

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN SELECTED
SUB-COUNTIES, BUSHENYI DISTRICT UGANDA

A Thesis

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Higher degrees and Research
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In Partial fulfillment of the Requirement of the Degree
Master of Human Resource Management

By

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DECLARATION A

I declare that this thesis is my original work and has not been presented for a Degree or any other academic award in any university or institution of learning




Name and signature of the candidate

Date: 15 / 08 / 2012

DECLARATION B

I confirm that the work reported in this thesis was conducted by the candidate

under my supervision


Dr. J. Casata

name and signature of the supervisor

Date: 14th August, 2022

DEDICATION

This thesis is dedicated to my mother Ms AMINAH BASAJJABALLABA whose prayers have enabled me to reach heights that I would never have reached.

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LIST OF ACRONYMS

MCQ	Multifactor Leadership Questionnaires
LMX	Leader Member Exchange
PLCC	Pearson's Linear Correlation Coefficient
SAQ	Self Administration Questionnaires
SPSS	Statistical Packages social scientists
CVI	Content Validity Index

ABSTRACT

The study assessed the effect of leadership styles on local government employee performance in selected sub-counties in Bushenyi district and was based on four specific objectives: (i) to determine the demographic profile of the respondents in terms of gender, age, marital status, educational level, kind of employment and working experience; (ii) to determine the level of leadership styles, (iii) to determine the level of local government employee performance, (iv) to establish whether there is a significant relationship between leadership styles and local government employee performance in selected sub counties Bushenyi district. It employed a descriptive correlation survey design, Used SAQ to collect data from 157 out of 259 employees, using simple random sampling. Data analysis was done using SPSS's frequencies and percentages; means and PLCC. The findings showed that majority of the respondents were male, and were married in the age bracket of 20 – 39 years, certificate holders dominated the study, the youth dominated the category of respondents and experience in the organization was between below 3 years. Both the level of leadership styles and employee performance was high. PLCC revealed positive and significant relationship between leadership styles and employee performance. The researcher recommended that if local government employee performance is to improve; (a) Leaders should ensure that there is Proper Corporation among all the workers whenever problems arise, (b) the districts should put change agents to minimize social cost of living in the organization, (c) to guarantee employees' welfare, employee should be given fringe benefits to subsidize income, (d) Sub counties should provide appropriate and suitable work methods and materials to improve workers' effectively (e) staff should be trained to acquire different skills and knowledge to exhibit high level of creativity in duties. Basing on path goal theory of leadership by Robert House (1971) that guided the study, it was proved that effective leaders influence employee performance by clarifying the path to their followers to attain the goals.

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CHAPTER ONE

The Problem and its Scope

Background of the Study

The study of leadership can be dated back about 700 years and the concept may be found in the earliest writing of the Greeks and the predecessors; however, leadership did not only become the focus of contemporary academic studies in the last 50 years and particularly more so in the last two decades (Rue & Byars 2001). This was because contemporary leadership scholars and researchers have often been questioned about the nature of their work, and its place within the academy, but much of the confusion surrounding leadership as a field of study was attributed to lack of understanding regarding trans disciplinary, inter and multi- disciplinary academic fields of study in general. Leadership is one of the world's oldest pre-occupations and a universal phenomenon in humans (Bass, 1990). From ancient to modern history, leadership has played an integral role in developing groups, societies and nations. Over centuries, leadership has been defined in terms of western, Egyptian, Greek, and Chinese literature as early as 6th century BC. The old and new testaments and the classics of Homer, Plato, Aristotle, and Confucius noted the role of leaders.

As civilization and administration intricately and intimately develop in history and flow through history (Waldo 2001), leadership also emerges. Although the Oxford English Dictionary noted the appearance of the word leader in the English language as early as the year 1300, the word leadership did not appear until about 1800. (Bass, 1990) and thus concepts of leadership can be traced back to ancient history, but definitions and classifications of leadership start from 20th century (Rost 1991).

The leadership literature of 1970s and 1980s, with its focus on effective leaders, revisited personal traits as determinants of leadership abilities. It has primarily contributed to understanding the impact of personal characteristics and individual

behavior of effective leaders and their role in making organizations successful. Therefore, in organizations, leadership is usually associated with the influence that managers exert in the accomplishment of goals associated with the productivity of the organization (Aswathappa 2001). Thus effective leadership among managers may be viewed as the means of motivating employees to improve performance, and thus it's not surprising that the study of leadership styles has been of such interest to the researcher

An employee performance study began around 60 years ago as a source of income justification and was used to determine employee wage based on performance; however, organizations used performance management to drive behaviors of the employees to get specific outcomes (Brandt 2000). In practice, this worked well for certain employees who were solely driven by financial rewards but where employees were driven by learning and development of skills, it failed miserably. Therefore, this gap between justification of pay and development of skills and knowledge became a huge problem and this was evident in the late 1980s'

Managing employee performance every day is the key to an effective performance management. For instance, setting goals, making sure expectations are clear and providing frequent feedback, and thus the high performance knowledge is the foundation of the enterprise improvement. This thesis analyses the current situation of employee performance management based on output operation and input based upon value added.

According to Williams (2003), leadership styles refer to the way a leader generally behaves towards followers in a given situation. The working definition adopted for this study, is basically captured from Williams (2003) and Bateman (2002) who strongly emphasized and defined leadership styles as the way a leader behaves towards followers or subordinates when influencing them in a given situation. In this study, leadership styles will be characterized by democratic or participative, autocratic and laissez-faire styles of leadership.

Peace & Brandt (2000) defined employee performance as the total effort that an employee inserts towards complete articulation of a given task. They further said that, employee performance can be noticed in different ways, for instance productivity, quality, and quantity and in most cases employee performance appraisal is done with the aim of ascertaining the mentioned variables.

The working definition adopted for this study is attributed to Armstrong (2007) who clearly put forward that employee performance is the total human effort both physical and mental employed towards effective attainment of organizational goals. In this study, employee performance will be characterized by increased productivity which is a measure of efficiency of production. It's a ratio of what is produced to what is required to produce it, and usually this ratio is in the form of an average, expressing the total output divided by the total input and thus it's a measure of output from a production process, per unit of input, improved human relations characterized by the skill or ability to work effectively through and with other people in all aspect of life , and increased employee efficiency which focuses on individual employees, hours worked, absence (time off) and more which the employees has registered in the system.

Problem Statement

Organizations wishing to survive in today's competitive world have to put in place the mechanism of addressing the issue of leadership styles, given its associated consequences that influences subordinates or followers performance at work, unfortunately among local government employees in selected sub counties in Bushenyi district, it seems the concept of participative leadership style has been taken for granted — despite innumerable benefits attached to it, indicated by high productivity in terms of output, quantity work, human relations, high employee morale, effective decision making, team spirit and high motivation. This has been caused by poor leadership through sub-county chief's excessive pressure towards subordinates and the way he dictates to them especially in monthly sub-county meetings. Failure to exercise good leadership in local government in selected sub countries will lead to labor turn

over of employees, poor industrial relations, employee absenteeism hence the need for this study ascertain the roles of leadership styles on employee performance among local government employees in selected sub-counties in Bushenyi District.

The purpose of the Study

The purpose of the study was to,

1. Describe the relationship between leadership styles and local government employee performance
2. The cause and effects of the two variables
3. Test hypothesis of no significant relationship between leadership styles and employee performance, indicating how leadership facilitates, team spirit, increases employee efficiency, promotes human relations and how it slows down organizational productivity, quality of work in case it's taken for granted
4. Bridge the gaps of previous studies and to validate existing information based on the theory to which this study is based.

Research Objectives

General objective

To investigate the effectiveness of leadership styles on employee performance among local government employees in selected sub-counties of Bushenyi district.

Specific Objectives

Further, the study was guided by the following specific objectives,

1. To determine the demographic profile of the respondents in terms of age, gender, kind of employment, marital status, educational level and working experience among local Government employees in selected sub-counties in Bushenyi District.
2. To determine the level of leadership styles (autocratic, democratic, and laissez-faire) among local government employees in selected sub-counties in Bushenyi District.
3. To determine the level of employee performance among local government employees in selected sub- counties in Bushenyi District.
4. To establish whether there is a significant relationship between leadership styles and employee performance among local government employees in selected sub-counties in Bushenyi District.

