to the KCCA Complex is located on Kimathi Avenue, which comes off of Parliament Avenue. The coordinates of this building are 0° 18' 54.00"N, 32° 35' 9.00"E (Latitude: 0.315000; Longitude: 32.585832).

## **1.7.3. Time Scope**

The study focused on a period of five years i.e., 2017-2021. This period was important simply because it was characterized by work interruptions because of leadership wrangles. This period was sufficient to investigate stakeholder participation and sustainability of projects.

## **1.8. Significance of the Study**

The research findings and recommendations may be of importance to the following stakeholders:

The research was also intended to be useful to future researchers, students and academicians digesting the effect and importance of the different leadership styles on performance. By exploring how this study revealed new findings and adding to the existing knowledge.

The study findings are expected to benefit organizations and local councils intending to obtain effective performance from their workers by using new approaches to leadership by reducing the influence of authoritative leadership and increasing the use of corporate leadership.

The study may also be useful to leaders, councilors, and managers in organizations by employing leadership styles in relevant situations effectively. This would help reduce social accidents, wastage of and internal conflicts in the working environment.

The findings may be helpful for the managers to understand that which kind of leadership style is most appropriate in terms of its outcomes and how they can modify their leadership styles to make it more effective and result oriented. This study may help managers better understand the need for adopting a transformational leadership style to increase employee performance.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.0. Introduction**

The chapter contained summary of literature about the study's variables, theoretical overview and literature on the leadership styles in form transformational leadership style, laissez faire leadership style and authoritarian leadership style and employee performance in the public sector.

## **2.1. Literature Survey**

The relationship between leadership style and employees’ performance has no doubt attracted considerable research interests. Most research reveals diverse findings; for instance, Perryman and Hayday (2020) conducted a study in Lebanese service sector firms and observed that Lebanese leadership style was assumed to be more transformational than transactional and that both leadership styles (transformational and transactional leadership) had positive relationships and affected employees’ performance. The study observes that there were no significant differences between male and female respondents on transformational and transactional leadership styles. However, a significant difference exists between Muslim and Christian societies. Additionally, Suifan et al. (2018) conducted study in Jordanian banking sector and maintained a significant relationship between TL and OP. Using data from pharmaceutical sector in Jordan, Alrowwad et al. (2017) concluded that there is no relationship between TL and OP. The above studies were carried out on specifically transformational and transactional leadership styles in Lebanese and Jordan, this leaves both content and geographical gaps, which this study sought to bridge by examining the effect of leadership styles (Transformational, Laissez-Faire leadership and Democratic leadership styles) in the public sector of Uganda and in particular KCCA in Kampala.

A research investigation by Dariush et al. (2016) found that transformational and transactional leadership styles of managers have a significant positive effect on employees’ performance, but laissez-faire leadership has a negative effect on employees’ performance. The finding implies that not all leadership styles would have a similar kind of relationship with employees’ performance. The relationship could be either positive or negative. Also, Dahie, Mohamed, and Mohamed’s (2017) study indicated that employees’ performance is positively related with transformational and transactional leadership styles. Recent studies of Rawashdeh et al. (2020) also found a similar result. Mulugeta and Hailemariam (2018) revealed that the leadership style applied in their organization was more inclined to transformational leadership style, followed by transactional and laissez-faire leadership styles as adjudged by the employees. The study also concluded that there are certain factors that also affect the employees’ performance in the organization, apart from leadership styles. The above studies were carried out on specifically transformational and transactional leadership styles, and this leaves both content gap, which this study sought to bridge by examining the effect of leadership styles (Transformational, Laissez-Faire leadership and Democratic leadership styles) in KCCA in Kampala, Uganda.

Similarly, Mgeni (2015) investigated leadership styles in Tanzania with special reference to SMMEs and reported that overwhelming majority of the respondents used entrepreneurial leadership style. The study resolved that there was a significant positive association between entrepreneurial leadership style and business performance. Devi & Dibley (2019) conducted an investigation on leadership styles in SMEs and reported that transformational and transactional styles were the dominant approaches when it came to leadership. The above studies were carried out on the influence of leadership styles and performance among SMEs in Tanzania, this leaves both content and geographical gaps, which this study sought to bridge by examining the effect of leadership styles (Transformational, Laissez-Faire leadership and Democratic leadership styles) in the public sector of Uganda and in particular KCCA in Kampala.

Greenberg & Wang, (2020) studied the effects of leadership style on organizational performance in small-scale enterprises. They reported that transactional leadership style had significant positive effect on performance, while transformational leadership style had positive but insignificant effect on performance. Iqbal & Haider (2017) alleges that small business leaders lend to maximize control and eschew delegation of authority and accountability, preferring instead to directly caring out or to supervising most of the daily operations of their organizations themselves. Thus, this type of leadership aligns with despotic style of leadership. Gcaza, Garande, and Echezona (2018) conducted a study which assessed the effect of leadership style and organizational culture on employees’ performance. Their study found that there are significant positive effects of leadership styles and organizational culture on employees’ performance. The study also revealed that employees’ performance was influenced mostly by transformational leadership style when compared with transactional leadership style. However, this study examined the impact of leadership styles on employee performance in the public sector of Uganda and in particular, KCCA.

In the Nigerian context, studies on examining the relationship between leadership styles and employees’ performance seem to be under-researched. However, some studies reveal the increasing interest in leadership styles and employees’ performance (Abasilim et al., 2018) A study by Othman et al. (2013) revealed that both transformational and transactional leadership styles have a positive relationship with employees’ performance among Nigerian public university lecturers. The study disclosed the enthusiasm, recognizing accomplishments, leadership among Nigerian public universities to account for the variation of Nigerian public university lecturers in their commitment to stay and continue to work in Nigerian public universities. The above studies were carried out on the influence of leadership styles and performance in Nigerian public universities, this leaves a geographical gap, which this study sought to bridge by examining the effect of leadership styles on employee performance in the public sector of Uganda and in particular KCCA in Kampala.

In a related study conducted by Okwu and Nwankwere (2019) on Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria revealed that, despite the fact that transformational and transactional leadership have a positive relationship with the performance of banking employees in Nigeria, transactional leadership styles show more impact on the commitment of banking employees in Nigeria, which was seen to be more effective than transformational leadership style. Although a positive relationship exists between transformational leadership and employee’ performance, it was insignificant. This finding implies that the banking employees’ performance was not a function of the transformational leadership style and that the relationship between leadership styles and employee’ performance to one organization may differ from another organization. As a result, there is a need for leaders and managers to take note of their organization’s peculiarities. The above study was carried out on the influence of leadership styles and performance in the banking sector of public universities of Nigeria, this leaves a geographical gap, which this study sought to bridge by carrying out the same study on the public sector of Uganda and in particular KCCA in Kampala.

Abasilim et al. (2018) in a study on the canonical analysis between the perceived leadership styles and employee’s commitment and performance in Nigeria found out that there is a positive relationship between transformational leadership style and employees’ performance and on the contrary a negative relationship between transactional and laissez-faire leadership styles and employees’ performance in the study context. Furthermore, the results revealed that the most prominent indicators among the leadership styles that relate more to employees’ performance are inspirational motivation, intellectual stimulation, contingent reward, and idealized behavior, respectively. The study concluded that organizational performance can be said to have been achieved, when the appropriate leadership style that engenders employees’, performance has been identified and likewise that specific components of the leadership styles that relate more to employees’ commitment and performance are known and applied.

From the relevant literature reviewed, most of the research findings on the relationship between leadership styles and employees’ commitment showed a concession to the connection between them. However, there were some variances in their findings, and this causes one to ponder the universality of the findings and also the influence of the demographic variables on the relationship between leadership styles and employees’ performance is not known with respect to the public sector in the Ugandan work context. This observation indicates that there is a need to reconsider the relationship between leadership styles and employees’ performance in Uganda to confirm, reject, or modify existing claims by scholars. Along these lines, this study is an attempt to bridge this gap in the literature that affects the public sector of Uganda and KCCA in particular.

## **2.2. Theoretical Review**

The Contingency Theory advanced by Fiedler, (1964) and Transformational Leadership Theory by Burns in 1978 were used in the study.

## **Contingency Theory**

This study was guided by the Contingency Theory advanced by Fiedler, (1964). Contingency theory is an approach to the study of organizational behavior in which clarifications are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. This theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance. The first assumption here is that; an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviors (Padmanathan, 2010). However, this assumption did not cater for the inherent change in human behaviors that necessitated different approaches in management and thus this left a gap in the researcher’s field to try and bridge the gap by testing for the impact of this assumption to employee behavioral scenarios in performance. The second assumption here is that any leadership style depends on a specific situation; by this Fiedler implied that; the behavioral patterns of the leader will help him / her acquire competences needed for effectiveness in using the styles in their relevant situations and thus effectiveness in performance. However, the second assumption in this theory left a lot to be desired, since situations were determined by both external and internal factors that affected the way employees responded to the situations presented to them. It was believed by most respondents that approaches hugely influenced leadership styles that matched different situations but the challenge was for the team leaders to know which leadership styles to use.

One of the strengths of the Contingency Theory is its longevity/permanency. This theory has endured over the decades as a valid and dependable approach on how to achieve effective leadership because it is grounded in empirical research (Abbas & Yaqoob, 2009). Researchers who have followed Fiedler have authenticated contingency theory with their own research (Saqer & Lawler, 2020). Contingency Theory has broadened the scope of leadership understanding from a focus on a single, best type of leadership to emphasizing the importance of leader’s style and the demands of different situations (Sadia & Aman, 2018). The limitation of the Contingency Theory is that it has not adequately spelled out various types of actions which can be taken under different situation. It is adequate to say that ‘a managerial action depends on the situation. This approach should offer ‘if this is the situation, this action be taken (Saqer & Lawler, 2020). Unless this is to be done, the approach cannot offer much aid to the practice of management. No doubt, scholars have been conducted in this direction but, by and large, they have not satisfied the needs of managers.

## **Transformational Leadership Theory**

This study was also guided by the Transformational Leadership Theory propounded by Burns in 1978 and later further developed by Bass (1985) were the basis for this study. The Transformational Leadership Theory suggests that transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents (Krishnan, 2012). The leader may transform a follower’s self-interest, increase the confidence of followers, elevate followers’ expectations, and heighten the value of the leader’s intended outcomes for the follower (Gosling & Jones, 2012) such as retention. Transformational leadership has four components; idealised influence, individual consideration, intellectual stimulation and inspiration (Cetin & Kinik, 2015). The Transformational Leadership Theory suggests that when the leader transforms followers’ self-interest, increases their confidence, elevates their expectations, encourages behavioral change and motivates others to higher levels of personal achievement hence they are likely to stay on their jobs. On the other hand, the transactional leadership theory proposes that when a leader develops agreements with employees that make clear what they receive if they do something right and what will happen if they do something wrong, they are likely to stay.

The Contingency Theory underpinned this study more by connecting the independent variables (leadership style) and the dependent variable (employee performance), because the theory extends to the way managers think about the consequences of a decision as it relates to the entire company. A manager’s actions must reflect the culture, commitment to employee safety and wellbeing, profit orientation, branding positioning and customer attitudes of the entire organisation. The Contingency management style forces managers to make decisions and resolve problems based on how it will impact the company, not solely how it will affect a division or department. Fiedler’s (1964) contingency theory directed the study variables by the assertion that; the leader’s ability to lead is contingent upon various situational factors, including the leaders‟ preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors.

**2.3. Literature Review**

**2.3.1. Effect of Transformational Leadership Style on Employee Performance at KCCA**

Transformational leadership can be referred to the type in which a leader works with their teams concurrently to identify the necessity of change, hence creating a vision towards leading such change (Koh & Bhatia, 2020; Abazeed, 2018). This is achieved by their inspirational influence on their followers, whereby the change is executed together with their team members under their directional guidance. Accordingly, this type of leadership can be commonly found in most of today’s leaders (Maamari and Saheb, 2018). Furthermore, the importance of knowledge regarding the qualities that a transformational leader can bring into an organisation is undeniable as they are relatively strong and able to adapt in different situations. They can also share a collective consciousness, undertake self-management, and be inspirational to their followers when leading a group of employees (Pawar, 2019).

Accordingly, past researchers have claimed that transformational leadership exists when a leader’s behaviour influences their followers and inspires their employees towards performing beyond the perceived capabilities (Igbaekemen & Odivwri, 2018). Therefore, such leaders can motivate and lead their followers in order to achieve unexpected results as this type allocates employee autonomy for specific tasks; employee empowerment generally takes place in this case as they are allowed the authority for decision-making following sufficient and effective training (Hasmin, 2017). Besides, transformational leaders typically utilise inspiration and motivation effectively to drive their followers intrinsically and extrinsically, as well as articulate any future expectations clearly (Amirullah, 2018).

Moreover, the ideal influence conferred to the transformational leader is crucial; they act as a dependable role model for their followers and organisation and lead by example to persuade their employees for adhering to their organisational directives (Onsardi and Arkat, 2020). Such leaders have also been considered as an understanding authority who can prioritise their followers’ needs and try to satisfy them in order to enhance the work efficiency. Hence, transformational leaders are typically more ethical and very charismatic in the eyes of their followers (Pinck and Sonnentag, 2017).

