

**LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE OF KAMPALA
CAPITAL CITY AUTHORITY: A CASE STUDY OF NAKAWA
URBAN COUNCIL**


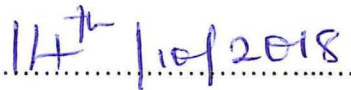
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**MITTED TO GRADUATE SCHOOL IN PARTIAL
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DECLARATION

I hereby do declare that this research report is my own effort and it has never been produced anywhere in Kyambogo University or any other institution of higher learning for any award

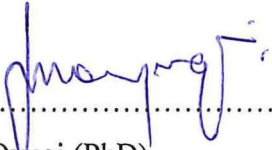
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APPROVAL

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DEDICATION

This research dissertation is dedicated to my beloved Mother, brothers, sisters, children, wife and my friends. You have been of high esteemed commitment, sacrifice in terms of finances and moral support to bring me this far! Just accept my simple gift of thank you!
May the almighty God bless you all!

ACKNOWLEDGEMENT

A study of this nature could only be compiled with external guidance and support. It is therefore on this background that I wish to extend my sincere gratitude and appreciation to the following;

With utmost humbleness and honour, I begin by thanking the almighty God for his sufficient and abundant mercy and grace which has sustained me all through my life and work up to this time

I would like to convey my sincere thanks to the Nakawa Urban council for having given me the opportunity to conduct the study with them.

Furthermore, I convey my heartfelt thanks to my University supervisors Dr. Oyugi L. Jacob, Dr. Dan Ayebale and Dr. Regis. Their professional and unconditional guidance and sacrifice made my work a reality. May God reward them accordingly for the great work well done?

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ABBREVIATIONS

CVI	:	Content Validity Index
DV	:	Dependent Variable
IV	:	Independent Variable
KCCA	:	Kampala Capital City Authority
NCST	:	National Council for Science and Technology
SPSS	:	Statistical Packages for Social Sciences

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ABSTRACT

The study sought to determine the relationship between leadership style and employee performance with lessons drawn from Nakawa urban council. The main objectives of the study were; 1). to examine the relationship between participatory style of leadership and employee performance in Nakawa Urban Council, 2). to establish the relationship between laissez-faire leadership style and employee performance in Nakawa Urban Council, and 3).to analyze the relationship between authoritative leadership style and employee performance in Nakawa Urban Council.

The study adopted a cross sectional survey research design. Data was collected using a questionnaire and structured interviews and collected data was analysed using statistical package for social scientists (SPSS) package and thematic themes were used for qualitative and quantitative method of data analysis.

Results revealed that there is a significant relationship between participatory leadership style and employee performance ($r = .600^{**}$; $p = .000$). Findings also revealed that there is a significant relationship between authoritative leadership style and employee performance ($r = .758^{**}$; $p = .000$). Results further showed that there is a significant relationship between laissez-faire leadership style and employee performance ($r = .808^{**}$; $p = .000$).

In conclusion, participatory leadership style has a positive relationship on employee performance in urban councils. The adoption of participatory leadership style leads to improvement in employee performance, efficiency and effectiveness. Authoritative leadership style leads to significant improvements in employee performance. This was shown by performance is limited by dictatorial leadership of the supervisor, performance is not limited by dictatorship of the supervisor. Laissez faire leadership style has also got significant improvements in employee performance. This was seen in the view that people/employees manage themselves.

The study recommended that Laissez faire leadership style should be embraced in Nakawa Urban council because it allows workers to manage themselves and therefore flexible. The leaders at Nakawa urban council should apply management styles that best suit the condition and the environment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was about the effect of leadership styles on employee performance in KCCA. A case study of Nakawa Urban council and major focus was on employees and managers in the different councils that as a whole make up the Urban Council. This chapter gives the Background, Problem statement, Purpose, Specific objectives, Research questions, Study scope and Significance of the study.

1.1 Background to the study

In this section, there is exploration of historical, theoretical, conceptual and contextual perspectives of the study as seen below.

1.1.1 Historical perspective

Leadership has engaged in strong terms as a new effective approach for managing employees and the organization at large (Bryman, 2012). The concept of Human Resource Management has however gradually replaced the traditional concept of personnel administration (Gibbs, 2010). This has necessitated the strategic integration of new leadership styles into the effective management of the human capital (Gronn, 2011).