Research Questions

The research was guided by the following specific research questions

1. What is the profile of the respondents in terms of age, gender, marital status, kind of employment, level of education and working experience among government employees in sub-counties in Bushenyi District?
2. What is the level of leadership styles in relation to autocratic, democratic, and laissez-faire among local government employees in selected sub- counties in Bushenyi District?
3. What is the level of employee performance in terms of quality work, productivity, and employee efficiency among local government employees in selected sub-counties in Bushenyi district?

4. Is there a significant relationship between leadership styles and employee performance among local government employees in selected sub-counties in Bushenyi District?

Hypothesis

The study was guided by the following hypotheses: "There is no significant correlation between leadership styles and local government employee performance in Bushenyi District"

Scope of the study

Geographical scope

The proposed study was carried out among local government employees in selected sub-counties in Bushenyi District.

The respondents in the study included sub-county chiefs, parish chiefs, secretaries, councilors, chairman LC111, accountants that were randomly selected to represent the population.

Theoretical scope

The study was specifically based on path goal theory of leadership (Robert House 1971) which states that leaders can increase subordinate satisfaction and performance by clarifying and clearing the path to goals and by increasing the number and kind of rewards available for goal attainment and the theory was approved.

Content scope

In content, the study concentrated on how leadership styles (democratic, autocratic, and laissez-faire) can affect local government employee performance, in Bushenyi District.

Time scope

This study was conducted in a period of four months, the time which included collecting, analyzing and interpretation of data from June to October 2012

Significance of the Study

Organizations, local government employees in selected sub-counties in Bushenyi District will benefit in a sense that the study will expose and open the eyes of leaders and show them the right approach and the style of leadership that they are supposed to employ and Exhibit when leading subordinates in order to perform and achieve organizational tasks willingly and enthusiastically.

Policy makers, The study will also be used as a reference document and continuing guideline to policy makers especially when coming up or drafting the leadership policies that are supposed to be adhered to when influencing and leading subordinates at the sub-counties.

Academicians and future researchers; will use the findings of this research as they carry out research in Similar topics especially after it has contributed to methodology and literature review.

Politicians, This study will also open the eyes of politicians and expose them to the right leadership style that they are supposed to advocate for in their own sub-counties confidently basing on true facts that the study will portray.

Operational Definitions of Key Terms

For the purpose of this study, the following terms were operationally defined:

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. This describes what we see leaders do and thus, leaders challenge the process, foster a shared vision, promote action and involvement, show the way and inspire passion.

Leadership styles is the manner and approach of providing direction, implementing plans and motivating people in a given situation, which include democratic, autocratic and laissez-fair leadership styles.

Autocratic leadership style, is when a leader is in complete control and no one is permitted to make any suggestions or offer any opinion no matter how it may benefit the group, autocratic leaders typically make choices based on their own judgments and rarely accept advice from follower and thus involves absolute authoritarian control over a group. This is characterized by little or input from the group member, leaders make decisions and group leaders dictate all the work processes.

Democratic/ Participative is a situation where leaders invite and encourage the team members to play an important role in decision- making process, though the ultimate decision- making power rests with the leader and thus leaders function as collectors of opinion and take a vote before making a decision, and this because democratic leaders delegate full authority to subordinates.

Laissez-faire, is the type of leadership style in which leaders are hands off and allow group members to make the decision because the leader provide little or no direction to the followers, and this is characterized by allowing followers to have complete freedom to make decision concerning the completion of their work thus leaders provide followers with the materials they need to accomplish their task;

An employee is defined as a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

Employee performance is the ability of an individual to exert both physical and mental effort towards complete articulation of a given task. It indicates how well an individual is fulfilling the job demands and it is measured in terms of results not efforts. Performance means standards or criteria for employee behavior at work. This criterion contains much more than how an employee does the work and thus employees are rated on how well they do their jobs compared with a set of standards determined by the employer.

Local government, this is an administrative body for a small geographic area, such as city, town, county or state. A local government will typically only have control over their specific geographical region, and cannot pass or enforce laws that will affect a wider area.

Local government employees, this is a group of people who work together in department of education, environmental health and social care in attainment of a common goal.

Sub-county is a political subdivision of a state, the power and importance of which varies from one state to another.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/Experts

According to Newstrom et al (2002) defines leadership as the process of influencing and supporting others to work enthusiastically towards achieving objectives. Newstrom adds that, it is that critical factor that helps an individual or group identify its goals and then motivates and assists in achieving the stated goals.

Robbins (2003) defines leadership as the ability to influence a group towards the achievement of a goal. The source of influence may be formal that is by occupying a given managerial position or informal by belief and trust of the team or group. Evans (1999) adds that some managerial positions come with some degree of formally designated authority an individual may assume a leadership role and this brings formal influence on others.

However Cole (2000) broadens this view by defining leadership as a dynamic process at work in a group where by one individual over a particular organizational context influences the other group members to commit them freely to the achievement of group tasks. He emphasizes that leadership is a critical element in the work and work teams and that groups need leaders and leaders need followers.

According to Steven et al (2003) leadership is defined as a process of influencing people and providing an environment for them to achieve team or organizational objectives. He argues that effective leaders help groups of people to define their goals and find ways to achieve them.

Leadership is a process of developing ideas and a vision, living by values that support those ideas and vision ,influencing others to embrace the in their own

behaviors, and making hard decisions about people and other resources. Don Hellriegel et al (2001)

Leadership Styles

A leadership style is defined by Newstrom et al (2002) a total pattern of explicit and implicit leader's action as seen by employees. It represents a consistent combination of philosophy skills, traits and attitudes that are exhibited in leader's behavior.

According to Williams (2003) leadership styles refer to the way a leader generally behaves towards followers in a given situation. Such behaviors could be participative, autocratic, and laissez-faire in nature. Leadership styles refer to those behaviors that leaders use to influence their followers in order to achieve organizational goals. Gomez Mejia et al (2002)

Snell (2002) defines leadership styles as the way a leader behaves towards followers or subordinates when influencing them in a given situation.

However most authors recognize that leadership styles take the following categories and which one is the most appropriate to yield high employee performance forms the basis for this research. The most three commonly researched styles are democratic, autocratic, and laissez-faire.

Participative leadership style, According to Aswathappa (2001), participative leadership style is a consultative leadership style where a leader solicits opinions from the group before making a decision yet they do not feel obliged to accept the group thinking. These leaders make it clear that they alone have authority to make final decisions. According to Bateman Snell (2003), participative leadership styles is a consensual leadership style where a leader encourages group discussion on an issue and the make a decision that reflect the general agreement (consensus) of group members. He further said that consensual leaders delegate more authority to the group

than do the consultative leaders, but Snell (2003), concluded by saying that this style leads to considerable delay in decision making because every member has to give his or her consent. It is a democratic leadership style where a leader confers final authority on the group. It is a style where leaders function as collectors of opinions and take a vote before making a decision. Democratic leaders delegate full authority to subordinates, therefore this style is more relevant for community activities than for work settings.

Autocratic leadership style Derek et al (1998) view this leadership style as one where leaders make all major decisions and exert high level of control over followers. The leader alone determines the policy and makes plans; he tells the subordinates what to do and how to do it, the commands and expects compliance.

Robbinson et al (1999) divided this leadership style into two; Autocratic 1 where the leader solves the problem or makes the decision him self using information available to him or her at the time; and Autocratic 2 where the leader obtains the necessary information from subordinates and then decides the solution to the problem him self.

Here the role the subordinates in making the decision is clearly one way of providing the necessary information to you rather than generating or evaluating solutions. Aswathappa (2001), further argued that assuming the leader is competent, the advantage of this leadership style is that tasks are efficiently implemented, since there is no opportunity for everyone to participate in decision making and there is no opportunity for time consuming, and two-way Communication associated with democratic styles.

Laissez-Faire (Free-rein style) is a leadership style where a leader chooses not to adopt leadership role and actually abdicates leadership position generally relinquishing it to some one else in the work group. Dessler (2004) commented that while absence of leadership has both positive and negative effects. He further said that free-rein leadership style works when the group is composed of highly of highly committed members and in this style a leader abdicates leadership role because of his own

incompetence, the fear of failure or the perceived social cost of ostracisation by the work group.