The transformational leadership has a positive correlation with the organizational performance, higher than the exchange leadership (Carlos & Filipe, 2018). Business management attributes their successes to the leadership efficiency, that is, the leadership style of administrative supervisors has a considerable effect on the organizational performance (Faizan, Zehra, Nadda & Riaz, 2017). The leadership style of a leader has a considerable influence on the work performance of employees. It further indicates that the leadership style also affects the organizational performance. The leadership style determines the organizational performance that subordinates need realize, and gives suggestions and feedback to execution. In this course, subordinates can know the requirements of their role and executives can know demands of subordinates at the same time.

Findings of Elrehail et al. (2018), Devi and Dibley (2019), Krishnan (2019) and Greenberg & Wang, 2020) confirm that there is a significant positive relationship between both transformational and transactional leadership styles and employee performance. Coffman and Smith (2020) found that the impact of transactional leadership on job performance was not much stronger when compared with transformational leadership. As per Raveendran & Gamage (2019), the impact of transactional style on performance is not significant. This finding is consistent with the results reported in Sadia & Aman, 2018). Nielsen and Brenner (2018) found that transformational leadership behaviors and transactional contingent reward leadership behaviors to be positively related to employee performance.

Viduni (2021) found that transformational leadership had a significant positive impact on employee motivation and employees‟ job satisfaction, but had no significant effect on employee performance. The study of Christian (2018) also showed that there was a significant impact of transformational leadership on job satisfaction, as well as on employee performance. Onsardi and Arkat (2020) reported that perceived transformational leadership was associated with higher levels of task performance, and helping behaviors. A recent study by Chan et al. (2019) revealed that all of the components of transformational leadership had a significant positive association with employee performance.

To summarize, transformational leadership style is best suited for organizations seeking change in employees to protect their positions and stay competitive in the market (İşcana et al., 2014). Transformational leadership makes change in subordinates and organizations by redesigning values and perceptions, beliefs and goals, and changing subordinates’ aspirations and expectations (Almintisir et al., 2013; Rawashdeh et al., 2020). It also very effective in empowering individuals by giving them the opportunity to perform their work autonomously, enhancing organizational learning, and inspiring individuals to use all the available resources needed to stimulate firms’ performance (Rawashdeh, Elayan, Shamout & Saleh, 2020).

Various variables have researched organizational performance; that categorized as inside (organizational) and outside (environmental). These factors have significant effects on organizational performance (Rohana & Abdullah, 2017; Rawashdeh, 2018). The internal variables included in this study are transformational leadership and organizational innovation in Jordanian manufacturing sector. Organizations have implemented different business practices and administration policies to achieve positive outcomes and to attain significant level of performance (Al-Busaidi, 2013). Various researches have been conducted in different contexts and confirmed the positive association between transformational leadership styles and employee performance (Al-edenat, 2017; Elrehail et al. 2018; Al Khajeh, 2018; Suifan, Abdallah, & Al Janini, 2018; Chan et al. 2019).

**2.3.2. Effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) (Pinck and Sonnentag, 2018). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing on inter personal relationships between the leader's style and the demands of various situations and employees. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style (Rangus & Černe, 2019). The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics and well as North house believes in it, what he does not explore satisfactorily the major applicable points of this style, something the researcher intends to explore.

This type of leadership can be defined as a delegative leadership in which the leaders are hands-off in nature, while the group members are allowed to make decisions (Xenikou, 2017). Each leadership style has their own two sides of the coin, leading to benefits and possible pitfalls accordingly (Krishnan, 2019). Therefore, in certain settings and situations, the Laissez-Faire leadership may emerge as the most appropriate leadership style implementable in order to maximise the effect. In general, this leadership style can be characterised by several points, such as requiring minimum guidance from the leaders, while the followers are allocated complete freedom on the decision-making process (Norman & Luthans, 2018). Although any tools and resources needed are fully provided by the leaders, the group members are expected to be independent and able to solve the problems by their own. Furthermore, the power and full authority are handed to the followers in complete, whereas the leaders will take responsibility for the decisions and actions carried out (Al-Malki and Juan, 2018).

Moreover, this kind of leadership style necessitates minimum supervision only and works exceptionally well when the leader provides all key information and materials for the project initiation (Nielsen & Brenner, 2018). The Under the Laissez-Faire leadership, self-motivated group members will automatically carry out the tasks of their expertise without requiring supervision and tasks assigned by their leaders accordingly as only they are more familiar about their strengths. Therefore, team members who are collectively equipped with professional skills, self-motivated, and capable of working on their own will be able to execute their tasks under minimum guidance (Page et al., 2019). In contrast, among the downsides of Laissez-Faire leadership is the lack of role awareness. For example, certain situations when handled using this particular style leads to a poorly defined roles for the group members.

Besides, the task is to be carried out with minimal guidance from the leaders, resulting in their doubts regarding their role in the group and in completing the actual assignment within their own capacities Norman & Luthans, 2018). Furthermore, poor group member involvement is common due to Laissez-Faire leaders often being seen as uninvolved and withdrawn from the rest of them, thereby possibly resulting in the lack of cohesion within the group (Islam, Rahman and Siddiqui, 2018). Additionally, follower perception of less concerned leaders regarding whatever is happening in the company may cause them to show less care and concern as well, since their leaders have already done similarly (Okwu & Nwankwere, 2019).

Relatedly, Ramachandran (2019) contended that there was significant relationship between leadership styles and organizational performance. Effective leadership style was seen as a strong source of managing development and continued competitive advantage (Al Khajeh, 2018). Leadership style assists the organization in attaining its current objectives more efficiently by linking job performance to valued rewards and by guaranteeing that employees have the resources required to get the job done. Sadia & Aman (2018) examined the relationship between leadership style and leadership performance in schools and enterprises and found that leadership style had a significantly positive correlation with the organizational performance in both schools and enterprises. According to Rifaldi et al (2019), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. In this way, leadership, together with stimulants and incentives, promotes people’s inspiration towards achieving common goals, having a relevant role in the processes of forming, transmitting and changing organizational culture (Usman & Naveed, 2017).

**2.3.3. Effect of Authoritarian Leadership Style on Employee Performance at KCCA**

Generally, autocratic leadership represents the crop of leaders who make a decision without first enquiring the agreement of their team members. This is usually applied when a quick decision is required and the team consensus is not crucial for the acquisition of successful results (Rifaldi, Ramadhini and Usman, 2019). Besides, little opportunity is given to staff and team members to make suggestions in this type of leadership, even if it should be done in the best interest of the team or organisation (Mulugeta & Hailemariam, 2018). An autocratic leader mostly makes their decision based on personal judgments and ideations, which rarely include their follower’s input, and the leader has an absolute control over the group being led (Galston, 2018). Additionally, according to Iqbal et al. (2015), autocratic leaders oftentimes give orders without explaining the reasons or future intentions.

Although some cases have shown that the autocratic leadership style can be beneficial in an organisation, similarly many examples indicate that it may be problematic as those who abuse or frequently adopt this style are often termed as bossy (Pawar, 2019). The dictatorial and controlling nature of the leadership style may further lead to the dissatisfaction of employees. After all, a true leader will not force their employees to blindly follow their instructions; rather, they will more listen to the team members’ opinions (Christian, 2018). Moreover, such bossy behaviour can lead to resentment and conflicts among the group members due to autocratic leaders oftentimes making important decisions without consulting their team members (Galston, 2018). Similarly, the team members may dislike the lack of chance they are given to contribute their ideas, which will also lead to the lack of communication within the team for the strategies implementation; hence, it will be less efficient and effective (Islam, Rahman and Siddiqui, 2018).

In general, discourses on the association between leadership styles and performance are abundant and by different researchers. Prior scholarly works have revealed a notable link between leadership styles and organisational performance, whereby differences in styles will further identify the relationship between leadership styles and organisational performance, be it positive or negative (Yao et al., 2017). In fact, Rehman (2018) juxtaposed the different leadership styles and found an influential and positive correlation between leadership styles and employee performance. Therefore, comprehension of leadership impacts on employee performance is crucial due to them being viewed as key driving forces in order to upgrade organisational performance (Sadia & Aman, 2018). As seen in literature, certain scholars evidently believe that leadership styles can improve the organisational performance while others argue against this.

Rehman (2018) also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self-confidence and many more. If applied in its suitable situation, it brings about effectiveness in performance. However leadership in the Council is characterized by a large workforce, this means that for leadership styles to be effective, it should base on the effectiveness of the Council's leadership arm which is both administrative and political in use of the leadership styles in their relevant situations effectively. Indeed, most issues raised from the nature of the administrative structure.

## **2.4. Conceptual Framework**

Conceptual framework is a model of how one makes a logical link between the several elements that have been identified as important to the problem (Sekaran, 2003). The conceptual framework adopted for this study is developed to examine the effect of leadership styles on employee performance in the public sector as shown in the figure 2.1

##

## **Figure 2.1: Conceptual Framework**

 **INDEPENDENT VARIABLE DEPENDENT VARIABLE**

**Leadership Styles**

* Transformational leadership style
* Laissez faire leadership style
* Autocratic/Authoritarian leadership style

**Employee Performance**

* Executing defined duties
* Meeting deadlines
* Team input
* Achieving departmental goal

 **Intervening Variables**

* Local political procedures
* Government bureaucracy

**Source: *Gosling & Jones, (2012) with modifications, 2021***

The conceptual framework indicates the effect of leadership styles on employee performance in the public sector as the independent and dependent variable respectively. Figure 2.1 illustrates that the three leadership styles that are mostly practiced in most local councils and modern political organisations that require different situations. However, local political procedures and government bureaucracy were a huge hindrance to employee performance. It further points at the fact that the three leadership styles such as transformational leadership style, laissez faire leadership style and authoritative leadership style, where these styles are instrumental in according appropriate leadership tools to the supervisors and managers in the execution of duties and responsibilities of the local council. One would assume that this conceptual framework accords managers with the most suited style at a given time rather than applying these styles unconsciously. These styles are important in stimulating employee performance that would be manifested in the increased execution of duties, meeting deadlines, increasing teamwork and consequently achieving departmental goals. However, in Kampala city council, the perfect execution of the leadership styles is hugely limited by both internal and external politics which is reflected in high levels of bureaucracy, government interference and internal wrangles that have been profoundly emanate in Kampala city council authority.

# **CHAPTER THREE**

# **RESEARCH METHODOLOGY**

## **3.0. Introduction**

This chapter describes the methods that were used to gather the data relevant to the study. It contains the research design, research approaches, research strategy, research duration, research classification, study population, sample size determination, sampling procedure and sources of data. It also explains the method and procedures for data collection, data quality control, analysis and interpretation of the research findings, ethical considerations, and limitations of the study.

## **3.1. Research Design**

## Research design refers to a strategy which shows the plan of an inquiry thought suitable to the research (Kothari, 2004). For the purpose of this study, a case study research design was used. It was used to narrow down a very broad field of research into one easily researchable topic. A case study design was selected to get the required data since a case study was a complete study in itself can offer focused and appreciated insights to phenomena that may otherwise be vaguely known or understood (Nachmias & Nachmias, 2008). It was issued to identify and obtain information on the characteristics of a particular problem or issue Also, this design provided a meaningful and accurate image of events and seeks to explain people’s perception and behavior on the basis of the data collected (Cooper & Schindler, 2011).

## **3.1.1. Research Approaches**

In this case both qualitative and quantitative methods were used. In this study, both methods were utilized for instance the qualitative opinions that was got and confirmed by statistical data. The study used in-depth interviews, observations (qualitative) as well as survey and statistical records like tables (Amin, 2005). Qualitative approach enabled the researcher capture the respondents’ attitudes, behaviours and experiences regarding the phenomenon under study. Quantitative approach such as survey enabled the researcher gather large scale data, in a moderately shorter time frame (Bryman. 2008). The qualitative approach was used to understand the deeper meaning of the responses and the quantitative approach enabled the researcher gather large scale data, in a relatively shorter time frame (Creswell, 2014). These research approaches were suitable for this study as they assisted in examining the effect of leadership styles on employee performance at KCCA.

## **3.1.2. Research Strategy**

This study relied on a case study approach since it was difficult to establish what goes on concerning leadership styles on employee performance in the public sector. For the reason of effective access, Kampala City Council Authority (KCCA) was selected.

## **3.1.3. Research Duration**

This study used a case study design and a representation of events over a given period of time. This helped to gather data required from the administrators and the staff at large as indicated under the research schedule and covered a period of 4 months from June 2021 to October 2021.

## **3.1.4. Research Classification**

The study was an explanatory study which focuses on explaining the contribution of leadership styles on employee performance at KCCA.

## **3.2. The Study Population**

A population is any group of individuals that has one or more features in common and that are of interest to the researcher (Creswell, 2005). The target population of 380 respondents at Kampala City Council Authority (KCCA). These included the Administration, Human Resource department, Procurement department, Finance department, Audit Office, Works Department, Production & Marketing department, Community Development Office. And the Community who are the end users of KCCA services. This category of respondents was chosen because it was expected to have relevant and valid information about the study variables and how they are operationalized in KCCA. KCCA’s junior staff provided information about the organ’s performance which guided and helped the researcher to meet the administrative staff with a background leadership styles and performance of the government organ. A breakdown of the sample is presented in Table 3.1 below.