Bass (1997) assert that the effective leader must be a good diagnostician and adopt the style that meets the demands of the situation in which they operate. The amount of direction and social backup a leader gives to subordinates depends on their styles to fit the context (Bryman, 2012). Division 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 (Bennett, 2009). As a result, employee performance is affected due to lack of proper direction and application of strategic style in managing daily duties (Dolatabadi & Safa, 2010).

Previous studies such as Hong (2011) and others in the past, investigated performance phenomena and how it is affected by various variables such as: leadership, motivation. It is noted that, in most studies, the concept of democratic approach is highly lacking yet in the literature, it is noted that this approach is critical to the sustainability of leadership processes especially in large work environments such as division council. The history of leadership and how it affects performance dates as back as early as the 17th century (Kiouisis, 2007) where towards the end of that century started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

1.1.2 Theoretical Perspective

Contingency theory which states 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 depends heavily on the situational factors will be used in the study. This theory propounds that the intimate approach to management is by focusing on situation first rather than organizational means. This helps to apply a specific leadership style that will stimulate individual performance (Haywood, 2005). For this study therefore, Contingency theory will explore performance needs in relation to its propositions to applicable situations as will be noticed in subsequent chapters.

The theory also states that employees can develop a sense of obligation, according to the norm of reciprocity, an employee might engage in organizational citizenship behaviors or counter productive work behaviors as a mutual action rewarding past leadership practices, especially those directed at employee improvement and organizational status (Northouse, 2014). The researcher therefore, contends 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 behaviors could be potentially affected by the management environment, the researcher may notice that most organizational defaults results from poor leadership approach where most managers, team leaders and councilors at different levels do not practice or use appropriate leadership styles contingent to appropriate styles (Northouse, 2014).

1.1.3 Conceptual perspective

The dependent variable in this study is employee performance which is 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(Omolayo, 2007).

Consequently, performance is operationally perceived as executing defined duties, meeting deadlines, team input, and achieving departmental goals. This leads to efficiency, specialization, effective feedback and good organizational relations (Armstrong (2012). The independent variable in this study is leadership style and indeed Kiouisis, (2007) defines leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals. An operational map for leadership is drawn along democratic style, authoritative style, and laissez-faire style.

1.1.4 Contextual perspective

Performance at all levels and standards are below average in Nakawa Urban Council, as the Staff Evaluation Report (2016) shows drastic failure of staff to complete their tasks in time. For example, the institution's staff are faced with; poor innovation, low productivity, inability to meet performance targets, high levels of absenteeism. This level of performance is below average and discouraging. This made the researcher to query, "Could it be because the leaders and other stakeholders who are not applying proper leadership styles so as to effectively improve the performance of the Urban Council or because of other factors?" This gives significance to the concept of leadership styles in achieving organizational performance targets and goals. In this case, they are recognized worldwide that the success of public institutions depends heavily on the motivation of their leaders on the workforce, which in turn determines their effectiveness.

Leadership style has long been considered an important individual factor that influences innovation and performance in the workplace (Keegan and Den Hartog, 2004; Yang, Huang and Wu, 2010b). Most studies such as Jung et al., (2008); Sarros, Cooper and Santora, (2008)

investigating the impact of leadership style on performance of public entities have however tended to focus on senior management and less so on lower staff and middle level managers in particular (Kissi et al., 2009, 2010a; Styhre and Josephson, 2006). And yet most of such studies have been done from developed countries with different context as that of developing countries. Though Nakawa Urban council is still faced with poor employee performance indicated by; poor innovation, low productivity, inability to meet performance targets, high levels of absenteeism (Performance Report, 2017). This therefore, created the need for the researcher to examine the effect of leadership styles on the performance of employees in Nakawa Urban Council

1.2 Statement of the Problem

Leadership style has long been considered an important individual factor that influences innovation and performance in the workplace (Keegan and Den Hartog, 2004; Yang, Huang and Wu, 2010b). Most studies investigating the impact of leadership style on performance of public entities have however tended to focus on senior management (e.g. Jung et al., 2003, 2008; Sarros, Cooper and Santora, 2008) and less so on lower staff and middle level managers in particular (Kissi et al., 2009, 2010a; Styhre and Josephson, 2006). And yet most of such studies have been done from developed countries with different context as that of developing countries.

Though the use of existing leadership, Nakawa Urban Council executive duties are defined including: meeting deadlines, employee innovativeness, and effectiveness and efficiency in doing work (Kampala city handbook, 2009). However the council is still faced with poor employee performance indicated by; poor innovation, low productivity, inability to meet performance targets, high levels of absenteeism (Performance Report, 2017). The Urban Council has put in place measures like recruiting highly skilled and experienced staff, setting strict rules and regulations regarding performance targets with the aim of improving employee performance, but all in vain. Kissi et al., (2009) noted that performance problems happen due to lack of strategic interventions of specific leadership styles to the particular situations is predicted as the problem at hand.