Rollinson et al (1998) also compliments this style by viewing leaders as having a strong tendency to abdicate from the leader role. Leaders do not make decisions for their followers neither do they exercise control over them and leaders have little desire for providing leadership.

An employee according to Peace et al (2000) is defined as a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

Employee performance is defined as the total effort that an employee inserts towards complete articulation of a given task. They further said employee performance can be noticed in different ways, for instance productivity, quality, quantity, team spirit, increased employee efficiency and that in most cases employee performance appraisal is done with the aim of ascertaining the mentioned variables.

According to Prasad (1999) employee performance refers to the amount of effort employed by a human being towards accomplishment of a certain task. However, Byars (2001) argued that employee performance relates to energy and effort used by an individual in the articulation of any given task. In this study, employee performance will be characterized by increased productivity, quality output, and increased employee efficiency.

According to Robbins (2003) Local government is an administrative body for a small geographic area, such as city, town, county or state. A local government will typically only have control over their specific geographical region and or enforce laws that will affect a wider area.

According to Newstrom et al (2002) Local government employees is a group of people who work together in department of education environmental health and social care in attainment of a common goal.

Sub-counties, this a political sub-division or a state, the power and importance of which varies from one state to another (Aswathappa, 2001).

Leadership Theories

Various researches conducted on leadership theories have categorized these theories into three main ones. They include,

The trait theory

Behavioral theory

Contingency

All authors have discussed that the trait theory was advanced earlier than other theories,

The trait theory

Evans (1999) reviews this theory as one which focuses on early studies of leadership that leaders are born but not made. This search advanced assets of qualities, physical traits for example energy appearance and height personality traits e.g self confidence adaptability, enthusiasm, social traits ie cooperation, interpersonal skills such as tact courtesy and administrative ability and suggests that successful leaders must possess a combination of the above traits.

Stoner et al (2000) supplements that searching for measurable leadership traits researchers have taken approaches comparing the traits of those who have emerged as leaders with the traits of those who have not.

This encompasses a broader range of personal characteristics such as knowledge, abilities, and values that were not considered by earlier studies on leadership traits. The new generation of leadership experts argues that earlier studies focused too much on abstract personality traits and the physical of leaders. The recent leadership literature identifies seven competencies that are characterized by effective leaders of which include drive, leadership motivation, integrity, self confidence, intelligence, knowledge of the business and emotional intelligence.

However research has strongly criticized this theory because of failure to recognize that some people possess those traits but out of experience and learning but not born with them. Also there are no universal traits that predict leadership in all situations, rather traits appear to predict leadership in selective situations, traits predict behavior more in "weak" situations than in "strong" situations. Strong situations are those in which there are strong behavioral norms, strong incentives for specific types of behaviors, and clear expectations as to what behaviors are rewarded and punished. (Stephen 2000) such strong situations create less opportunity for leaders to express their inherent dispositional tendencies.

Behavioral Theories

The inability to strike "gold in the trait mines" led researchers to look at the behaviors that specific leaders exhibit. They wondered if there was something unique in the way that effective leaders behave, proposing that specific behaviors differentiate leaders from non leaders.

Rensis Likert views four types of behavioral leadership

System 1. Exploitative

Authoritative where decisions are made at the top, communication is only one way down wards, fears, threats are constant weapons.

System 2. Benevolent,

Authoritative where there is some delegation with close policy control. The accent here is more on reward than punishment and some upward communication is allowed.

System 3. consultative

This is where attempts are made to allow communication of subordinates ideas and opinions where there is some involvement in decision making at lower levels.

System 4. participative

This is where there economic rewards; full use is made of group participation in setting performance goals and communication flows side ways. There is supportive atmosphere with a leader who helps and advises rather than dictates and commands.

Likert concludes that successful leaders are those whose work groups have high cooperative attitudes and a high level of job satisfaction from system for management.

Stoner et al (2000) focus on only two leadership behaviors, leadership functions here for groups to operate effectively a leader must perform the major functions. Task related or problem solving functions and group maintenance functions include those actions that help a group to operate smoothly, being respectful to ideas and feelings of member resolving disagreement and comp group members. (Balunywa 2002)

Leadership functions above are expressed in two different styles that is task oriented style and employee oriented style. Task oriented style considers getting job satisfactorily done through strict supervision while employees oriented style puts emphasis on motivation trust respectful relationship with employees other than controlling them. (Stoner et al 2000).

Ohio state and Michigan studies

The most comprehensive and replicated of the behavioral theories resulted from research that began at Ohio state university in the late 1940's. These researchers sought to identify independent dimensions of leader behavior. Beginning with over a thousand dimensions, they eventually narrowed the list into two categories that substantially accounted for most of the leadership behavior described employees and thus initiating *structure and consideration*

Initiating structure refers to the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment. It includes behavior that attempts to organize work, work relationships, and goals. The leader characterized as high in initiating structure could be described as some one who "assigns group members to particular tasks" expects works to maintain definite standards of performance and emphasize the meeting of deadlines.

Consideration is described as the extent to which a person is likely to have job relationships that are characterized by mutual trust, respect for employees ideas and regard for their feelings. He or she shows the concern for followers comfort, well being, status, and satisfaction. A leader high in consideration could be described as one who helps employees with personal problems, is friendly and approachable, and treats all employees as equals.

Michigan Studies

They found out slightly different results. They distinguished between production centered and employee centered managers.

The former are found to set rigid work standards organized task down to the last detail prescribed work methods to be followed and closely supervised employees work. The latter encouraged employees work participation in goal setting and other work decisions and helped to ensure high performance by inspiring trust and respect. They concluded

their research by showing that the most productive work teams tended to have leaders who were employee centered. (Stoner et al 2000)

(Cole 2000) summarizes their research by identifying that effective leaders put considerable attention to relation within the group exercised less direct supervision and encouraged participation in decision making.

Contingency Theories

The contingency perspective of leadership is based on the ideal that the most appropriate leadership style depends on the situation. Most although not all contingency leadership theories assume that effective leaders must be both insightful and flexible. They must be able to adapt their behaviors and styles to the immediate situation. This isn't easy to do, however leaders typically have a preferred style. It takes considerable efforts for leaders to learn when and how to alter their styles to match the situation. As we noted earlier, leaders must have a high emotional intelligence, particularly a self-monitoring personality, so that they can diagnose the circumstances and match their behaviors accordingly.

Fielders leadership model proposes that effective team performance depends on the proper match between the leadership style of interacting with his subordinates and the degree to which the situation gives control and influence to the leader and thus fielder advanced three critical dimensions that affect a leaders ability to lead i.e leader-member relations, task structure and position power.

Fielder summarizes that a favorable situation is where a leader has been assigned power and authority, the tasks, work group had to tackle were clearly laid down and structure the leader was well liked and trusted by the group, the best strategy of leadership is to be task oriented and becoming supportive under unfavorable conditions. (Evans 1999)

Theoretical Perspective

The study was guided by path goal theory of leadership by Robert house (1971) which states that effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective job performance. Leaders strengthen the performance-to-out come expectancy and valences of those outcomes by ensuring that employees who perform their jobs well have a higher degree of need fulfillment than employees who perform poorly. (Steven, 2001).

Effective leaders strengthen the effort-to-performance expectancy by providing the information, support, and other resources necessary to help employees complete their tasks. Royal Dutch/ shells development program emphasizes that effective leaders create conditions that enable others to realize their potential in the work place.

The theory is related to this study' the essence of this theory is that it's the leader's job to assist his or her followers in attaining their goals and or support to ensure their goals are compatible with the overall objectives of the group or organization. The term path-goal is derived from a belief that effective leaders clarify the path to help their followers get from where they are t o the achievement of their work goals and make the journey a long the path easier by reducing road blocks and pitfalls, (Stephen P. 1996).

According to path-goal theory, a leader's behavior is acceptable to subordinates to the degree that it is viewed by them as an immediate source of satisfaction or as a means of future satisfaction. A leader's behavior is motivational to the degree that it makes subordinates need satisfaction contingent on effective performance, provides the coaching, guidance, support and rewards that are necessary for effective performance

To test these statements, Robert (1971) identified four leadership behaviors (a) Directive leader, lets subordinates know what is expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks; (b) The supportive

leader is friendly and shows concern for the needs of subordinates. This is essentially synonymous with the Ohio state dimension of consideration; (c) The participative leader consults with subordinates and uses their suggestions before making a decision; and (d) The achievement oriented leader sets challenging goals and expects subordinates to perform at their highest level. In contrast to Fielder's view of a leader's behavior, House assumes that leaders are flexible, path goal implies that the same leader can display any or all of these behaviors depending on the situation.