**Table 3.1: Population of the Study**

|  |  |  |  |
| --- | --- | --- | --- |
| **Institution** | **Category** | **Population Size** | **Percentage** |
| **KCCA** | Administration | 30 | 7.9% |
| HR Office | 20 | 5.3% |
| Finance | 25 | 6.6% |
| Works | 40 | 10.5% |
| Procurement | 15 | 3.9% |
| Production And Marketing | 35 | 9.2% |
| Community Development Office | 20 | 5.3% |
| Audit Section | 15 | 3.9% |
| Health Department | 20 | 5.3% |
| Legal Department | 10 | 2.6% |
| Community (end users) | 150 | 39.5% |
| **Grand Total** |  | **380** | **100%** |

***Source: Primary data, 2021 and modified by the researcher (2021)***

## **3.3. Sample Size and Selection**

A sample is defined by Kothari (2004) as small group of respondents drawn from a population about which a researcher is interested in getting the information so as to arrive at a conclusion. This study selected respondents who are responsible on leadership and management of the institution and employees themselves (staff members) because they considered to represent and having vital information for the study by virtue of their positions. Respondents help the researcher plans and to generalize the findings (Best & Kahn, 2006). In this study, sample size of 191 was determined out of 380 using the Krejcie and Morgan table, (1970) for determining sample size as this ensures that a practical ratio is used for a sample of the customer population. Sekaran & Bougie (2011) stated that, in research inquiries involving several hundreds or thousands of elements, it would be practically impossible to collect data from, or test, or examine every element. Even if it were possible, it would be prohibitive in terms of time, cost and other human resources. That’s why sampling to make research feasible. A breakdown of the sample is presented in Table 3.2 below.

**Table 3.2: Sampling Frame**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institution** | **Category** | **Population Size** | **Percentage** | **Sample Size** | **Sampling Technique** |
| **KCCA** | Administration | 30 | 7.9% | 15 | Purposive Sampling  |
| HR Office | 20 | 5.3% | 10 | Stratified Sampling |
| Finance | 25 | 6.6% | 13 | Stratified Sampling |
| Works | 40 | 10.5% | 20 | Stratified Sampling |
| Procurement | 15 | 3.9% | 7 | Stratified Sampling |
| Production And Marketing | 35 | 9.2% | 18 | Stratified Sampling |
| Community Development Office | 20 | 5.3% | 10 | Stratified Sampling |
| Audit Section | 15 | 3.9% | 7 | Stratified Sampling |
| Health Department | 20 | 5.3% | 10 | Stratified Sampling |
| Legal Department | 10 | 2.6% | 5 | Stratified Sampling |
| Community (end users) | 150 | 39.5% | 76 | Convenience Sampling |
| **Grand Total** |  | **380** | **100%** | **191** |  |

***Source: Primary data, 2021 & Krejcie and Morgan (1970)***

## **3.4. Sampling Design**

Sampling technique is a method of drawing samples from a population usually in such a way that the sample enabled determination of some hypothesis concerning the population (Kothari, 2004; Privitera, 2017). It is believed by Denzin & Lincoln (2011) that if sample is chosen carefully using the correct procedure, it is then possible to generalize the results to the whole of the research population. The researcher used both probability and non-probability sampling techniques so as to be exhaustive in the research findings. The study employed a mixture of both stratified, purposive sampling and convenience sampling techniques in selecting the sample.

## **3.4.1. Purposive Sampling**

The study employed purposive sampling to select key informants among the administrative staff (Directors, HODs and Supervisors) of this institution for interviews, to obtain in-depth accurate information required for the study since these are expected to have a comprehensive understanding of the study about the study variables (leadership styles and employee performance). According to Amin (2005), purposive sampling is suitable to select individuals within the sample who have particular information or experiences about the study problem by virtue of their managerial position or related exact attributes possessed relevant to the study. This study used purposive sampling based on judgment on possession of specialized managerial experiences and knowledge on enterprise’s performance.

## **3.4.2. Stratified Sampling**

Stratified random sampling was used as a probability technique to obtain a good representative sample of the staff population in various departments under KCCA where by the entire population from these departments will be divided into homogenous groups (strata), then a probability sample was drawn from each group. Creswell, (2005) defined random sampling as a subsection of individuals that are randomly selected from a population .The goal is to obtain a sample that is representative of the larger population.

## **3.4.3. Convenience Sampling**

Convenience sampling involve in getting participants wherever they could be found and typically wherever it is convenient. Convenience sampling method applied by engaging random community members that were found at the municipality premises during the data collection period and were asked questionnaire questions concerning the study variables.

3.5. Data Collection Sources

According to Weiner, (1995), data collection is a standout amongst the most essential stages in carrying on research. It helped in figuring out what sort of data is needed. In this study both primary and secondary data was used as sources of data collection.

3.5.1. Primary Data

Primary data is original and collected for the first time by the researcher. By using primary data as the method, we collect data during the course of doing experiment in experimental research (Kothari, 2004). The primary data collection method explored the originality of data through gathering information relevant to the study. Primary data was obtained from respondents at KCCA Headquarters. By use of the questionnaires and interview manuals, the research gathered data from the respondents which in fact was the primary concern of this survey design approach. The reason of using primary data as a method of data collection is simply includes observation and questionnaire which allowed the researcher to gather information which could not be easily obtained.

3.5.2. Secondary Data

Secondary data are those data that are already obtained and was collected from secondary sources of data such as journals, books, newspapers, websites, publications and other documents available in libraries including research reports from distinguished academicians (Kothari, 2004). Secondary data sources are those which have already been gathered elsewhere for some other purpose but were used or adapted for the current study purpose, that is, document review (Creswell, 2005). Secondary data collection explored methods supplementary to the above method where data was obtained from KCCA records (obtained from heads of various departments and speakers), dissertations, text books, the internet (KCCA website) and other materials (such as journals, HR reports, Performance reports, Audit reports and newspapers) as found useful to the study. This kind of data collection method was also important to the study especially in the literature review and chapter five of this study.

3.6. Research Methods

Data collection is defined as the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer queries, stated research questions, test hypotheses, and evaluate outcomes (Nemanja. 2009). The researcher used the following methods for collection of data for this study.

3.6.1. Surveys

According to Verhoef (2018), a questionnaire is a set of written queries or statements to which the research subjects are to respond in order to offer data which is pertinent to a research topic. The questionnaire was administered to respondents who will be confined in one location. This is the best method of collecting data from respondents since they can read and understand and conceptualized ideas. The questionnaires were structured with open ended questions and close ended questions. It was formulated from the objectives. The study used questionnaires because of the nature of the data which pursues for feelings and perceptions of respondents given the time available and the objective of the study. Questionnaires were used to avoid bias that results from close contact between the researcher and the respondents. The questionnaire was preferred because it collected a lot of info over a short time and less expensive. Survey method also allows collection of huge amounts of data in a short time and is less expensive (Cooper, & Schindler, 2011).

3.6.2. Face to Face Interviews

This is a purposeful discussion between the researcher and the respondent (Creswell, 2005). This approach was guided by the consideration that interview method of collecting information can be used to solicit the opinions and suggestions of the respondents. This was used to clarify the data collected from questionnaires. It was also used in order to add more information which was got from questionnaires. The advantage of using interview is that it allows on spot explanations, modifications and variation can be introduced during data collection process and through respondent’s incidental comments, use of facial and body expressions, tone of voice, gestures, feelings and attitudes (Amin, 2005). And the study adopted this method because it gives opportunities to probe further in-depth information especially where the questions which were not all understood. It helped in capturing verbal and non-verbal questions, it keeps focus during data collection, the interviewer is the one that has control over the interview and can keep the interviewee focused and on track to completion. It captures emotions and behaviors which may not able to capture verbally (Cooper & Schindler, 2011).

## **3.6.3. Documentary Review.**

The document review was chosen to review a number of records and documents sources that exist on the leadership styles and employee performance for secondary data collection. These documents were reviewed with an aim of collecting data and information that would verify what had been reported through questionnaires and interviews. Furthermore, public records were used in ascertaining the problems related to leadership styles and employee performance at KCCA.

3.7. Data Collection Instruments

According to Creswell (2005) no single technique or instrument may be considered to be adequate in itself in collecting valid and reliable data. Therefore two major tools were used to obtain adequate and reliable information for this study. These include interviews and questionnaires of both structured and semi-structured nature. This study used data collection tools which involve interview and questionnaires.

3.7.1. Self-Administered Questionnaire (SAQ)

This tool allowed the collection of quantified data from a large number of respondents. The researcher prepared a set of questions pertaining to the field of enquiry. The designed questionnaire included mostly closed ended, although there were some open-ended questions. The questionnaire was used because it is cheap to administer to the respondents that are scattered over a large area of the hospitals, within a short period of time. A questionnaire also allowed respondents to feel free to give information and respondents answer the questions at their own time sometimes without the influence of the researcher (Bryman. 2008). Questionnaires make it possible to precisely estimate the characteristics of a target population without interviewing all members of the population (Britten, 2009). The questionnaire was designed using the Likert scale format of Strong Agree to Strong Disagree.

3.7.2. Interview Guide

The researcher used structured and face-to-face interviews because they provided first-hand information; data was collected because it is less costly and can clarify questions. In this method, an interview guide was drafted upon which questions were asked and then notes responses corresponding to the asked questions. Administrative staff was involved using face-to-face interviews based on a pre-determined interview guide to capture in-depth qualitative data. Social cues, such as voice, intonation, body language etc. of the interviewee can give the interviewer a lot of extra information that can be added to the verbal answer of the interviewee on a question (Mohojan, 2018).

## **3.7.3. Document Review Guide.**

The researcher used the document review guide to review a number of sources that exist for secondary data collection. In here, review was done on existing working documents of KCCA. These were reviewed with an aim of collecting data and information that would verify what had been reported through questionnaires and interviews. Further, other records which were obtained from project documents that were used to ascertaining the problem being studied.

3.8. Data Quality Control Methods

## **3.8.1.** **Validity of the Instruments**

Best and Kahn (2006) define validity as the quality of a data gathering instrument or process that allows it to measure what is supposed to measure. In justifying the validity of this study, number of steps was taken. First, the used of random sample and convenience sample provided the study with rich information that enabled the generalization of finding to wider populations. Second, the data collection methods through the use of questionnaire and interview ensured excellent results.

The CVI’s was computed by obtaining the ratio of the number of those who scored 3 and 4 to the total number of the items of the data collection instrument. The experts were requested to rate validity relevance of each item/question using the following codes; 1- Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; and 5-Strongly Agree. After the researcher collected the questionnaires and established a Content Validity Index (CVI) of 0.70 which was used as a basis of reasonable use of the instrument as recommended by (Daud et al., 2018). A formula for Lawshe was used to measure the validity of research instruments, as indicated below:

CVI = No of items delivered valid x 100

 Total no of items

**Table 3.3: Content Validity Index (CVI) of the study variables**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Anchor** | **Content Validity Index** |
| Transformational Leadership Style | 5-point | 0. 802 |
| Laissez-Faire Leadership | 5-point | 0. 780 |
| Authoritarian Leadership Style | 5-point | 0. 752 |
| Employee Performance  | 5-point | 0. 792 |

***Source: Primary data computed, (2021)***

It can be concluded that based on the content validity ratio results of the variables above, the overall CVR is equal to 0.70 thus all items were considered valid for this current study. These results validated the data collection instrument and are supported by Rodrigues et al (2017) who state that an I-CVI of 0.70 or higher is considered excellent.

## **3.8.3. Reliability**

Reliability on the other hand, is the degree of consistency that the instrument or process demonstrates (Best and Kahn 2006). It is the ability of the tool to collect the same data which is reliable, dependable to the previous results after repeated trials or tests (Paradis et al., 2016). In this study reliability was achieved by measuring consistent results from the respondents. The inter item consistency reliability was tested to ensure that there is steadiness in respondents answers to all items in the measure. The reliabilities found to be above 0.6, as recommended by Verhoef, (2018) meant the instruments were reliable and represented the acceptable level of internal consistency.

**Table 3.4: Cronbach Alpha Coefficient Model Results Table**

|  |  |  |
| --- | --- | --- |
| **Variable** | **Anchor** | **Cronbach Alpha Coefficient** |
| Transformational Leadership Style | 5-point | 0.872 |
| Laissez-Faire Leadership | 5-point | 0.847 |
| Authoritarian Leadership Style | 5-point | 0.798 |
| Employee Performance  | 5-point | 0.839 |

***Source: Primary data computed, (2021)***

All alpha coefficients were above 0.70 implying that the data collection instrument was reliable. This is supported by Daud et al (2018) who state that Alpha Cronbach values ranging 0.6-0.8 are considered moderate but acceptable.

3.9. Data Collection, Procedures

A letter of introduction was sought from School of Business Administration and Information Technology, Nkumba University and acceptance letter from HR Manager, KCCA, at City Hall were sought. These were obtained for easy interaction with the respondents through formal procedures. Primary data was used in the study. The data was collected from respondents using closed ended questionnaire by the researcher with the help of five research assistants trained on the structure of the research instruments and their application. Drop and pick technique was used to administer the questionnaire. Hence each respondent received the same set of questions in exactly the same way. The respondents were made aware of purpose of the research and were assured of their confidentiality. Questionnaires are suitable to obtain important information about the population and are said to reach large number of subject who are able to read and write independently (Weinreich, 2008).