Despite the existence of the leadership styles employed at the urban council the problem of poor performance by employees has remained unchanged. Therefore, this created the need for the researcher to establish relationship between leadership styles and performance of employees in Nakawa Urban Council.

1.3 General Objective

To establish the relationship between leadership styles and the performance of employees in Nakawa Urban Council with the view of participatory leadership style, laissez-faire leadership style and authoritative leadership style.

1.4 Specific Objectives

The study was guided by the following Specific objectives:

- (i). To examine the relationship between participatory leadership style and employee performance in Nakawa Urban Council.
- (ii). To establish the relationship between laissez-faire leadership style and employee performance in Nakawa Urban Council.
- (iii). To establish the relationship between authoritative leadership style and employee performance in Nakawa Urban Council.

1.5 Research Questions

- (i). What is the relationship between participatory leadership style and employee performance in Nakawa Urban Council?
- (ii). What is the relationship between the laissez-faire leadership style and employee performance in Nakawa Urban Council?
- (iii). What is the relationship between authoritative leadership style and employee performance in Nakawa Urban Council?

1.6 Conceptual Framework

This section attempts to draw the interaction between leadership style and other variables to contribute to employee performance. Leadership style is the independent variable and the employee performance is the dependent variable as seen in the diagram below;

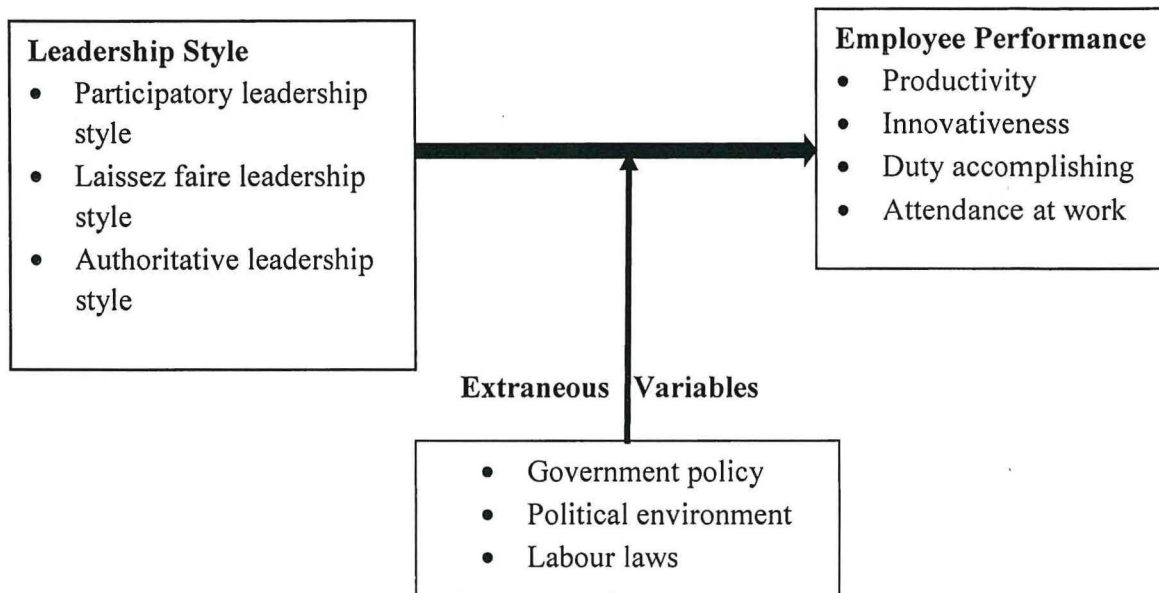


Figure 1: The relationship between Leadership Styles and the Performance of Employees in Nakawa Urban Council.

Adapted from Dubrin, (2007)

The Figure 1 shows that the independent variable which is leadership style that include participatory, laissez faire and Authoritative leadership styles that can lead to employee performance indicated by; high productivity, attendance, duty accomplishment and innovativeness. The researcher was also aware of the extraneous variables that include; government policy, political environment and labour laws that can be controlled and were not part of the study.

According to Polston-Murdoch (2013), the participative leader possesses consultative behaviors, such as imploring subordinates for ideas prior to making an ultimate decision, although, they retain final decision authority. The participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases.