Related Studies

Rao et al (1980) was a study conducted in Asia on the impact of three different leadership styles on the learning climate generated in the organization perceived by 48 top level managers in a company. The leadership styles studied are benevolent or paternalistic styles, critical style and developmental styles. The impact, variables studied include the extent to which they produce loyalty and dependence, resentment and counter dependence and learning, job and morale. The study indicated that while benevolent style creates dependence and resentment, critical style creates resentment and it is developmental style that tends to create learning and job satisfaction. The findings are in expected directions and the implications of these findings for change in leadership styles using 360 degree feedback were discussed.

According to Raju et al (1986) across the nine situations, nine items represented benevolent style, nine represented critical style, and nine represented developmental style. The average of the scores on the nine items under each style score therefore is the extent to which the style was exhibited by the candidate across the nine situations. Taking each individual self as well as combined assessment of all the others (aggregate feedback of all the others on that item expressed in percentage) was taken and coefficient of correlation were computed between the styles and their impact.

Their findings indicated that developmental style is the most desirable style and it is associated with creation of empowerment, growth, learning, morale and

satisfaction on the part of the employees. In Goleman's terms, this style creates resonance while the critical climate creates dissonance. Benevolent or relationship style has the potential of creating not only dependence but also resentment and avoidance of work. Leadership programs in future therefore should focus on the developmental style as a desirable style. The results also indicated the potential of all the nine situations chosen in predicting the leadership styles thus it looks that the style gets shown constantly in most of the situations.

In 1939, a group of researchers led by psychologists Kurt Lewin set out to identify different styles of leadership while further research has identified more specific types of leadership, this early study was very influential and established three major leadership styles in the authoritarian, democratic or laissez-faire leader. Research found that decision making was less creative under authoritarian leadership. Lewin (1939) also found that it is more difficult to move from an authoritarian style to a democratic style and therefore abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision making or where the leader is most knowledgeable member of the group.

Participative, Lewin (1939) found that participative leadership also known as democratic leadership is generally the most effective leadership style and allow input from other group members. In Lewin's study children were less productive than the members of authoritarian group, but their contributions were of much higher quality. Participative leaders encourage group members to participate, but retain the final say over the decision making process and thus group members feel engaged in the process and are more motivated and creative.

Researchers found that children under laissez-faire leadership also known as delegative leadership were the least productive of all the three groups. The children in this group also made more demands on the leader, showed little cooperation and were unable to work independently. Delegative leaders offer little or no guidance to group members and leave decision making up to group members while this style can be

effective in situations where group members are highly qualified in an area of experience, it often leads to poorly defined roles and lack of motivation.

Relationship between Leadership and Performance

The relationship between leadership and performance has received considerable researcher's attention. Most studies about the relationship between transactional leadership and organizational performance have yielded disappointing findings. However, when Bass's (1985) multifactor leadership questionnaires (MFLQ) were used, a higher correlation was found between the leader's transformational style and the organizational level. This correlation was consistently higher than the positive correlation between the leader's transactional leadership style and organizational performance. In other studies that followed, a negative correlation was usually found between the transactional leadership style and organizational performance [Geyer & Steyrer 1998].

According to Bass (1986), employees choose to perform tasks out of identification with the leader or with the organization. This relationship results in the employee's basic agreement with the norms of which they are required to perform. Bass suggests that transformational leadership can create identification with and internalization of desirable values, as opposed to the limited goal of transactional leadership to create a compliant workforce. Parry (2003) specifically examined leadership styles in public sector organizations and found that a transformational leadership style has positive effects on innovation and effectiveness of these organizations. Recently, Wang et al (2005) suggested the leader member exchange (LMX) theory (Graen, 1976) as a good explanation for a mediating role between leadership styles and employee performance as well as organizational citizenship behavior.

Early studies on leadership (frequently categorized as trait studies on leadership) concentrated on identifying the personality traits which characterized successful

leaders, (Argyris 1995). Trait theories assume that successful leaders are born" and that they have certain innate qualities which distinguish them from non-leaders (Stodgill, 1948). However, the difficulty in categorizing and validating these characteristics led to widespread criticism of this trait approach, signaling the emergence of style and behavioral approaches to leadership (Stodgill, 1948). Style and behavioral theorists shifted the emphasis away from the characteristics of the leader to the behavior and the style the leader adopted.

Finally, research indicates that developmental style is the most desirable style and it is associated with creation of empowerment, growth, learning, morale and satisfaction on the part of the employees. In Coleman's terms, this style creates resonance while the critical climate creates dissonance. Benevolent or relationship style has the potential of creating not only dependence but also resentment and avoidance of work; therefore, leadership programmes should focus on the developmental style as a desirable style.

In regard to the above discussion, we can conclude leaders who adopt democratic or participative styles are more successful (Bowers & Seashore, 1966), in his sense; these early studies are focused on identifying the one best way of leading.

In summary, much of the evidence presented as supporting the claim of a leadership performance link is anecdotal and frequently over-concentrates on the transformational role of leaders in corporate success.

CHAPTER THREE

METHODOLOGY

Research Design

The research design was descriptive correlation in that it was interested in relating leadership styles and employee performance.

Research Population

The study focused on the manpower work force of local government employees in selected sub-counties in Bushenyi district, which was categorized under sub-county chiefs, councilors, secretaries, parish chiefs, chairman LCIII and sub-county accountants which comprised a total population of over 259 employees.

Sample Size

From the total population of 259 local government employees of selected sub-counties of Bushenyi district, the sample size was 157 employees. The sample size was determined using the sloven's formula; which states as follows:

$$n = \frac{N}{1 + N a^2}$$

Where **n** is the sample size, **N** stands for population and a^2 is 0.05 level of significance.

$$n = \frac{259}{1 + 259 (0.05)^2}$$

$$n = \frac{259}{1 + 259 (0.0025)}$$

$$n = \frac{259}{1 + 0.6475}$$

$$n = \frac{259}{1.6475}$$

$$n = 157$$

The sample size was selected from the following categories. Table 1 shows the distribution of population and sample size.

Table 1: Category of respondents

Category	Target population	Sample size
Sub county chiefs	9	6
Secretaries	30	19
Councilors	138	80
Parish chiefs	64	40
Chairman LCIII	9	6
Sub-county Accountants	9	6
Total	259	157

Source: primary data

Sampling Procedure

The study conducted using stratified sampling to reduce costs and the time of doing research and to increase the degree of accuracy of the study. The researcher set a selection criterion, where respondents were selected basing on their position/kind of job they do. A list of respondents was obtained from among local government employees in their respective departments to act as the sample. Strata were made

according to employee's level of operation in the sub-counties. There after a sample was obtained from each of the strata using convenient sampling.

Research Instrument

There were three sets of questionnaires directed towards local government employees in selected sub-counties in Western Uganda; Section one was respondent's profile, section two was on the level of leadership styles among local government employees and section three was on the level of employee performance. The questionnaires also consisted of the main title and the introductory letter, with a section of 6 bio-data questions, to help classify respondents. All questionnaires were close ended used four scales 1, 2, 3 and 4: where 1 = Strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree. Respondents were required to rate each item by writing the right number/ figure in the space provided before question.

Validity and Reliability of the Instruments

To ensure the validity and reliability of the instruments, the researcher employed the expert judgment method. After constructing the questionnaire, the researcher contacted experts in the study area to go through it to ensure that it measured what it was designed to measure and necessary adjustments were made after consultation and this ensured that the instrument was clear, relevant, specific and logically arranged. Secondly, a Pre-test was conducted in order to test and improve on the reliability of the questionnaires and lastly a content validity Index (CVI) of 0.9 was obtained using the formula:

$$CVI = \frac{\text{The number of items/questions declared valid}}{\text{The total number of items/questions}}$$

The total number of items/questions

Calculations are indicated in the appendix (IV). CVI which was greater than 0.07 hereby declaring the instrument valid. Reliability of the instrument was tested using

Cronbach's coefficient alpha (α) and the results obtained $\alpha = 0.75$ (SPSS results) which was greater than 0.70 indicating that the instrument was highly reliable.