## **3.11. Data Analysis**

The technique used to analyze data was by use of Statistical Package for Social Scientists (SPSS, Version 23,) however personal coding and categorizing data was done manually. Data analysis was conducted on respondents‟ data in two perspectives: Descriptive data analysis and inferential data analysis. According to Amin (2005) Descriptive statistics provides us with the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. The researcher used Pearson’s correlation co-efficient calculation after data was aggregated to turn categorical data to numerical representation that required numerical methods. From such, descriptive statistics, frequency tables, graphics, and correlation tables. Were developed to help describe the data gathered. Inferential statistics were obtained and data was present in descriptive statistics of each objective where percentages were used to infer to the data collected. Techniques were applied such as histogram curves, to numerical data making inferences or predictions to the population based on data collected from only part of the population. This meant that the researcher drew generalizations based on authentic data coupled with interviews (qualitative data) and personal observations made by the researcher.

## **3.12. Research Ethical Considerations**

The purpose of the research was to promote the aims of the study such as knowledge, truth and avoidance of error therefore there won’t be tresses of data plagiarism and fabricating. Respect for all intellectual property where all primary sources were properly documented, referenced and Authors acknowledged. The researcher never at any point coerced or forced any respondent to voice their opinions or perpetuate in the research. Instead, the researcher honored all respondent’s voices to or not to participate in the study. Information collected from the field was aggregated together and questionnaires were destroyed after data analysis and presentation of the study findings. The researcher took care in respecting the views and opinions of all the respondents and their cultural and religious sensitivities.

## **3.12. Delimitations** **of the Study**

The following limitations were encountered during this study.

Attrition: Some respondents had different interpretations from what the researcher meant. The researcher however, made sure that the respondents understood the questions as they were supposed to be.

Busy schedules; some key informant respondents had busy schedules and lacked time to participate in the study. The researcher however, made appointments with the respondents to meet at appropriate times for the interviews.

Limited outcomes in quantitative research. This study used quantitative approach which involved structured questionnaire with close ended questions. This could lead to limited outcomes outlined in the research proposal, since some respondents may have limited options of responses, however this was mitigated by adopting the mixed approach, where qualitative approach using interviews were used to back up questionnaires.

# **CHAPTER FOUR**

# **DEMOGRAPHC CHARACTERISTICS OF RESPONDENTS**

## **4.0. Introduction**

This part shows the general background information about the respondents of the study. This includes; gender, age bracket, marital status, level of education and working experience of the respondents of respondents. The analysis is based on the data collected using questionnaires and interview guide which were answered by the target respondents. These findings were analyzed using SPSS version 23, Microsoft excel and Microsoft word and presented in tables and percentages as it gives a clear understanding of the study findings.

## **4.1. Response Rate**

Response rate in survey research refers to the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. Therefore, response rate is viewed as an important indicator of survey quality. According to Amin (2005), posits that higher response rates assure more accurate survey results. The researcher had a sample size of 191 respondents and a total of 191 sets of the instruments were distributed. Out of these, a total of 185 were returned making a response rate of 96.9% and therefore this was used in the analysis of findings.

**Table 4.1: Response Rate**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Questionnaires** | **Frequency** | **Percentage** |
| Valid | Respondent |  185 | 96.9 |
|  | Not responded | 6 | 3.1 |
|  | **Total** | **191** | **100.0** |

***Source: Primary data computed by the researcher, (2021)***

##

## **4.2. Demographic Characteristics of the Respondents**

The demographic characteristic of the sample that were considered important for this study are; gender, age bracket, marital status, level of education and working experience of the respondents of respondents as indicated in the tables 4.2, 43, 4.4, 4.5 and 4.6 below.

## **4.2.1. Gender of the Respondents**

A descriptive analysis of the respondent’s gender was carried out and the results were as presented in table 4.2 below.

**Table 4.2: Respondents’ Gender**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Male | 118 | 63.8 | 63.8 |
| Female | 67 | 36.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.2, the highest proportion 118 (63.8%) of the study respondents were males and the rest 67 (36.2%) were females. The gender disparities could be attributed to the existing labor policy in Uganda where jobs are given on merit yet the labor environment is majorly filled by male professionals. This can also be attributed to the low girl education levels in the country until about twenty years ago. Society settings by then in our communities preferred to educate male children and married off the females and that male population, are the candidates of the modern-day job market. However, obtaining information from both male and female is an indicator that the information contained in this report is gender considerate hence the report data being genuine. During the face-to-face interviews, the researcher found out that gender biasness was insignificant to cause low performance in Kampala District Council hence such issues were never raised as some of the ailments affecting efficiency to perform. Creswell (2014) contends that data collection that integrates responses from both genders is consistent than data from a single gender.

##

## **4.2.2. Age of the Respondents**

A descriptive analysis of the age of the different study participants was carried out and the results were as presented in table 4.3 below.

**Table 4.3: Age of Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | 20-39 | 74 | 40.0 | 40.0 |
| 40-59 | 96 | 51.9 | 91.9 |
| 60+ years | 15 | 8.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.3, 74(40%) of the respondents were between the 20-39 years, and 96(51.9%) of the respondents were between 40-59 years of age while the minority 15(8.1%) of the respondents were 60 and above years of age. his meant that the majority of respondents (who took part in the study) were ages 40-59. During the interview sessions, it was noticed that employees in this age bracket (40-59) had more attachment to their organization and had hands-on experience in their respective departments. It was implied that such employees were more motivated to perform.

These findings are supported by Amin (2005), who asserted, if majority age of the respondent is above 18 years, it adds value to the study since the responses given by mature people are well thought through. It is also in agreement with the findings by Price (2006) who maintained that there are two natural age peaks correlated to entrepreneurship, namely the late twenties and mid-forties. The study findings are almost similar to a study done in America by Muijanack, Vroonhof and Zoetmer (2003) who determined that the optimum age for entrepreneurs was 25-35. The age of 25-35 is therefore the age at which entrepreneurial capacity of the respondents was active as shown in above table.

## **4.2.3. Marital Status of the Respondents.**

The study also established the marital status of the respondents, the table 4.4 shows the results relating to the marital status.

**Table 4.4: Marital Status of the Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Married | 96 | 51.9 | 51.9 |
| Single | 60 | 32.4 | 84.3 |
| Separated | 15 | 8.1 | 92.4 |
| Divorced | 10 | 5.4 | 97.8 |
| Widowed | 04 | 2.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.4, 96(51.9%) of the respondents were between were married, 60(32.4%) of the respondents were single, 15(8.1%) of the respondents had separated from their partners and 10(5.4%) of the respondents had divorced from their partners while the rest 04(2.2%) of the respondents were widowed. The gender distribution of the respondents implies that of the employees and clients of KCCA are married implying that most respondents in the study had high levels of maturity and integrity used in the execution of duties at Kampala City Council. And therefore, the question of low maturity and instability in the execution of duties did not apply

##

## **4.2.4. Level of Education of the Respondents**

Quantitative analysis of the level of education of the participants was considered and presented in tale 4.5 below.

**Table 4.5: Education Level of the Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Certificate  | 23 | 12.4 | 12.2 |
| Diploma  | 45 | 24.3 | 39.3 |
| Bachelors | 92 | 49.7 | 98.1 |
| Post Graduate Degrees | 25 | 13.5 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 4.5, 12(12.4%) of the respondents holding certificates in various courses, 45(24.3%) of the respondents had diplomas in various fields and 92(49.7%) of the respondents had bachelor’s degree while 25(13.5%) had done post graduate degrees in various fields. Majority of respondents (58.8%) were degree holders, this therefore implying that the respondents had acquired a reasonable level of knowledge about the subject under study. The results also indicated that the information got during the research can be depended on as majority of the respondents were educated with capability of internalizing issues and making independent decisions.

In this regard, the information provided in this study can be relied upon since a good number of the respondents were learned and could do enough research and make informed decisions especially on the issues regarding the study variables. This is in line with Fujii, (2017) investigations in social science research should have some acceptable level of learning in order for them to interpret the content of the study. Uma (2000) who argued that it is important in social investigation research to involve people that have attained an acceptable level of literacy and numeracy in order to be in position to understand and interpreted the content in questionnaire.

## **4.2.5. Working Experience**

Respondents were asked about their working experience and the study findings are indicated in 4.6 below;

**Table 4.6: Working Experience of the Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | 1-10 years | 63 | 34.1 | 31.7 |
| 11-20 years | 89 | 48.1 | 82.2 |
| 21-30 years | 33 | 17.8 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 4.6 above indicate that 63(34.1%) of the respondents had worked worked/received from KCCA for a period between 1-10 years and 89(48.1%) had worked worked/received from KCCA for a period between 11-20 years while 27(15%) had worked worked/received from KCCA for over 21-30 years. The highest representation was (48.1%), which implied that most employees in Kampala city council had enough experience at their workstations to help them execute their duties satisfactorily. In analyzing employee performance and leadership styles, the question of less experience may not apply. This result is consistent with previous empirical studies on the age of enterprises in South Africa by Rwigema and Karungu (1999), in a study of enterprises in Johannesburg, stipulate those forty seven percent (47%) of enterprises surveyed had operated between one and ten years.

# **CHAPTER FIVE**

# **EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT KCCA.**

## **5.0. Introduction**

The study findings and analysis are presented in this chapter. The purpose of the study was to examine the effect of Leadership styles on Employee performance at KCCA, in Kampala. The discussions of the study findings were done in line with the study objective.

One of the study objectives was to examine the effect of Transformational Leadership style on Employee performance at KCCA. As indicated in the research methodology, the data was collected using a closed ended questionnaire under different statements and the results of analysis are presented in the table below;

## **5.1. There is idealized influence of leaders on their staff**

The researcher saw that there was idealized influence of leaders on their staff. Therefore, different statements concerning this effect were posed to the respondents and the responses are presented as below in table 5.1;

## **Table 5.1: There is idealized influence of leaders on their staff**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 10.8 | 10.8 |
| Disagree | 49 | 26.5 | 37.3 |
| Agree | 79 | 42.7 | 80.0 |
| Strongly Agree | 37 | 20.0 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.1, 20(10.8%) of the respondents strongly disagreed with the statement; 49(26.5%) of the respondents disagreed with the statement and 79(42.7%) of the respondents agreed with the statement, while 37(20%) of the respondents strongly agreed with the statement. The majority of the respondents, 42.7% generally agreed with the statement and this is an implication that there was idealized influence of leaders on their staff at KCCA.

## **5.2. There is inspirational motivation among the staff at KCCA**

The respondents were asked whether there was inspirational motivation among the staff at KCCA and the results attained are presented in table 5.2 below;

## **Table 5.2: There is inspirational motivation among the staff at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 32 | 17.3 | 17.3 |
| Disagree | 62 | 33.5 | 50.8 |
| Not Sure | 10 | 5.4 | 56.2 |
| Agree | 45 | 24.3 | 80.5 |
| Strongly Agree | 37 | 19.5 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.2, 32(17.3%) of the respondents strongly disagreed with the statement; 62(33.5%) of the respondents disagreed with the statement; 10(5.4%) were not sure of the statement response and 45(24.3%) of the respondents agreed with the statement and none strongly agreed with the statement, while 37(19.5%) of the respondents strongly agreed with the statement. Indeed, most of them, 49 (52.1%) disagreed to that statement, implying that the majority of employees were not motivated to perform in the organisation.

## **5.3. The leaders at KCCA entertain new ideas from their subordinates**

The respondents were asked whether the leaders at KCCA entertained new ideas from their subordinates. The results attained are presented in table 5.3 below;

**Table 5.3: The leaders at KCCA entertain new ideas from their subordinates**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 30 | 16.2 | 16.2 |
| Disagree | 49 | 26.5 | 42.7 |
| Agree | 67 | 36.2 | 78.9 |
| Strongly Agree | 39 | 21.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021).***

According to the findings in table 5.3, 30(16.2%) of the respondents strongly disagreed with the statement; 49(26.5%) of the respondents disagreed with the statement; 67(36.2%) of the respondents agreed with the statement while 39(21.1%) of the respondents strongly agreed with the statement. Majority of the respondents, 67(36.2%) generally agreed with the statement. This means that a relatively number of the respondents agreed that some of leaders at KCCA entertained new ideas from their subordinates.

## It was noted by the researcher that when most employees were interviewed, employee relations were at the collapse. *“Some employees especially at the city council exhibited some level of relaxation but generally speaking, most employees believed that there was no employee relations in the city council.”*

## **5.4. Management at KCCA leads with vision**

The respondents were asked whether management at KCCA led with vision. The results attained are presented in table 5.4 below;

**Table 5.4: Management at KCCA leads with vision**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 31 | 16.8 | 16.8 |
| Disagree | 49 | 26.5 | 45.3 |
| Agree | 65 | 35.1 | 78.4 |
| Strongly Agree | 40 | 21.6 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.4, 31(16.8%) of the respondents strongly disagreed with the statement; 26(26.5%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 65(35.1%) of the respondents agreed with the statement; while 40(21.6%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 35.1% generally agreed with the statement. This means that management at KCCA led with vision.

**5.5. I am consulted before my employer takes action.**

The respondents were asked whether they were consulted before their employer took action. The results attained are presented in table 5.5 below;

**Table 5.5: I am consulted before my employer takes action.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 35 | 18.9 | 18.9 |
| Disagree | 89 | 48.1 | 67.0 |
| Agree | 37 | 20.1 | 87.1 |
| Strongly Agree | 24 | 12.9 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.5, 35(18.9%) of the respondents strongly disagreed with the statement; 89(48.1%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 37(20.1%) of the respondents agreed with the statement; while 24(12.9%) of the respondents agreed with the statement. Majority of respondents, 89(48.1%) generally disagreed with the statement, which implied that majority of the respondents were never consulted before their employer took action.

## **5.6. I am involved in performance appraisals to my department**

The respondents were asked whether were involved in performance appraisals to their departments. The results attained are presented in table 5.6;

**Table 5.6: I am involved in performance appraisals to my department**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 57 | 30.8 | 30.8 |
| Agree | 87 | 47.0 | 77.8 |
| Strongly Agree | 41 | 22.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.6, 57(30.8%) of the respondents disagreed with the statement; 87(47%) of the respondents agreed with the statement and 41(22.2%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 87(47%) generally agreed with the statement. This means that majority of the respondents were involved in performance appraisals to their departments.

One of the staff had this to say, *“Our performance is accessed daily by our supervisors.”*

## **5.7. I dialogue with my supervisor on a daily basis**

The respondents were asked whether they dialogued with my supervisor on a daily basis. The results attained are presented in table 5.7 below;

**Table 5.7: I dialogue with my supervisor on a daily basis**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 87 | 47.0 | 47.0 |
| Agree | 59 | 31.9 | 78.9 |
| Strongly Agree | 39 | 21.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.7, 87(47%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 59(31.9%) of the respondents agreed with the statement and 39(21.1%) of the respondents strongly agreed with the statement.

The largest percentage of the respondents, 59(31.9%) generally disagreed with the statement. This implied that most of the respondents never dialogued with my supervisor on a daily basis.

## One of the HODs was quoted saying, *“Effective teamwork is noticed only during crucial work, but during normal performance, most departments lacked proper and organized teamwork.”*

## **5.8. I am consulted by my supervisors on decision making**

The respondents were asked whether they were consulted by their supervisors on decision making and the results attained are presented in table 5.8 below;

**Table 5.8: I am consulted by my supervisors on decision making**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 77 | 41.6 | 41.6 |
| Agree | 65 | 35.2 | 76.8 |
| Strongly Agree | 43 | 23.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.8, none of the respondents strongly disagreed with the statement; 77(41.6%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 65(35.2%) of the respondents agreed with the statement; while 43(23.2%) of the respondents agreed with the statement. Majority of respondents, 77(41.6%) generally disagreed with the statement. This means that majority of the respondents (staff) at KCCA were never consulted by their supervisors on decision making.

## **5.9. My supervisor encourages delegation**

The respondents were asked whether their supervisors encouraged delegation. The results attained are presented in table 5.9 below;

**Table 5.9: My supervisor encourages delegation**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Disagree | 64 | 34.6 | 34.6 |
| Agree | 78 | 42.2 | 76.8 |
| Strongly Agree | 43 | 23.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 5.9, none of the respondents strongly disagreed with the statement; 64(34.6%) of the respondents disagreed with the statement; none of the respondents was not sure of the statement response; 78(42.2%) of the respondents agreed with the statement; while 43(23.2%) of the respondents agreed with the statement. A relative number of respondents, 78(42.2%) generally agreed with the statement. This means that some of the supervisors at KCCA encouraged delegation.

## **5.10. The Effect of Transformational Leadership Style on Employee Performance at KCCA**

The first hypothesis was that there was a positive significant effect of Transformational Leadership style on Employee performance at KCCA. To determine the degree of the relationship, a Pearson’s correlation coefficient analysis was run as follows;

**Table 5.10: Correlation for the Effect of Transformational Leadership Style on Employee Performance at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Transformational Leadership Style** | **Employee Performance** |
| Transformational Leadership Style | Pearson Correlation | 1 | .617\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 185 |  |
| Employee Performance | Pearson Correlation | .617\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 185 | 110 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for the effect of transformational leadership style on employee performance at KCCA was r = 0.617, which was positive with probability value (p = 0.000) that is less than α = 0.01 level of significance showing a significant positive effect of transformational leadership style on employee performance at KCCA. The results provide justification that if management at KCCA improved their leadership styles through effective transformational leadership style, this would enhance the level of employee performance in the institution by 62% as illustrated in table 5.10 above.

The hypothesis of the study under investigation was, that there was a statistical positive effect of transformational leadership style on employee performance at KCCA. And transformational leadership style had a significant positive effect on employee performance at KCCA by 73.1%. Since the correlation was found to be significant, the hypothesis (Ho1)) which recognizes the existence of significant relationship between effect of transformational leadership style on employee performance at KCCA was accepted

# **CHAPTER SIX**

# **EFFECT OF LAISSEZ-FAIRE LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT KCCA**

##

## **6.0. Introduction**

The third objective of the study was to examine the effect of Laissez-Faire Leadership style on Employee performance at KCCA. The frequency and percentage scores were computed using SPPS as presented below.

## **6.1. In complex situations my supervisor allows me to work my problems out on my own way**

Respondents were asked whether in complex situations their supervisor allowed them to work their problems out on their own way, the results obtained are presented in table 6.1 as below;

**Table 6.1: In complex situations my supervisor allows me to work my problems out on my own way**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 10.8 | 10.8 |
| Disagree | 49 | 26.5 | 37.3 |
| Agree | 85 | 45.9  | 83.2 |
| Strongly Agree | 31 | 16.8 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.1, 20(10.8%) of the respondents strongly disagreed with the statement; 49(26.5%) of the respondents disagreed with the statement; none of the respondents were not sure of the statement response; 85(45.9%) of the respondents agreed with the statement; 31(16.8%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 85(45.9%) generally agreed with the statement and this implies that in complex situations their supervisor allowed them to work their problems out on their own way.

One of the leaders was quoted saying, *“In this organisation , most departments that practice the laissez-faire leadership style have huge presence of corruption to the extent that no one cared about what the real rules of performance were but the ability to satisfy the supervisor’s needs.”*

## **6.2. My supervisor stays out of the way as I do my work**

The respondents were asked whether their supervisor stayed out of the way as they did their work and the results attained are presented in table 4.16;

**Table 6.2: My supervisor stays out of the way as I do my work**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 23 | 12.4 | 12.4 |
| Disagree | 79 | 42.7 | 55.1 |
| Agree | 60 | 32.4 | 87.5 |
| Strongly Agree | 23 | 12.5 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.2, 23(12.4%) of the respondents strongly disagreed with the statement; 79(42.7%) of the respondents disagreed with the statement, 60(32.4%) agreed with the statement; 23(12.5%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 79(42.7%) generally disagreed with the statement. This means that the supervisors never stayed out of the way as they did their work.

However while interacting with the respondents, one of the supervisors was quoted saying, *“There is less liberty to have flexible leadership prevailing in the different departments.”*

## **6.3. As a rule, my supervisor allows me to appraise my own work**

The respondents were asked whether as a rule, their supervisors allowed them to appraise my own work and the results attained are presented in table 6.3 below.

**Table 6.3: As a rule, my supervisor allows me to appraise my own work**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 59 | 31.9 | 31.9 |
| Agree | 88 | 47.6 | 79.5 |
| Strongly Agree | 38 | 20.5 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.3, none of the respondents of the respondents strongly disagreed with the statement; 59(31.9%) disagreed with the statement; none of the respondents were not sure of the statement response; 88(47.6%) agreed and 38(20.5%) of the respondents strongly agreed with the statement. This means that majority of the respondents asserted that as a rule, their supervisors allowed them to appraise my own work.

## **6.4. My supervisor gives me complete freedom to solve problems on my own**

The respondents were asked whether their supervisors gave them complete freedom to solve problems on my own and the results attained are presented in table 4.4;

**Table 6.4: My supervisor gives me complete freedom to solve problems on my own**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 32 | 17.3 | 17.3 |
| Disagree | 78 | 42.2 | 59.3 |
| Agree | 45 | 24.3 | 83.8 |
| Strongly Agree | 30 | 16.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Findings from table 6.4 indicates that, 17(17.3%) of the respondents strongly disagreed with the statement; 78(42.2%) of the respondents disagreed with the statement; 45(24.3%) agreed to the statement and 30(16.2%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 78(42.2%) generally disagreed with the statement. This means that majority of the respondents at KCCA disagreed that supervisors gave them complete freedom to solve problems on my own.

## **6.5.** **In most situations I prefer little input from my supervisor**

The respondents were asked whether in most situations they preferred little input from their supervisor. Results obtained are indicated as follows in table 6.5.

## **Table 6.5: In most situations I prefer little input from my supervisor**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 22 | 11.9 | 11.9 |
| Disagree | 48 | 25.9 | 37.8 |
| Agree | 85 | 45.9 | 83.9 |
| Strongly Agree | 30 | 16.3 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.5, 22(11.9%) of the respondents strongly disagreed with the statement; 48(25.9%) of the respondents disagreed with the statement; none of the respondents were not sure, 85(45.9%) agreed whereas 30(16.3%) of the respondents strongly agreed with the statement. Majority of the respondents, 85(45.9%) generally disagreed with the statement. This means that majority of the respondents at KCCA in most situations preferred little input from their supervisors.

One of the leaders was quoted saying, *“In some departments where the laissez-faire leadership style is habitant, there are high levels of daily performance. Such departments are mostly the profitable departments such as the lands department; “money deals” were flourishing the employees’ “urgency glands” to perform maximally.”*

## **6.6. In general my supervisor feels it’s best to leave subordinates alone**

The respondents were asked whether their supervisors felt it was best to leave subordinates alone. Results obtained are indicated as follows in table 6.6.

**Table 6.6: In general my supervisor feels it’s best to leave subordinates alone**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 82 | 44.3 | 44.3 |
| Agree | 70 | 37.9 | 82.2 |
| Strongly Agree | 33 | 17.8 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

As shown in table 6.6, it is observed that the respondents that 82(44.3%) disagreed to the statement, none of the respondents were not sure, 70(37.9%) and 33(17.8%) strongly agreed. Majority of respondents as indicated, 82(44.3%) generally disagreed implying that majority of the respondents at KCCA asserted that their supervisors felt it was best to leave subordinates alone.

## **6.7. Whenever I have a different view from that of my employee am not** **mistreated**

The respondents were asked whether whenever they had a different view from that of their employees, hey were not mistreated and the results are contained in table 6.7 below.

**Table 6.7: Whenever I have a different view from that of my employee, I am not** **mistreated**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 23 | 12.4 | 12.4 |
| Disagree | 52 | 28.1 | 40.5 |
| Agree | 84 | 45.4 | 85.9 |
| Strongly Agree | 26 | 14.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.7, 23(12.4%) of the respondents strongly disagreed with the statement; 52(28.1%) of the respondents disagreed with the statement, 84(35.5%) agreed and 26(14.1%) strongly agreed with the statement. The largest percentage of the respondents, 84(35.5%) generally agreed with the statement. This means that majority of the respondents at KCCA had a different view from that of their employees.

## **6.8. My supervisor does not impose policies on me and there is leadership freedom in my department**

The respondents were asked whether their supervisors did not impose policies on them and there was leadership freedom in their departments and the results attained are presented in table 6.8 below;

**Table 6.8: My supervisor does not impose policies on me and there is leadership freedom in my department**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid  | Strongly Disagree | 20 | 10.8 | 10.8 |
| Disagree | 55 | 29.7 | 40.5 |
| Agree | 85 | 45.9 | 86.4 |
| Strongly Agree | 25 | 13.6 | **100.0** |
| Total | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.8, 20(10.8%) of the respondents strongly disagreed with the statement; 55(29.7%) of the respondents disagreed with the statement; none of the respondents were not sure of the statement response; 85(45.9%) of the respondents agreed with the statement and 25(13.6%) of the respondents strongly agreed with the statement. Results show that majority of respondents 85(45.9%) generally agreed with the statement. This implied that the supervisors did not impose policies on their subordinates and there was leadership freedom at work.

However, during the interview process, most employees narrated numerous problems associated with leadership in Kampala District Council. This also implied that it is not surprising that most employees in the departments visited agreed that their bosses were either very arrogant or did not care about important performance measurements.

## **6.9. I communicate properly with my employer, and I am allowed to express my views openly**

The respondents were asked whether they communicated properly with their employer, and they were allowed to express their views openly. The results attained are presented in table 6.8 below;

**Table 6.9: I communicate properly with my employer, and I am allowed to express my views openly**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 26 | 14.1 | 14.1 |
| Disagree | 45 | 24.3 | 38.4 |
| Agree | 79 | 42.7 | 81.1 |
| Strongly Agree | 35 | 18.9 | **100.0** |
| Total | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 6.9, 26(14.1%) of the respondents strongly disagreed with the statement; 45(24.3%) of the respondents disagreed with the statement; none of the respondents were not sure of the statement response; 79(42.7%) of the respondents agreed with the statement and 35(18.9%) of the respondents strongly agreed with the statement. Results show that majority of respondents 79(42.7%) generally agreed with the statement. This implied that the staff at KCCA communicated properly with their employer, and they were allowed to express their views openly.