Data Gathering Procedures

Before data gathering

Upon accomplishment of defending and acceptance of the research proposal, the researcher obtained an introductory letter from the college of higher degrees and research of KIU, seeking for permission from the sub-county to allow her access to employees to participate in the study.

During data gathering

Due to the nature of work and busy schedule of some prospected respondents, the researcher through sub-county chiefs scheduled an appointment for such respondents. The researcher was available to give necessary explanation on some questions where need was. Then the researcher carried out a pilot study before the actual research to check feasibility of the research instrument in order to make necessary improvement and adjustments in the tool and to avoid time wastage. The researcher also made use secondary data by reviewing available relevant texts books, journals articles, periodicals, manuals dissertation and publication.

After data gathering

After two weeks, primary data was collected through questionnaires which respondents returned back to the researcher for data analysis. Completed (SAQs) were coded, edited, categorized and entered into a computer for statistical package for social scientists (SPSS) for data processing and analysis.

Data Analysis

Data on completed (SAQs) was edited, categorized and entered into a computer for the statistical package for social scientists (SPSS) which summarized them using frequency and percentage to analyze data on respondent's profile. Means were used to analyze data on the level of leadership styles and the level of employee performance. Pearson's Linear Correlation Coefficient (PLCC) was used to establish whether there is a significant relationship between leadership styles and employee performance. The 0.05 level of significance was used to determine the strength of the relationship between independent and dependent variables.

The following mean range will be used to arrive at the mean of the individual indicators and interpretation

Table 2: Interpretation of the Mean Range

Mean range	Response mode	Level of leadership
3.26- 4.00	Strongly agree	Very high
2.51- 3.25	Agree	High
1.76- 2.50	Disagree	Low
1.00- 1.75	Strongly disagree	Very low

Ethical Considerations

To ensure that ethics was practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done: (a) all questionnaire will be coded; (b) the respondents were requested to sign the informed consent; (c) authors quoted in the study were acknowledged with in the text through citation and referencing; (d) findings will be presented in a generalized manner.

Limitations of the Study

The anticipated threats to the validity in this study were as follows:

Intervening or confounding or extraneous variables: There was a very big threat on some respondents with personal biases and dishonesty. To minimize this threat, the researcher requested respondents to avoid being subjective while answering the questionnaires.

Instrumentation: the data collection instrument was not standardized and this problem was solved through testing it for validity and reliability.

Testing: There was a likelihood of research assistants being inconsistent in terms of the day and time of questionnaire administration. This was solved through thorough briefing and orientation of research assistants in order to address this threat.

Attrition: there was a likelihood of some respondents not returning back the questionnaires and this was to affect the researcher in meeting the minimum sample size. To solve this threat, the researcher gave quite more questionnaire exceeding the minimum sample size.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Profile of respondents

In this study, the researcher described respondents profile in terms of gender, age, marital status, level of education, kind of employment and working experience.

**Table 3:
Respondents Profile**

Category of Respondents		Frequency	Percent (%)
Gender	Male	86	54.8
	Female	71	45.2
	Total	157	100.0
Age	20 – 39 years	84	53.5
	40 – 59 years	49	31.2
	60 years & above	24	15.3
	Total	157	100.0
Marital status	Single	36	22.9
	Married	115	73.2
	Divorced	4	2.5
	Widowed	2	1.3
	Total	157	100.0
Highest level of Education	Certificate	71	45.2
	Diploma	32	20.4
	Degree	42	26.8
	Postgraduate	12	7.6
	Total	157	100.0
Kind of employment	Sub-county chiefs	6	3.8
	Parish chiefs	40	25.5
	Secretary	19	12.1
	Councilor	80	51.0
	Chairpersons LC III	6	3.8
	Accountants	6	3.8
	Total	157	100.0
Working experience	Below 3 years	73	46.5
	3 – 7 years	21	13.4
	8 years and above	63	40.1
	Total	157	100.0

Source: primary data

The results in table 3 show that male were the majority respondents as represented by 86 (or 54.8%) and female were the minority 71 (or 45.2%). The findings revealed that there is relative gender balance in the sub-counties when it comes to employment and vying for political positions.

In regard to respondents' age, 84 (or 53.5%) respondents were in the age bracket of 20-39 years, 49 (or 31.2%) in the age bracket of 40-49 years, 24 (or 15.3%) in the age bracket of 60 years and above. The study indicates therefore that majority of the sub-county employees are youth.

In line with marital status, 115 (or 73.2%) respondents were married, 36 (or 22.9%) were single, 4 (or 2.5%) were divorced and 2 (or 1.3%) were widowed. Therefore it's right to deduce that the majority of the respondents were married with little time to handle organizational work effectively.

Concerning the level of education, respondents with certificate were the majority that is 71 (or 45.2%), followed by degree holders 42 (or 26.8%), 32 (or 20.4%) were diploma holders, and 12 (or 7.6%) were master' holders. These results indicate that the education level of the majority of sub-county employees is low as revealed by respondents mostly being certificate holders.

Regarding the position held by respondents, councilors dominated the sample with 80 (or 51.0%), followed by parish chiefs 40 (or 25.5%), secretaries with 19 (or 12.1%), followed by sub-county chiefs 6 (or 3.3%), chairpersons LC111 6 (or 3.8%) and accountants with 6 (or 3.8%). This implies that administration of the selected sub counties is dominated by politicians.

Lastly in regard to working experience, 73 (or 46.5) respondents had served for a period of 3 years and below, 63 (or 40.1%) had served for a period of 8 years and above, 21 (or 13.4%) had worked for a period of 3-7years. This indicates that all respondents had knowledge and experience about the study since the majority served

the organization for relatively a long period of time. However, when it comes to politicians, the findings revealed that they lacked experience since they were in their first term of office.

The level of leadership styles in selected sub-counties.

The second objective was set to determine the level of leadership styles among local government employees in selected sub-counties in Bushenyi District for which the researcher intended to find out how satisfactorily these leadership styles and the degree at which they stand when compared to performance. Leadership styles were broken into three aspects (including participative, autocratic, and laissez-faire leadership styles). In this study, all the three aspects were measured using 15 qualitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describes their perceptions. All the fifteen items on leadership styles were Likert scaled using four points ranging between 1= Strongly Disagree, 2= Disagree, 3= Agree and 4= Strongly Agree. Their responses were analyzed and described using Means as summarized in table 4 below.

**Table 4:
Level of Leadership Styles in Bushenyi District**

Autocratic leadership styles	Mean	Interpretation	Rank
Autocratic leadership style limits group decision making.	2.92	High	1
The leader makes all the decisions the organization	2.86	High	2
There are some effects associated with autocratic leadership style	2.75	High	3
Is autocratic leadership style your favorite approach	2.66	High	4
Autocratic leadership style is the best approach to be used among local government employees in Bushenyi district	2.13	Low	5
Average mean	2.67	High	
Participative leadership style			

Participative leadership style promotes team work and joint decision making	3.22	High	1
Participative leadership style is the best approach to be used among local government employees in the sub-county	2.80	High	2
I am not helped/ supported by my leaders whenever I seek advice	2.31	Low	3
I don't make contribution in any decision	2.29	Low	4
Am given unrealistic and unachievable goals	1.47	Very low	5
Average mean	2.42	Low	
Laissez-faire leadership style			
There is some features of laissez-faire leadership style in the sub- County	2.87	High	1
There is free flow of information in the sub-county	2.73	High	2
Staff manage their own areas	2.68	High	3
I recommend leaders in the sub-county to adopt laissez-faire leadership style	2.65	High	4
Employees are highly professional and creative	2.41	Low	5
Average mean	2.67	High	
Overall average mean	2.59	High	