# **6.10. The Effect of the effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

The second hypothesis was that there was no positive significant effect of Laissez-Faire leadership style on Employee Performance at KCCA. To determine the degree of the relationship, a Pearson’s correlation coefficient analysis was run as follows;

**Table 6.10: The effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Laissez-Faire Leadership Style** | **Employee Performance** |
| Laissez-Faire Leadership Style | Pearson Correlation | 1 | .582\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 110 |  |
| Employee Performance | Pearson Correlation | .582\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 185 | 185 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for the effect of Laissez-faire leadership style on employee performance at KCCA was r = 0.645, which was positive with probability value (p = 0.000) that is less than α = 0.01 level of significance showing a strong positive effect of Laissez-faire leadership style on employee performance at KCCA. The results provide justification that if management of KCCA improved their leadership through effective Laissez-faire leadership style, this would enhance the level of employee performance at KCCA by 58.2% as illustrated in table 6.10 above.

The hypothesis of the study under investigation was, that there was a statistical positive effect of laissez-faire leadership style on employee performance at KCCA. And laissez-faire leadership style had a significant positive effect on employee performance at KCCA by 65%. Since the correlation was found to be significant, the hypothesis (Ho1)) which recognizes the existence of significant relationship between effect of laissez-faire leadership style on employee performance at KCCA was accepted

# **CHAPTER SEVEN**

# **EFFECT OF AUTOCRATIC/AUTHORITARIAN LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT KCCA**

## **7.0. Introduction**

The third objective of the study was to ascertain effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA. The frequency and percentage scores were computed using SPPS as presented below.

## **7.1. Statements of Autocratic/Authoritarian Leadership Style on Employee Performance**

## **7.1.1. Leaders have absolute power over their subordinate**

The respondents were asked whether leaders had absolute power over their subordinate. The results attained are presented in table 7.1 below.

**Table 7.1: Leaders have absolute power over their subordinate**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 27 | 14.6 | 14.6 |
| Disagree | 53 | 28.6 | 33.2 |
| Agree | 71 | 38.4 | 81.6 |
| Strongly Agree | 34 | 18.4 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.1, 27(14.6%) of the respondents strongly disagreed with the statement; 53(28.6%) of the respondents disagreed with the statement; none of the respondents were not sure, 71(38.4%) agreed and 34(18.4%) strongly agreed. Results show that majority, 71(38.4%) generally disagreed with the statement. This implied that in KCCA leaders had absolute power over their subordinates, which is a sign of authoritarian style of leadership in the organisation.

## **7.1.2. Subordinates have little power for making suggestions.**

The respondents were asked whether subordinates had little power for making suggestions. And the results attained are presented in table 7.2.

**Table 7.2: Subordinates have little power for making suggestions.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 20 | 10.8 | 10.8 |
| Disagree | 45 | 24.3 | 35.1 |
| Agree | 83 | 44.9 | 80.0 |
| Strongly Agree | 37 | 20.0 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.2, 20(10.8%) of the respondents strongly disagreed with the statement; 45(24.3%) of the respondents disagreed with the statement; none were not sure, 83(44.9%) agreed and 37(20%) of the respondents strongly agreed with the statement. According to the results majority of respondents, 83(44.9%) generally agreed with the statement. This means that subordinates had little power for making suggestions, which is a sign of authoritarian style of leadership in the organisation.

While interacting with the respondents/staff one of them was quoted saying, *“Leadership at KCCA is authoritative to the extent that employees who are taken as poor performers are at times surprised with letters of termination of work.”*

## **7.1.3. At times, Leaders distrust their subordinates**

The respondents were at times, leaders distrusted their subordinates. The results attained are presented in table 7.3;

**Table 7.3: At times, Leaders distrust their subordinates**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 24 | 12.9 | 12.9 |
| Disagree | 79 | 42.7 | 55.6 |
| Agree | 49 | 26.6 | 82.2 |
| Strongly Agree | 33 | 17.8 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.3, 24(12.9%) of the respondents strongly disagreed with the statement; 79(42.7%) disagreed with the statement; none of the respondents were not sure and 49(26.6%) agreed while 33(17.8%) of the respondents strongly agreed with the statement. Majority of the respondents, 79(42.7%) generally disagreed with the statement. This means that in KCCA, at times leaders distrusted their subordinates, which is a sign of authoritarian style of leadership in the organisation.

While interacting with the respondents/staff one of them was quoted saying, *“Employees lack the liberty to know where they go wrong since supervisors only return with compliments.”*

**7.1.4. Group members are rarely trusted with decisions or important tasks**

The respondents were asked whether group members were rarely trusted with decisions or important tasks and the results attained are presented in table 7.4;

**Table 7.4: Group members are rarely trusted with decisions or important tasks**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid | Strongly Disagree | 19 | 10.3 | 10.3 |
| Disagree | 59 | 31.9 | 42.2 |
| Agree | 72 | 38.9 | 81.1 |
| Strongly Agree | 35 | 18.9 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.4, 19(10.3%) of the respondents strongly disagreed with the statement; 59(31.9%) disagreed with the statement, none were not sure, 72(38.9%) of the respondents agreed and 35(18.9%) of the respondents strongly agreed with the statement. Majority of the respondents, 72(38.9%) generally agreed with the statement. This means that group members were rarely trusted with decisions or important tasks, which is a sign of authoritarian style of leadership in the organisation.

## **7.1.5. My performance is limited by poor leadership from my supervisor**

Regarding whether their performance was limited by poor leadership from their supervisors, the results obtained are contained in table 7.5 below;

**Table 7.5: My performance is limited by poor leadership from my supervisor**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 89 | 48.1 | 48.1 |
| Agree | 59 | 31.9 | 80.0 |
| Strongly Agree | 37 | 20.0 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.5, 89(48.1%) disagreed, 59(31.9%) of the respondents agreed and 37(20%) of the respondents strongly agreed with the statement. Majority of the respondents, 89(48.1%) generally disagreed with the statement, implying that performance of majority of the respondents was limited by poor leadership from their supervisors, which is a sign of authoritarian style of leadership in the organisation.

One of the respondents/managers was quoted saying, *“In Kampala City Council Authority, employees’ performance is not shared between the supervisors and the employees.”*

**7.1.6. My performance is not limited by leadership**

Respondents were asked whether my performance was not limited by leadership, results obtained are contained in table 7.6.

**Table 7.6: My performance is not limited by leadership**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
| Valid  | Strongly Disagree | 15 | 8.1 | 8.1 |
| Disagree | 85 | 45.9 | 54.0 |
| Agree | 55 | 29.8 | 83.8 |
| Strongly Agree | 30 | 16.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.6, 15(8.1%) strongly disagreed with the statement; 85(45.9%) disagreed, none of the respondents were not sure, 55(29.8%) of the respondents agreed and 30(16.2%) of the respondents strongly agreed with the statement. Majority of the respondents, 85(45.9%) generally disagreed with the statement. This implied that performance of majority of the respondents was limited by leadership. So the management of KCCA needed to be keen of the type of leadership styles that suites well their subordinates, since it affected their performance at work.

## **7.1.7. Leadership rules are designed by superiors**

Respondents were asked whether leadership rules were designed by superiors. The results are presented in table 7.7 below.

**Table 7.7: Leadership rules are designed by superiors**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 39 | 21.1 | 21.1 |
| Agree | 99 | 53.5 | 74.6 |
| Strongly Agree | 47 | 25.4 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.7, show that 39(21.1%) of the respondents disagreed with the statement; 99(53.5%) of the respondents agreed and 47(25.4%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 99(53.5%) generally agreed with the statement. This meant that leadership rules at KCCA were designed by superiors, which is a sign of authoritarian style of leadership in the organisation.

## **7.1.8. My performance is assessed by my supervisor alone**

When asked whether their performance is assessed by my supervisor alone, the following results were obtained;

**Table 7.8: My performance is assessed by my supervisor alone**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 89 | 48.2 | 48.2 |
| Agree | 61 | 32.9 | 81.1 |
| Strongly Agree | 35 | 18.9 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.8, show that 89(48.2%) of the respondents disagreed with the statement, none was not sure, 61(32.9%) agreed with the statement and 35(18.9%) of the respondents strongly agreed with the statement. The majority of the respondents, 89(48.2%) generally disagreed with the statement. This implied that performance of the staff was not assessed by their supervisors.

While interacting with the respondents/managers one of them was quoted saying, *“Performance measurement was conducted the authoritative way where a few or no employees are consulted when the supervisors are conducting performance appraisals.”*

## **7.1.9. Performance requirements are designed according to the council’s needs**

When asked whether performance requirements are designed according to the council’s needs and retention, the following results were obtained;

**Table 7.9: Performance requirements are designed according to the council’s needs**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 49 | 26.5 | 26.5 |
| Agree | 91 | 49.2 | 75.7 |
| Strongly Agree | 45 | 24.3 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.8, show that 49(26.5%) of the respondents strongly disagreed with the statement, none was not sure, 91(49.2%) agreed and 45(24.3%) of the respondents strongly agreed with the statement. The majority of the respondents, 91(49.2%) generally agreed with the statement. This implied that the respondents’ performance requirements are designed according to the council’s needs and retention.

# **7.1.10. The Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

The third hypothesis was that there was no positive significant effect of Autocratic/Authoritarian Leadership style on Employee performance at KCCA. To determine the degree of the relationship, a Pearson’s correlation coefficient analysis was run as follows;

**Table 7.10: Correlation for the Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **Authoritarian Leadership Style** | **Employee performance** |
| Authoritarian Leadership Style | Pearson Correlation | 1 | .-470\*\* |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 185 |  |
| Employee performance | Pearson Correlation | .-470\*\* | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 184 | 185 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** |  |

***Source: Primary data (2021)***

Pearson’s Correlation Coefficient for Authoritarian leadership style on Employee performance was r = -.470, which was negative and insignificant with probability value (p = 0.000) that is less than α = 0.05 level of significance showing a negative and insignificant effect of authoritarian leadership style on employee performance of KCCA. The results provide justification that if management of KCCA applied authoritarian leadership style, this would reduce the level of employee performance at KCCA by -47% as illustrated in table 7.10 above.

The hypothesis of the study under investigation was, that there was a statistical positive effect of authoritative leadership on employee performance at KCCA. However, authoritative leadership had an insignificant negative effect on employee performance at KCCA by -.47%. Since the correlation was found to be negative and insignificant, the null hypothesis (Ho) was rejected and the alternate hypothesis (H1) which does recognizes the existence of an insignificant negative effect of authoritative leadership on employee performance at KCCA was accepted.

## **7.2. Level of Employee Performance at KCCA.**

## **7.2.1. I feel staff performance is good at KCCA**

The respondents were asked whether they felt the staff performance at KCCA was good. The results attained are presented in table 7.11 below.

**Table 7.91: I feel staff performance is good at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 89 | 48.2 | 48.2 |
| Agree | 61 | 32.9 | 81.1 |
| Strongly Agree | 35 | 18.9 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.11, 89(48.2%) of the respondents disagreed with the statement; none of the respondents were not sure and 61(32.9%) agreed, while 18(18.9) of the respondents strongly agreed with the statement. According to the results majority of respondents, 89(48.2%) generally disagreed with the statement. This implied that majority of the clients of KCCA felt that the staff performance at KCCA was good, which in this case could be as a result of the leadership styles that are applied in the organisation that demotivate the staff from performing.

## **7.2.2. I view staff productivity on the job as good**

The respondents were asked whether they viewed staff productivity on the job as good. The results attained are presented in table 7.12 below.

## **Table 7.102:I view staff productivity on the job as good**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 79 | 42.7 | 42.7 |
| Agree | 65 | 35.1 | 77.8 |
| Strongly Agree | 41 | 22.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.12, 79(42.7%) of the respondents disagreed with the statement; none of the respondents were not sure and 65(35.1%), while 41(22.2%) of the respondents strongly agreed with the statement. According to the results majority of respondents, 79(42.7%) generally agreed disagreed with the statement. This means that majority of the respondents that participated in the study never viewed staff productivity in KCCA as good, implying that KCCA management needed to do a checkup in order to ascertain the causes of poor performance among the staff in the organisation.

## **7.2.3. KCCA’ staff always deliver their services in time**

The respondents were asked whether KCCA’ staff always delivered their services in time. The results attained are presented in table 7.13.

**Table 7.13: KCCA’ staff always deliver their services in time**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 89 | 48.1 | 48.1 |
| Agree | 60 | 32.4 | 80.5 |
| Strongly Agree | 36 | 19.5 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.13, 89(48.1%) of the respondents disagreed with the statement; none of the respondents were not sure and 60(32.4%), while 36(19.5%) of the respondents strongly agreed with the statement. According to the results majority of respondents, 89(48.1%) generally agreed disagreed with the statement. This means that KCCA’ staff never always delivered their services in time, which leaves a big challenge for the management, to find out whether the leadership styles led to the above scenario.

**7.2.4. The staff of KCCA are always supportive and tolerant while at work**

The respondents were asked whether the staff of KCCA were always supportive and tolerant while at work, the results attained are presented in table 7.14;

**Table 7.14: The staff of KCCA are always supportive and tolerant while at work**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 81 | 43.8 | 43.8 |
| Agree | 65 | 35.1 | 78.9 |
| Strongly Agree | 39 | 21.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.14, 81(43.8%) disagreed with the statement and 65(35.1%) agreed while 39(21.1%) of the respondents strongly agreed with the statement. Majority of the respondents, 81(43.8%) generally disagreed with the statement. This means that majority of the clients that participated in the study believed that the staff of KCCA were not always supportive and tolerant while at work.

**7.2.5. Staff are given the needed support by their supervisors to meet their duties**

The respondents/clients were asked whether staff were given the needed support by their supervisors to meet their duties. The results attained are presented in table 7.15;

**Table 7.15: Staff are given the needed support by their supervisors to meet their duties**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 56 | 30.3 | 30.3 |
| Not Sure | 31 | 16.8 | 47.1 |
| Agree | 65 | 35.1 | 82.2 |
| Strongly Agree | 33 | 17.8 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.15, 56(30.3%) disagreed with the statement and 31(16.8%) of the respondents agreed with the statement while 65(35.1%) of the respondents strongly agreed with the statement. A relatively good number of the respondents, 65(35.1%) generally agreed with the statement. This means that majority of the respondents agreed that KCCA staff were given the needed support by their supervisors to meet their duties, though some average number of the respondents were not sure of this statement.

## **7.2.6. Staff are comfortable with their supervisor’s leadership styles**

The respondents were asked whether staff were comfortable with their supervisor’s leadership styles. The results attained are presented in table 7.16;

**Table 7.16: Staff are comfortable with their supervisor’s leadership styles**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 33 | 17.8 | 17.8 |
| Not Sure | 59 | 31.9 | 49.7 |
| Agree | 66 | 35.7 | 85.4 |
| Strongly Agree | 27 | 14.6 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

According to the findings in table 7.15, 33(17.8%) disagreed with the statement, 59(31.9%) were not sure, 66(35.7%) of the respondents agreed with the statement while 27(14.6%) of the respondents strongly agreed with the statement. Majority of the respondents, 66(35.7%) generally disagreed with the statement. This means majority of the respondents agreed that staff were comfortable with their supervisor’s leadership styles, however, average number of the respondents were not sure of this statement, implying that the above result may not be solely relied on.

##

## **7.2.7. The staff of KCCA are good and always encourage motivate us while dealing with them**

Regarding whether the staff of KCCA were good and always encouraged motivated them while dealing with them, the results obtained are contained in table 7.17 below;

**Table 7.17: The staff of KCCA are good and always encourage motivate us while dealing with them**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 86 | 46.5 | 46.5 |
| Agree | 61 | 32.9 | 79.4 |
| Strongly Agree | 38 | 20.6 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.17, 86(46.5%) disagreed with the statement, 61(32.9%) of the respondents agreed with the statement, while 38(20.6%) of the respondents strongly agreed with the statement. Majority of the respondents, 86(46.5%) generally disagreed with the statement, implying that the staff of KCCA were not good always and never encouraged or motivated their clients while dealing with them.

## **7.2.8. Staff always report at work in time**

Respondents were asked whether staff always reported at work in time. The results obtained are contained in table 7.18.

**Table 7.18: Staff always report at work in time**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 61 | 32.8 | 32.8 |
| Not Sure | 37 | 20.1 | 52.9 |
| Agree | 46 | 24.9 | 77.8 |
| Strongly Agree | 41 | 22.2 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.15, 61(32.8%) disagreed with the statement, 37(20.1%) of the respondents were not sure, 46(24.9%) of the respondents agreed while 41(22.2%) of the respondents strongly agreed with the statement. Majority of the respondents, 61(32.8%) generally disagreed with the statement. This strongly implies that most employees in Kampala city did not indeed arrive at work early. Perhaps this explains why performance has declined during the critical observations, the researcher noted tendencies of leaving work early, going for lunch and coming back close to 3pm.

While interacting with supervising staff in the organisation, one of the staff was quoted saying, *“The laxity at which Kampala City Council Authority employees work calls for room to suspect that the leadership styles in Kampala City Council are not either effective or don’t initiate a sense of individual urgency.”*

## **7.2.9. I am always attended to in time while at KCCA**

Respondents/clients were asked whether they were always attended to in time while at KCCA. The results are presented in table 7.19 below.

**Table 7.19: I am always attended to in time while at KCCA**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Frequency** | **Percent** | **Cumulative Percent** |
|  | Disagree | 87 | 47.1 | 47.1 |
| Agree | 61 | 32.8 | 79.9 |
| Strongly Agree | 37 | 20.1 | **100.0** |
| **Total** | **185** | **100.0** |  |

***Source: Primary data (2021)***

Results from table 7.19, show that 87(47.1%) of the respondents disagreed, 61(32.8%) agreed with the statement, while 37(20.1%) of the respondents strongly agreed with the statement. The largest percentage of the respondents, 87(47.1%) generally disagreed with the statement. This meant that a good number of the respondents (clients) who participated in the study affirmed that were never attended to in time while at KCCA.

While interacting with supervising staff in the organisation, one of the staff was quoted saying, *“When it comes to actual performance, most employees don’t indicate good signs that they are motivated to perform.”*

This calls for two diversions in interpreting the data: One may want to believe that may be the employee’s demotivation was caused by low motivational rewards employed by the district council but on the other hand, many employees that the researcher interacted with believed that management was affected by poor leadership which was manifested in bureaucracy, politics, and poor team leadership.

# **CHAPTER EIGHT**

# **DISCUSSION OF STUDY FINDINGS**

## **8.0. Introduction**

This chapter presents the discussion of study findings in line with the study findings and correlates with findings of other scholars on effect of career management practices in form of performance appraisal, training practices and promotion practices on employee retention in private primary schools of Entebbe Municipality, Wakiso District.

## **8.1. The Effect of Transformational Leadership style on Employee performance at KCCA**

Under objective one, the study sought to examine the effect of Transformational leadership style on employee performance at KCCA. The correlation results indicated a significant positive effect of Transformational leadership style on employee performance (r = 0.617 with probability value (p = 0.000) which implied that transformational leadership style explained employee performance at KCCA by 62%. This is because with transformational leadership, a leader works with their teams concurrently to identify the necessity of change, hence creating a vision towards leading such change. This leadership style encourages subordinates to rise above their self-interest to achieve organizational goals beyond the stated expectations.

While assessing Transformational leadership style attribute, it was analyzed using different statements and the outcomes of analysis were; 42.7% agreed that there was idealized influence of leaders on their staff at KCCA; majority of employees (52.1%) were not motivated to perform in the organisation. However, a relatively good number of the respondents (36.2%) said that some of leaders at KCCA entertained new ideas from their subordinates. Majority of the respondents (48.1%) were never consulted before their employer took action. And most of the respondents (31.9%) never dialogued with my supervisor on a daily basis and were never consulted by their supervisors on decision making.

This is implication therefore, that transformational leadership style was never practiced fully at KCCA, despite its significant effect on employees’ performance in the organisation. This data also implies that employees believe that they would want to experience aspects of improved responsibility, improved employee relations, increased consultation, dialogue between them and their supervisors, involvement in appraisals and consultations in decision making.

This finding was consistent with the premise by Onsardi and Arkat (2020) who asseted that the ideal influence conferred to the transformational leader is crucial; they act as a dependable role model for their followers and organisation and lead by example to persuade their employees for adhering to their organisational directives. According to Rawashdeh et al., 2020, transformational leadership makes change in subordinates and organizations by redesigning values and perceptions, beliefs and goals, and changing subordinates’ aspirations and expectations. It also very effective in empowering individuals by giving them the opportunity to perform their work autonomously, enhancing organizational learning, and inspiring individuals to use all the available resources needed to stimulate firms’ performance (Rawashdeh, Elayan, Shamout & Saleh, 2020).

Also, Dahie, Mohamed, and Mohamed’s (2017) study indicated that employees’ performance is positively related with transformational and transactional leadership styles. Recent studies of Rawashdeh et al. (2020) also found a similar result. Mulugeta and Hailemariam (2018) revealed that the leadership style applied in their organization was more inclined to transformational leadership style, followed by transactional and laissez-faire leadership styles as adjudged by the employees. The study also concluded that there are certain factors that also affect the employees’ performance in the organization, apart from leadership styles. A recent study by Torlak & Kuzey (2019) revealed that all of the components of transformational leadership had a significant positive association with employee performance.

## **8.2. The effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

Under objective two, the study sought to examine the effect of Laissez-faire leadership style on employee performance at KCCA. The correlation results indicated a significant positive effect of Laissez-faire leadership style on employee performance (r = 0.582 with probability value (p = 0.000) which implied that Laissez-faire leadership style explained on employee performance at KCCA by 58.2%. This is because under the Laissez-Faire leadership, self-motivated group members will automatically carry out the tasks of their expertise without requiring supervision and tasks assigned by their leaders accordingly as only they are more familiar about their strengths.

While assessing Laissez-faire leadership style, the researcher used various statements which were analyzed, and the results revealed that; majority of the respondents (45.9%) agreed that in complex situations their supervisor allowed them to work their problems out on their own way. However, 42.7% asserted that their supervisors never stayed out of the way as they did their work. And 42.2% asserted that their supervisors never gave them complete freedom to solve problems on my own. It should be noted that however, majority of the respondents at KCCA (45.9%) in most situations preferred little input from their supervisors.

The researcher was further convinced beyond reasonable doubt that this kind of revelation tallied with the interviews. Since most employees believed that they would rather be made comfortable at work rather than coarse them around like kids. In fact, this was eminent in some departments that supervisors or managers where naturally approachable, friendly and not arrogant at employees. Since the correlation shows that laissez-faire leadership leads to performance, this implied that that in these departments performance existed however on a slow pace, rather than in the authoritative leadership which was filled with tension.

This finding concurred with Mgeni (2015) who investigated leadership styles in Tanzania with special reference to SMMEs and reported that overwhelming majority of the respondents used entrepreneurial leadership style. The study resolved that there was a significant positive association between entrepreneurial leadership style and business performance. Devi & Dibley (2019) conducted an investigation on leadership styles in SMMEs and reported that transformational and transactional styles were the dominant approaches when it came to leadership.

Abasilim et al. (2018) in a study on the canonical analysis between the perceived leadership styles and employee’s commitment and performance in Nigeria found out that there is a positive relationship between transformational leadership style and employees’ performance and on the contrary a negative relationship between transactional and laissez-faire leadership styles and employees’ performance in the study context. Furthermore, the results revealed that the most prominent indicators among the leadership styles that relate more to employees’ performance are inspirational motivation, intellectual stimulation, contingent reward, and idealized behavior, respectively.

## **8.3. The Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

Under objective three the study sought to ascertain effect of Autocratic/Authoritarian leadership style on Employee performance at KCCA. The correlation results indicated a negative and insignificant effect of authoritarian leadership style on employee performance of KCCA (r = -.470 with probability value (p = 0.000) which implied that if management of KCCA applied authoritarian leadership style, this would reduce the level of employee performance at KCCA by 47%. This meant that authoritative leadership affected individual performance in a way that compromised the efficiency to work, individual innovation and creativity in Kampala city council.

Authoritarian leadership style were measured using different variables which were later analyzed and the result of analysis revealed that; majority of the respondents (38.4%) asserted that KCCA leaders had absolute power over their subordinates, and that subordinates had little power for making suggestions which is a sign of authoritarian style of leadership in the organisation. And 42.7% said that in KCCA, at times leaders distrusted their subordinates, which is a sign of authoritarian style of leadership in the organisation.

The above result was in line with study findings where through interviews, the researcher noticed rampant internal conflicts and, in the protest, to diffuse these social and political tensions, the district council developed authoritative-based management strategies in ensuring local cultural and political autonomy, KCCA encouraged authoritative approach to management. These potential benefits have maintained the system of most local councils in the use of authoritative leadership to employee performance yet have significantly reduced collective performance in KCCA.

More so, 38.9% of the respondents said that group members were rarely trusted with decisions or important tasks and performance of majority of the respondents was limited by poor leadership from their supervisors, leadership rules at KCCA were designed by superiors, which is a sign of authoritarian style of leadership being practiced in the organisation.

During the interview sessions, most employees believed that authoritative leadership brought about performance the autocratic way, yet other forms of leadership would approach the employee from a more humanistic manner. This explains the levels of demotivation and poor performance among the staff in the organization.

This finding agreed with the findings of previous scholars like Pawar, (2019) and Christian, (2018) who asserted that autocratic leadership style can be beneficial in an organisation, similarly many examples indicate that it may be problematic as those who abuse or frequently adopt this style are often termed as bossy. The dictatorial and controlling nature of the leadership style may further lead to the dissatisfaction of employees. After all, a true leader will not force their employees to blindly follow their instructions; rather, they will more listen to the team members’ opinions.

According to Galston (2018), such bossy behaviour can lead to resentment and conflicts among the group members due to autocratic leaders oftentimes making important decisions without consulting their team members. Islam, Rahman and Siddiqui (2018) concluded that the team members may dislike the lack of chance they are given to contribute their ideas, which will also lead to the lack of communication within the team for the strategies implementation; hence, it will be less efficient and effective.

# **CHAPTER NINE**

# **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

## **9.0. Introduction**

This chapter presents the summary on the effect of leadership styles on employee performance at KCCA basing on the findings from the study. The data were analyzed inform of tables which were used to test the relationship between the independent variable (leadership styles) and the dependent variable (employee performance).

## **9.1. Summary of study findings**

## **9.1.1. The Effect of Transformational Leadership style on Employee performance at KCCA**

From the findings it can be noted that Transformational leadership style enhanced employee performance at KCCA by 62%. Inspirational motivation of transformational leadership is the articulation and representation of a vision by the leader; thus, followers are motivated. Because of the leaders` positive attributes, followers develop an emotional attachment to the leader. In this style, trust and confidence are likely to be built in followers. Idealized Influence (behavior) creates a collective sense of mission and values. Idealized influence and inspirational motivation are often conceptualized as charismatic leadership dimensions in much research on transformational leadership.