Source: primary data, 2012

The means in table four indicate that leadership styles used at the sub-county were rated at different levels. Out of the categories, autocratic and laissez-faire leadership styles both tied with (mean= 2.67) were rated highest, followed by participative leadership style (mean= 2.42). The average rating showed that of the ten items under autocratic and laissez-faire leadership style, eight were rated high (equivalent to agree) and the remaining two were rated low (equivalent to disagree). And lastly with participative leadership style, two items were also rated high (strongly agree), two rate low (disagree); and lastly the remaining one rated very low (equivalent of strongly disagree). When you sum up all the three categories, the overall average mean is (2.59) which is equivalent to agree on the rating scale used and thus basing on these results, it can be concluded that leadership styles are so influential

among politicians at the sub-counties. Items which were highly rated among others included the fact that Participative leadership style promotes team work and joint decision making (mean=3.22) followed by Autocratic leadership style limiting group decision making (mean=2.92) and lastly was that there is also some features of laissez-faire leadership style in the sub- County (mean= 2.87). The three highly rated items belonged to a different category, the highest from participative leadership style, followed by one from autocratic and lastly from laissez-faire leadership styles. The findings conclude that there is a high degree of participative leadership style in the sub-county and if this is maintained, it will constitute to the satisfaction of the individual on the job. If any employee is not consulted on matters concerning the organization, for example where a leader solicits opinions from the group before making a decision, they don't feel obliged to accept the group thinking. Secondly, democratic leaders delegate full authority to subordinates, therefore this style is more relevant for community activities than for work settings. However the study rated four items low and these were that employees are highly professional and creative (mean= 2.41) followed by I am not helped/ supported by my leaders whenever I seek advice (mean= 2.31); employees don't make contribution in any decision (mean= 2.29) and lastly Autocratic leadership style is the best approach to be used among local government employees in Bushenyi district (mean= 2.13). The findings portray that autocratic leadership style is not best to be used among local government employees because with this a leader alone determines the policy and makes the plans, and thus this can not allow workers at the sub-counties to work as a team. However on the other side, the findings revealed that workers are given unrealistic and unachievable goals while executing their work as being the lowest (very low) at a (mean= 1.47) which is equivalent to strongly disagree on the rating scale, These gives us a picture that despite the sub-counties scoring well in other categories, there is much effort needed to improve management commitment in leadership related matters.

To get a final picture on leadership styles, the researcher computed an overall average mean for all the three categories in Table 4, which came out to be (mean = 2.59), which confirms that the level of leadership styles is moderate in Bushenyi district

The level of employee performance in selected sub-counties

The third objective was to determine the level of local government employee performance in selected sub-counties in Bushenyi district which was broken down into six aspects (including affective job commitment, continuous job commitment, normative job commitment, task accomplishment efforts, understanding work process and customer care). All the six aspects of employee performance in the sub-counties were measured using 15 qualitative questions in which respondents were requested to indicate the extent to which they agree or disagree with the statement by writing the number that best describes their perception. Each of the items on the questionnaires was rated with the aid of four response mode subjects ranging between one to four; where 1= strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree. There responses were described using means as summarized in table 5.

Table 5
Level of Local Government Employee Performance in Bushenyi District

Affective Job Commitment	Mean	Interpretation	Rank
You produce quality work in the organization.	2.77	High	1
There is a relationship with my supervisors.	2.55	High	2
You devote enough time to prepare and attend at work	2.34	Low	3
Average mean	2.55	High	
Continuous Job Commitment			
You feel there is high economic cost of leaving in the organization in terms of pensions, accruals to mention but a few.	3.56	Very high	1
You feel there is high social cost of living in the organization in terms of losing friendship ties with co-workers.	1.40	Very low	2
Average mean	2.47	Low	

Normative Job Commitment			
You feel you have moral obligation to remain working in organization because of what the organization has done for you as an individual.	2.87	High	1
You feel you have moral obligation to remain working in the organization because of what the organization has done for your family or socialization.	2.48	Low	2
Average mean	2.68	High	
Task Accomplishment Efforts			
You follow job description while executing your duties.	3.50	Very high	1
You devote enough time to prepare and attend to your work.	2.54	High	2
You ensure minimum wastage of resources while executing your duties	2.91	High	3
You use appropriate and suitable work methods and materials.	2.34	Low	4
Average mean	2.82	High	
Understanding work process			
You possess enough skills to enable you perform your work.	2.60	High	1
You exhibit high level of creativity while executing your duties	2.50	Low	2
Average mean	2.55	High	
Customer Care			
You are dedicated to improve customer satisfaction.	3.41	Very high	1
Speed is paramount in responding to customer complaints since your customer is a king.	3.19	High	2
Average mean	3.30	Very high	
Overall Average mean	2.73	High	

Source; Primary data 2012

The results in table 5 revealed that there different levels of local government employee performance in selected sub-counties. On average, customer care was the highly rated construct with (mean= 3.30), followed by task accomplishment efforts at a

(mean= 2.82), normative job commitment (mean= 2.68), affective job commitment and understanding work process tied in the fourth position with an average (mean= 2.55), and lastly continuous job commitment (mean= 2.47) respectively. On overall, three (3) out of (15) rated very high, seven (7) were rated high, four (4) were rated low and one (1) rated very low respectively. The three items which were highly rated as far as local government employee performance is concerned were, You feel there is high economic cost of leaving in the organization in terms of pensions, accruals to mention but a few was the highly rated item with (mean= 3.56), followed by You follow job description while executing your duties (mean= 3.50) and lastly You are dedicated to improve customer satisfaction with (mean= 3.41) respectively. All these were equivalent to strongly agree on the rating scale used. Basing on the overall rating, we found out that task accomplishment efforts emerged the first, and this implies that at the sub-counties, the staff and other related stakeholders who participated in the study tend to strongly agree that the organization is doing well compared to other five performance indicators. Nevertheless, we narrow down to specific items; the study revealed that the two highly rated items fell in the category of continuous job commitment and task accomplishment efforts and these were you feel there is high economic cost of leaving in the organization in terms of pensions, accruals to mention but a few and you follow job description while executing your duties and thus showing that performance at the sub- counties is relatively fair.

On the other hand however, the findings revealed four areas which led to low levels of performance; one fall under affective job commitment, the second one under normative job commitment, the third under task accomplishment and lastly understanding work process, that is you exhibit high levels of creativity while executing your duties, you feel you have morale obligation to remain working in the organization because of what the organization has done for your family or socialization, you use appropriate and suitable work methods and materials, you feel as if the organizational problems are yours with (mean= 2.50, 2.48, 2.34 and 2.34 respectively) which are all equivalent to disagree on the response mode. Due to competition among local

government employees in fight for pay increment, promotion and other related issues, it was very difficult for peers to rate one another objectively. Still during the interaction with some respondents it was revealed that there is a practice of divide and rule used by the sub-county chiefs, therefore due to the fight for favors from top management, there will not be fair assessment amongst peers. Lastly issues like you feel there is social cost of leaving in the organization in terms of losing friendship ties with co-workers as being the lowest (very low) at (mean= 1.40) which is equivalent to strongly disagree on the response mode. The findings revealed that to some extent, there is lack of cooperation among work in the sub-county which results into employees being uncomfortable at work. This greatly affects the morale of employees hence leading to labor turn over.

To get a final picture on the local government employee performance, the researcher computed an overall Grand average mean for all aspects in Table 5, which came out to be (mean = 2.73), which confirms that the level of local government employee performance stands at moderate level.

Relationship between leadership styles and local government employee performance

The fourth objective in this study was to establish whether there is a significant relationship between leadership styles and local government employee performance in Bushenyi district. On this, the researcher stated a null hypothesis that there is no significant relationship between leadership styles and local government employee performance in selected sub-counties Bushenyi district. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for aspects of leadership styles and those on local government employee performance using the Pearson's Linear Correlation Coefficient, as indicated in table 6.

Table 6
Pearson's Linear Correlation Coefficient results for Leadership Styles and Local Government Employee Performance

Variable correlated	R-value	Sig.	Interpretation	Decision on Ho
Leadership style Vs Employee performance	-.355	.000	significant relationship	Rejected

Source: primary data, 2012

The results in Table 6 indicate that leadership styles and local government employee performance are significantly correlated ($r = -0.355$). The sig. value indicates that there is a positive and significant correlation (sig. = 0.000 < 0.05) leading to a conclusion that leadership styles significantly improve local government employee performance at a 5% level of significance. Based on these results, the stated null hypothesis of "there is no significant relationship between leadership styles and local government employee performance" is rejected, and thus the findings showed a negative relationship between leadership styles and performance. These results lead to a conclusion that an improvement in the leadership style is likely to improve local government employee performance in Bushenyi District.