However, there was idealized influence of leaders on their staff at KCCA, majority of employees were not motivated to perform in the organisation; majority were never consulted before their employer took action. And most of the respondents never dialogued with my supervisor on a daily basis and were never consulted by their supervisors on decision making, an implication therefore, that transformational leadership style was never practiced fully at KCCA, despite its significant effect on employees’ performance in the organisation.

##  **9.1.1. The Effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

The results also indicated effective Laissez-faire leadership style enhanced on employee performance at KCCA by 58.2%. This leadership style is characterised by requiring minimum guidance from the leaders, while the followers are allocated complete freedom on the decision-making process. And the power and full authority are handed to the followers in complete, whereas the leaders will take responsibility for the decisions and actions carried out.

However, majority of the respondents (42.7%) asserted that their supervisors never stayed out of the way as they did their work. 42.2% asserted that their supervisors never gave them complete freedom to solve problems on my own and 45.9% in most situations preferred little input from their supervisors.

## **9.1.3. The Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

Autocratic/Authoritarian leadership style reduced employee performance at KCCA by 47%. This is because in Authoritarian leadership style, an autocratic leader mostly makes their decision based on personal judgments and ideations, which rarely include their follower’s input, and the leader has an absolute control over the group being led, this demotivated the staff and reduces their performance at work. Most employees in KCCA believed that authoritative leadership brought about performance the autocratic way, yet other forms of leadership would approach the employee from a more humanistic manner.

## **9.2. Conclusions**

From the above summary of findings, the following conclusions were made. The study conclusions and recommendations were to examine how leadership styles in form of transformational, Laissez-faire and Autocratic/Authoritarian leadership styles on employee performance at KCCA. These are detailed as follows;

## **9.2.1. The Effect of Transformational Leadership style on Employee performance at KCCA**

From the analysis given in the discussion of findings, it is noted that the respondents confirmed that Transformational leadership style enhanced employee performance at KCCA and most of the employees expressed the desire to execute duties under the transformational settings rather than the existing leadership styles.

## **9.2.2. The Effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

And from the analysis given in the discussion of findings, it is noted that the respondents confirmed that Laissez-faire leadership style enhanced employee performance at KCCA and that laissez-faire leadership was mostly applied to lower departments that had no formal work procedures of performance.

## **9.2.3. The Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

In can be concluded that authoritative leadership in KCCA created dislike to work and reducing the inherent motivation to work freely. It led to reduced motivation and employee performance at KCCA since most of the respondents had negative views on the influence of Autocratic/Authoritarian leadership style.

## **9.3. Recommendations**

Basing on the findings of the study, the researcher found it prudent to make a few recommendations which are deemed important to guide the readers and policy makers as they use this research work and in order that hotel may use it to achieve potential employee performance through improved application of good leadership styles.

## **9.3.1. The Effect of Transformational Leadership style on Employee performance at KCCA**

In respect of the first conclusion, the transformational leadership style in Kampala City Council Authority should further empower their employees by developing teams and according some measure of power and authority to these teams. In this way, employees will ignite their potentials, feel part of the organization and perform maximally for the organization.

It is recommended that KCCA should apply other transformational leadership style in this dynamic kind of work environment in order for the company to wax stronger within its industry. Since there is no “one size fits all” style of leadership, it is also recommended that management should endeavor to use numerous techniques and methods as the situation may demand to encourage staff to work harder to accomplish organizational goals and progress performance further.

## **9.3.2. The Effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

Since products and service go hand in hand and the customer needs are dynamic the institution constantly has a challenge of ensuring that its values, management style and strategies should be flexible if the organization is to maintain a competitive edge.

The formal training of leaders could be armor-plated by the implementation of a leadership mentorship programme where the managers are provided with continuous developmental feedback on his/her behaviours and how they can link to this the ideal qualities that foster effective and proactive Laissez-faire leadership style.

## **9.3.3. The Effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

Following the third conclusion, the KCCA should immediately reduce the practice of authoritative leadership, hence the KCCA should advocate for better leadership styles that suite different situations so as to reduce the dominance of authoritative leadership unless in situations where it is necessary.

The researcher further recommends that KCCA should reduce authoritative leadership and laissez-faire leadership by designing performance procedures that promote professional performance guidelines that create a sense of responsibility to employees.

## **9.4. Suggested Areas for further research**

From the findings and interaction of the researcher with the field, the following areas for further research have been identifies;

Future research may investigate the other types of leadership using more of public organisations and in other different private sectors.

Finally, for the aim of generalization, additional research can be conducted by involving variety types of samples and approaches in different contexts.

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**APPENDENCES**

**APPENDIX I: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| N  | S  | N  | S  | N  | S  | N  | S  | N  | S  |
| 10  | 10  | 100  | 80  | 280  | 162  | 800  | 260  | 2800  | 338  |
| 15  | 14  | 110  | 86  | 290  | 165  | 850  | 265  | 3000  | 341  |
| 20  | 19  | 120  | 92  | 300  | 169  | 900  | 269  | 3500  | 346  |
| 25  | 24  | 130  | 97  | 320  | 175  | 950  | 274  | 4000  | 351  |
| 30  | 28  | 140  | 103  | 340  | 181  | 1000  | 278  | 4500  | 354  |
| 35  | 32  | 150  | 108  | 360  | 186  | 1100  | 285  | 5000  | 357  |
| 40  | 36  | 160  | 113  | 380  | 191  | 1200  | 291  | 6000  | 361  |
| 45  | 40  | 170  | 118  | 400  | 196  | 1300  | 297  | 7000  | 364  |
| 50  | 44  | 180  | 123  | 420  | 201  | 1400  | 302  | 8000  | 367  |
| 55  | 48  | 190  | 127  | 440  | 205  | 1500  | 306  | 9000  | 368  |
| 60  | 52  | 200  | 132  | 460  | 210  | 1600  | 310  | 10000  | 370  |
| 65  | 56  | 210  | 136  | 480  | 214  | 1700  | 313  | 15000  | 375  |
| 70  | 59  | 220  | 140  | 500  | 217  | 1800  | 317  | 20000  | 377  |
| 75  | 63  | 230  | 144  | 550  | 226  | 1900  | 320  | 30000  | 379  |
| 80  | 66  | 240  | 148  | 600  | 234  | 2000  | 322  | 40000  | 380  |
| 85  | 70  | 250  | 152  | 650  | 242  | 2200  | 327  | 50000  | 381  |
| 90  | 73  | 260  | 155  | 700  | 248  | 2400  | 331  | 75000  | 382  |
| 95  | 76  | 270  | 159  | 750  | 254  | 2600  | 335  | 100000  | 384  |

Note: “N” is population size; “S” is sample size.

**Source:** Krejcie, Robert V., and Morgan, Daryle W., (1970): “Determining Sample Size for Research Activities”: Educational and Psychological Measurement:

# **APPENDIX II: DOCUMENTARY REVIEW CHECKLISTS**

1. Human Resource Policy of KCCA
2. KCCA’s internal and external audit reports
3. Procurement and Disposal Unit Reports of KCCA
4. Performance Annual Reports

# **APPENDIX III: CONSENT FORM FOR THE RESPONDENTS**

Dear Participant,

My name is Kasingye Gloria, a student of Master’s in Business Administration (Nkumba University, Uganda. I am conducting academic enquiry on, “Leadership Styles and Employee Performance in the Public Sector of Uganda. A case of KCCA in Kampala. You are among the staff or stakeholders of KCCA and you have been chosen to take part in the study because of your understanding of the topic and your status in the community. The study’s aim and conclusions will be strictly academic. The research would only take about 30 minutes. All details you provide will be handled and treated with the highest discretion.

Respondent’s signature ………………………………. Date…………………

# **APPENDIX IV: QUESTIONNAIRE FOR JUNIOR STAFF AND BENEFICIAIRIES**

Dear Respondent:

Dear Participant, the questionnaire below appeals to get your response concerning “Leadership Styles and Employee Performance in the Public Sector. A Case of KCCA in Kampala.” Please be as truthful as possible when answering the following questions. The data provided will be used and treated with utmost care.

Thank you so much for your cooperation.

**Section A: Background Information**

BIO DATA (Please do provide the following information. Indicate appropriate code in box)

|  |  |  |  |
| --- | --- | --- | --- |
| 01 | Sex | Male …………………………1Female ………………………2 | Enter the correct code |
| 02 | Age | 20---39 years……...…………240----59 years………………..360 and above……………..….4 | Enter the correct code |
| 03 | Marital Status | Married…………….….…..…1Single…..……………..…......2Separated.…………………....3Divorced.……….………..…..4Widowed……………………..5 | Enter the correct code |
| 04 | Highest Level of Education | Postgraduate Degrees….…..…1Bachelors ……………..…......2Diploma ……………………....3Certificate ……….………..…..4  | Enter the correct code |
| 05 | How long have you worked with KCCA | 1-10 years ……………..……....111-20 years....……………...…..221-30 years………………...….3 | Enter the correct code |

**For sections B, C and D use the scale/ranking below to tick in the box that corresponds with number that best indicates your opinion on the statement or question.**

1. Strongly Disagree; **2-**Disagree; **3-**Neutral; **4-**Agree; and **5-**Strongly Agree

**SECTION B: The effect of Transformational Leadership Style on Employee Performance at KCCA**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | There is idealized influence of leaders on their staff |  |  |  |  |  |
| 2. | There is inspirational motivation among the staff at KCCA |  |  |  |  |  |
| 3. | The leaders at KCCA entertain new ideas from their subordinates |  |  |  |  |  |
| 4. | Management at KCCA leads with vision |  |  |  |  |  |
| 5. | I am consulted before my employer takes action. |  |  |  |  |  |
| 6. | I am involved in performance appraisals to my department |  |  |  |  |  |
| 7 | I dialogue with my supervisor on a daily basis |  |  |  |  |  |
| 8 | I am consulted by my supervisors on decision making. |  |  |  |  |  |
| 9 | My supervisor encourages delegation. |  |  |  |  |  |

**SECTION C: The effect of Laissez-Faire Leadership Style on Employee Performance at KCCA**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | In complex situations my supervisor allows me to work my problems out on my own way. |  |  |  |  |  |
| 2. | My supervisor stays out of the way as I do my work |  |  |  |  |  |
| 3. | As a rule, my supervisor allows me to appraise my own work. |  |  |  |  |  |
| 4. | My supervisor gives me complete freedom to solve problems on my own. |  |  |  |  |  |
| 5. | In most situations I prefer little input from my supervisor |  |  |  |  |  |
| 6. | In general, my supervisor feels it’s best to leave subordinates alone. |  |  |  |  |  |
| 7 | Whenever I have a different view from that of my employee am not mistreated |  |  |  |  |  |
| 8 | My supervisor does not impose policies on me and there is leadership freedom in my department. |  |  |  |  |  |
| 9 | I communicate properly with my employer and I am allowed to express my views openly. |  |  |  |  |  |

**SECTION D: The effect of Autocratic/Authoritarian Leadership Style on Employee Performance at KCCA**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | Leaders have absolute power over their subordinate. |  |  |  |  |  |
| 2. | Subordinates have little power for making suggestions. |  |  |  |  |  |
| 3. | At times, Leaders distrust their subordinates. |  |  |  |  |  |
| 4. | Group members are rarely trusted with decisions or important tasks |  |  |  |  |  |
| 5. | My performance is limited by poor leadership from my supervisor |  |  |  |  |  |
| 6. | My performance is not limited by leadership. |  |  |  |  |  |
| 7 | Leadership rules are designed by superiors. |  |  |  |  |  |
| 8 | My performance is assessed by my supervisor alone |  |  |  |  |  |
| 9 | Performance requirements are designed according to the council’s needs. |  |  |  |  |  |

**SECTION E: The Level of Employee Performance at KCCA.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Item** | **1** | **2** | **3** | **4** | **5** |
| 1. | I feel staff performance is good at KCCA |  |  |  |  |  |
| 2. | I view staff productivity on the job as good |  |  |  |  |  |
| 3. | KCCA’ staff always deliver their services in time |  |  |  |  |  |
| 4. | The staff of KCCA are always supportive and tolerant while at work. |  |  |  |  |  |
| 5. | Staff are given the needed support by their supervisors to meet their duties. |  |  |  |  |  |
| 6. | Staff are comfortable with their supervisor’s leadership styles. |  |  |  |  |  |
| 7 | The staff of KCCA are good and always encourage motivate us while dealing with them |  |  |  |  |  |
| 8 | Staff always report at work in time |  |  |  |  |  |
| 9 | I am always attended to in time while at KCCA |  |  |  |  |  |

***Thanks for your participation.***

# **APPENDIX V: INTERVIEW GUIDE FOR ADMINISTRATIVE STAFF**

**Dear Sir/Madam,**

Dear respondent, the questionnaire below desires to get your reaction “Leadership Styles and Employee Performance in the Public Sector. A Case of KCCA in Kampala.” Please respond to the questions as honestly as possible. The information you provide will be handled confidently. Thank you!

1. How does the organisation ensure that all the transformational leadership styles are associated with the realization of improved performance?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. How does the organisation ensure that all the Laissez-faire styles are associated with the realization of improved performance?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. How does the organisation ensure that authoritarian leadership style is associated with the realization of improved performance?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. Recommend on how the general employee performance can be improved at CCA?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

***Thank you for cooperating!***