To get the final picture on how leadership styles affect local government employee performance, three aspects of local government employee performance index were regressed against leadership styles, results of which are indicated in table 7 below; and the remaining three aspects were not significant however the overall general picture showed a positive and significant effect.

Table 7
Regression Model for Local Government Employee Performance and Leadership Styles

Variables regressed	Adjusted R²	F	Sig.	Interpretation	Decision on Ho
Local Government Employee Performance Vs Leadership styles	.120	22.290	.000	significant effect	Rejected
Coefficients	Beta	T	Sig.		
(Constant)	___	31.798	.000	significant effect	Rejected

Autocratic	-.339	-4.485	.000	significant effect	Rejected
Participative	-.311	-4.077	.000	significant effect	Rejected
Laissez-fair	-.182	-2.300	.023	significant effect	Rejected

Source: primary data

The Linear regression results in Table 7 above indicate that leadership style significantly affects local government employee performance ($F=22.290$, sig. =0.000). The results indicate that the three constructs of leadership styles included in the regression model contribute over 12% towards variations in all the three aspects of local government employee performance in the selected sub counties in Bushenyi district (Adjusted $R^2=0.120$). The coefficients section of this table indicates the level to which leadership styles affect local government employee performance and this is indicated by Beta values. For example, of all the three aspects in leadership styles, leissaz fair has the biggest impact on local government employee performance with a beta value of -0.182, suggesting that laissez-fair driven quality contribute over -18% towards variations in local government employee performance. This is followed by Participative style (Beta=0.311), and lastly Autocratic style (Beta=-0.339). This implies that for local government employee performance to improve and flourish, the administrators in the selected sub counties in Bushenyi should come up emphasis Laissez-fair approach/ style of leadership, followed by Participative and Autocratic leadership should be hardly thought of if they want to boost local government employee performance in Bushenyi District.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study intended to assess the effect of leadership styles on local government employee performance in selected sub-counties in Bushenyi district and it was guided by four specific objectives namely: (i) to determine the demographic profile of the respondents in terms of gender, age, marital status, educational level, kind of employment and working experience in the organization; (ii) to determine the level of leadership styles among local government employees in selected sub-counties Bushenyi district; (iii) to determine the level of local government employee performance in selected sub counties Bushenyi district (iv) to establish whether there is a significant relationship between leadership styles and local government employee performance in selected sub counties Bushenyi district.

Data analysis that was done using SPSS's descriptive statistics it was found out that majority of the respondents were male, and were married in the age bracket of 20 - 39 years, certificate holders dominated the study, the youth dominated the category of respondents and experience in the organization was between below 3 years.

The analysis continued to reveal that the level of leadership styles was at high level (mean=2.59). The reasons behind this level are imbedded in the two categories which were rated high; autocratic style (mean=2.67), laissez-faire (mean=2.67) and then participative style which was rated low at (mean=2.42). On the other hand, was results that also show that leadership styles in selected sub counties stood at a very low level and thus unrealistic and un achievable goals under participative leadership style rated very low (mean= 1.47).

Results using Pearson's Linear Correlation Coefficient found that leadership styles are significantly and positively correlated with local government employee performance ($r=0.355$, sig.=0.000). Regression analysis results indicated that leadership styles were found responsible for over 12% variation towards local government employee performance in selected sub counties Bushenyi district (Adjusted $r^2=0.120$).

Basing on path goal theory of leadership by Robert House (1971) that guided the study, it was proved that effective leaders influence employee performance by clarifying the path to their followers to attain the goals.

Conclusions

In this section, the researcher gives conclusion to the study findings in relation to the study objectives and the tested null hypothesis.

Respondents' profile

The first study objective was set to determine the demographic profile of the respondents in terms of gender, age, marital status, highest level of education, kind of employment, and working experience and it was found out that majority were male, in the age brackets of 20 – 39 years, married and certificate holders. Respondents were many in the category of youth with experience of below 3 years in business.

The level of leadership styles in selected sub-counties Bushenyi district

The second objective was set to determine the level of leadership styles among local government employees in selected sub counties Bushenyi district and it was found out that the level of leadership styles was at high (mean=2.59) and this is due to the fact that the two categories were rated high that; autocratic style and laissez-faire.

The level of local government employee performance in selected sub-counties Bushenyi district

The third objective of the study was to determine the level of local government performance in selected sub counties Bushenyi district and it was found out that the overall level of local government employee performance stands at high level (mean=2.73) due to high performance of all the five categories out the six categories; customer care, affective job commitment, normative job commitment, understanding work process and task accomplishment efforts.

The relationship between leadership styles and local government employee Performance

The fourth objective was set to establish whether there is a significant relationship between leadership styles and local government employee performance in selected sub counties Bushenyi district for which it was hypothesized that there is no significant relationship between leadership styles and local government employee performance in Bushenyi district. Basing on the findings, the null hypothesis was rejected leading to a conclusion that the degree of leadership styles positively and significantly influences local government employee performance in selected sub counties in Bushenyi district. The justification to this is revealed by the level of significant value that is less than 0.05 for example ($r=0.355$, $\text{sig}=0.000$). The same results are supported by the Linear regression results which also indicate that all leadership styles existing in selected sub counties influence local government employee performance in Bushenyi district ($F=22.290$, $\text{sig.}=0.000$). The same results also indicate that all aspect on leadership styles included in the regression model contribute over 12% towards variations in local government employee performance in selected sub counties Bushenyi district (Adjusted $R^2=0.120$).

Recommendations

Basing on the study findings, the researcher made the following recommendations both to the management and all the key stakeholders of the sub counties:

The sub counties should ensure that there is Proper Corporation among all the workers in terms of relationship ties so that incase the organization gets a problem, workers can feel as if the organizational problems are there's.

The organization should put change agents for example, giving simple loans to workers to minimize social cost of leaving in the organization in terms of losing friendship ties with co-workers.

To guarantee employees' welfare, there is need to put in place a system of giving employees fringe benefits in terms of allowances, over time payments and bonuses to subsidize their own income and thus this will help a worker to have moral obligation to remain working in the organization because of what the organization has done for his family or socialization.

The sub counties should provide appropriate and suitable work methods and materials for workers to perform effectively

The organization should expose all its workers to training like on the job and off the job training methods to acquire different skills and knowledge and thus to exhibit high level of creativity while executing their duties.

Areas for future Research

Notwithstanding the efforts made by the researcher, she could not exhaust entirely this particular area; therefore she recommends that the future researchers should focus on the following.

Owing to the fact that this study only concentrated on leadership styles and local government employee performance in Bushenyi district, there is a need to conduct a similar study but purely covering the youth since they make the biggest percentage of the entire sub counties. Secondly, the researcher also recommends the future researchers to concentrate on how leadership styles can affect employee performance.

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Appendices

Appendix I: introductory letter



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256 - 414 - 266813 / +256 - 772 - 322563
Fax: +256 - 414 - 501 974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 18th April, 2012

**RE: REQUEST NAKITYO JOWERIA MHR/16880/111/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Human Resource Management.

She is currently conducting a research entitled "**Leadership Styles and Local Government Employees Performance in Selected Sub-Counties, Bushenyi District, Uganda.**"

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

A handwritten signature in black ink, appearing to read "Malinga Ramadhan".

Mr. Malinga Ramadhan
**Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:

Dr. Sofia Sol T. Gaito
Principal-CHDR



Appendix II: informed consent

In signing this document, I am giving my consent to be part of the research study of Ms. Nakityo Joweria that will focus on Leadership styles and local government employee performance.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and the right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to me if I ask for them.

Initial: _____

Date: _____

Appendix III: TRANSIMITTAL LETTER FOR THE RESPONDENTS

Questionnaires to leadership styles and local government employee performance in selected sub counties in Bushenyi District

Dear Sir/Madam

Greetings

I am a candidate for Masters of Arts in Human Resource Management at Kampala International University and am conducting a study on **Leadership Styles and local Government Employee Performance** in your sub-county. The purpose of this study will fulfill my academic requirements so by filling this questionnaire, you have also contributed a great percentage towards my academic struggle.

Thank you very much for your cooperation

Yours faithfully

Ms Nakityo Joweria

Masters candidate

FACE SHEET

Code# _____

Date received by respondent _____

SECTION 1: QUESTIONNAIRE ON RESPONDENT'S PROFILE

GENDER: Male _____ Female _____

AGE: Below 20-39 _____ 40-59 _____ 60 & above _____

Marital Status

Single _____ Married _____ Divorced _____ Widowed _____

Highest Level of education

Diploma _____ Degree _____ Masters _____ PhD _____

Kind of employment

Sub-county chiefs _____

Parish chief _____

Secretary _____

Councilor _____

Chairman LC111 _____

Accountants _____

Working experience

Below 3years _____ 3-7years _____ 8years & above _____

SECTION 2: QUESTIONNAIRE ON THE LEVEL OF LEADERSHIP STYLES.

Direction: please describe the level of leadership styles in your organization and respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no wrong or right answer

Score	Response Mode	Interpretation
4	Strongly agree	you agree with no doubt at all
3	Agree	you agree with some doubt
2	Disagree	you disagree with some doubt
1	Strongly disagree	you disagree with no doubt at all

Autocratic Leadership Style

- _____1. Autocratic leadership style limits group decision making.
- _____2. Autocratic leadership style is the best approach to be used among local government employees in Bushenyi district
- _____3. There are some effects associated with autocratic leadership style
- _____4. Is autocratic leadership style your favorite approach
- _____5. The leader makes all the decisions the organization

Participative Leadership Style

_____6. participative leadership style promotes team work and joint decision making

_____7. Participative leadership style is the best approach to be used among local government employees in the sub-county

_____8. Am given unrealistic and unachievable goals

_____9. I don't make contribution in any decision

_____10. I am not helped/ supported by my leaders whenever I seek advice

laissez-faire Leadership Style

_____11. There is some features of laissez-faire leadership style in the sub- County

_____12. I recommend leaders in the sub-county to adopt laissez-faire leadership style

_____13. Employees is highly professional and creative

_____14. Staff manage their own areas

_____15. There is free flow of information in the sub-county

SECTION 3: QUESTIONNAIRE TO DETERMINE THE LEVEL OF EMPLOYEE PERFORMANCE.

Direction: please describe the level of employee performance of your organization and respond to each item by using the scoring scale guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response	Description
4	strongly agree	you agree with no doubt at all
3	agree	you agree with some doubt
2	disagree	you disagree with some doubt
1	strongly disagree	you disagree with no doubt at all

Affective job commitment

- _____ 1. You produce quality work in the organization.
- _____ 2. There is a relationship with my supervisors
- _____ 3. You devote enough time to prepare and attend at work

Continuance job commitment

- _____ 4. You feel there is high economic cost of leaving the organization in terms of pensions, accruals to mention but a few.
- _____ 5. You feel there is high social cost of living the organization in terms of losing friendship ties with co-workers.

Normative job commitment

_____ 6. You feel you have moral obligation to remain working in organization because of what the organization has done for you as an individual.

_____ 7. You feel you have moral obligation to remain working in the organization because of what the organization has done for your family or socialization.

Task Accomplishment Efforts

_____ 8. You follow job description while executing your duties.

_____ 9. You use appropriate and suitable work methods and materials.

_____ 10. You ensure minimum wastage of resources while executing your duties

_____ 11. You devote enough time to prepare and attend to your work.

Understanding Work Process

_____ 12. You possess enough skills to enable you perform your work.

_____ 13. You exhibit high level of creativity while executing your duties

Customer care

_____ 14. Speed is paramount in responding to customer complaints since your customer is a king.

_____ 15. You are dedicated to improve customer satisfaction.

Appendix IV: Content Validity Index

Autocratic leadership styles	No. of Judges	No. of Judges declared Valid	CVI
Autocratic leadership style limits group decision making.	3	3	1
The leader makes all the decisions the organization	3	3	1
There are some effects associated with autocratic leadership style	3	3	1
Is autocratic leadership style your favorite approach	3	1	0.33
Autocratic leadership style is the best approach to be used among local government employees in Bushenyi district	3	2	0.67
Average mean	3	3	0.8
Participative leadership style			
Participative leadership style promotes team work and joint decision making	3	3	1
Participative leadership style is the best approach to be used among local government employees in the sub-county	3	2	0.67
I am not helped/ supported by my leaders whenever I seek advice	3	3	1
I don't make contribution in any decision	3	3	1
Am given unrealistic and unachievable goals	3	3	1
Average mean	3	3	0.93
Laissez-faire leadership style			
There is some features of laissez-faire leadership style in the sub- County	3	3	1
There is free flow of information in the sub-county	3	3	1
Staff manage their own areas	3	3	1
I recommend leaders in the sub-county to adopt laissez-faire leadership style	3	3	1

Employees are highly professional and creative	3	3	1
Average mean	3	3	1
Overall average	3	3	0.91
Affective Job Commitment			
You produce quality work in the organization.	3	3	1
There is a relationship with my supervisors.	3	3	1
You devote enough time to prepare and attend at work.	3	3	1
Average mean	3	3	1
Continuous Job Commitment			
You feel there is high economic cost of leaving in the organization in terms of pensions, accruals to mention but a few.	3	2	0.67
You feel there is high social cost of leaving in the organization in terms of losing friendship ties with co-workers.	3	2	0.67
Average mean	3	3	0.67
Normative Job Commitment			
You feel you have moral obligation to remain working in organization because of what the organization has done for you as an individual.	3	2	0.67
You feel you have moral obligation to remain working in the organization because of what the organization has done for your family or socialization.	3	2	0.67
Average mean	3	3	0.67
Task Accomplishment Efforts			
You follow job description while executing your duties.	3	3	1
You devote enough time to prepare and attend to your work.	3	3	1
You ensure minimum wastage of resources while executing your duties	3	3	1

You use appropriate and suitable work methods and materials.	3	3	1
Average mean	3	3	1
Understanding work process			
You possess enough skills to enable you perform your work.	3	3	1
You exhibit high level of creativity while executing your duties	3	3	1
Average mean	3	3	1
Customer Care			
You are dedicated to improve customer satisfaction.	3	3	1
Speed is paramount in responding to customer complaints since your customer is a king.	3	3	1
Average mean	3	3	1
Overall Average	3	3	0.89
Grand Average			

$CVI = \frac{\text{No. of Items declared valid (NO)}}{\text{Total No. of Items (n)}}$

Where:

$CVI = \text{Content Validity Index}$

$CVI = \frac{0.91 + 0.89}{2}$

$CVI = 0.9$

CURRICULUM VITAE

1. PERSONAL DATA

Name : Ms Nakityo Joweria
Place of Birth : Bushenyi District
Date of Birth : 23/08/1987
Sex : Female
Marital Status : Single
Nationality : Ugandan
Email : joerianakityo@gmail.com
Contact : 0783089538

2. SUMMARY OF EDUCATION

2011-2012: Kampala international university - M.A Human Resource Management
(candidate)

2007-2010: Bachelors Degree in Human Resource Management – Kampala
International University

2005-2006: Uganda Advanced Certificate of Education - Standard High School Zzana

2001-2004: Uganda Certificate of Education - Standard High School Zzana

1993-2000: Primary Leaving Examinations - Basajjabalaba Primary

. PERSONAL PROFILE

Highly self motivated, customer service oriented, analytical thinking, intercultural competencies, innovative, flexible & conscientious and leader astute

Other competencies: Excellent interpersonal, communicative, team work, counseling and organizing skills

. CARREER OBJECTIVES: To utilize the available opportunity to acquire skills and become Proactive member from whom the world society can benefit

. WORKING EXPERIENCE

006 : Volunteer with World Vision International Uganda. Helped in distributive of relief in internally displaced people’s camps (IDPs) visiting key areas and counseling of HIV/AIDs patents.

008 : Volunteers with Dwelling places, a Uganda based Non-Governmental Organization dealing in street Children rehabilitations

011 : Kampala international university, Position: Teaching Assistant, Duty Station: Main campus

. LANGUAGE PROFICIENCY

English	speaking	Writing	Hearing
Uganda	Excellent	very good	outstanding
Runyankole	Excellent	outstanding	Excellent
Kiswahili	Good	Good	Very good

. REFEREES

. Dr. Ssekabira Kasim

Resident Director

Kampala international university

Tel; 0772-855348

. Mr. Mwesigye Jimmy

Deputy Human Resource Director

Kampala International University

Tel .0392962760

. Mr. Muganga Chris

Associate Dean,

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