Leaders who use the participative style attain high employee productivity than those who don't. Path-goal leadership styles can predict subordinates' commitment and as a result lead to improved employee productivity. Participative leader behavior is effective for attaining high employee performance because the leader consults with subordinates in setting, clarifying and achieving goals and also indicated that there is significant correlation between all the four path-goal leadership styles and employee performance.

Autocratic leadership represents all those leaders who makes decision without the consent of team members and is usually applied when quick decision is taken and team agreement is not important for acquisition of successful results. Little opportunity are given to staff and team members to make suggestions, even if it is in the best interest of the team or organization (Amanchukwu, et al., 2015).

1.7 Significance of the Study

This study is significant to policy makers, the public institution and the existing literature as outlined below:

Urban councils may be able to understand the contribution of different leadership styles on performance after reading the findings. This may help in promoting performance in the organization

The study may support the different stakeholders like the ministry of agriculture, the parliament of Republic of Uganda and the local government to come up with polices that can enhance the performance of government departments, ministries, parastatals and other agencies.

The study contributed to the body of knowledge. Academicians and scholars may use it as a useful addition to the body of the available information on the relationship between leadership styles and performance of employees

1.8 Scope of the Study

1.8.1 Content scope

The study focused on the leadership style which included participatory leadership style, authoritative and laissez faire leadership styles as independent variable and the dependent variable was employee performances which focused on the productivity, innovativeness and duty accomplishment at Nakawa Urban Council.

1.8.2 Geographical scope.

The study was carried at Nakawa Urban council with emphasis to both technical and political leadership at the council.

1.8.3 Time scope

The study focused on managers and employees from Nakawa Urban council over the last 10 years (2006-2016) who are deemed to have much knowledge about management of Nakawa Urban Council. The study was carried out between the month of July 2017 and October 2017.

1.9 Chapter Summary

This chapter introduces the study by looking at its background. The chapter then discusses the research problem, the study gaps and the purpose of the study. The chapter also outlines the research questions as well as addressing the justification for the study on the basis of both public institution and research. The scope for research is also discussed and the chapter closes by defining some key terminologies used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature related to leadership style and employee performance in public sector. The chapter explores empirical literature regarding the effects of leadership style in terms of participatory, laissez faire and authoritative leadership styles and employee performance.

2.1 Review of Theories

2.1.1 Herzberg's Two Factor theory

According to Herzberg's two factor theory of motivation, employee motivators (e.g. challenging work, recognition, responsibility) give positive satisfaction, and hygiene factors (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence (Riley, 2005). Self-motivated employees tend to exhibit good performance even if they are never provided with much external motivation, but their performance increases if they are provided with motivation (Riley, 2005).

Emphasis is placed on the importance of quality in the work place, with specific attention on the perceptions of work improvement and satisfaction in the industry (Clarke, 2000). Interest also is on the ways in which management can create a motivational workplace in which retention and employee satisfaction lead to improved performance (Russomagno, 2000). According to McGregor, (1985), understanding motivation and performance begins with understanding that the workers are not necessarily to be blamed if their performance is not what the supervisor envisions. McGregor further noted that instead of assuming that the workers in question are lazy or unskilled or unwilling to perform the task at hand, the wise manager seeks to understand why the workers are not performing to their expectations.

2.1.2 Contingency Theory

Contingency theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. The assumption underlying contingency theory is that no single type of organizational structure is equally applicable to all organizations. Rather, organizational effectiveness is dependent on a fit or match between the type of technology, environmental volatility, the size of the organization, the features of the organizational structure and its information system. Contingency theory studies postulate that organizational outcomes are the consequences of a fit or match between two or more factors. The concept of fit has been defined by Jesmin and Hui, (2012) in three approaches -selection, interaction and systems approaches.

First, in the selection approach, the interpretation of fit was that, if an organization wants to survive or be effective, it must adapt to the characterizations of its organizational context. In this view, organizational design is caused by organizational context. Most of the early contingency research studies adopted this approach to examine links between organizational context and design but did not analyze organizational performance. Using this approach, both task and technology were defined in two dimensions (Donaldson, 2001).

Other researchers such as Rogers, (2005) investigated technology as a contingent factor. These researchers found that there was a strong relationship between various characteristics of technology and structure in the organization (Meilich, 2003). However, these studies did not provide evidence on whether different types of structures in different tasks or technological conditions were effective.

Second, fit is interpreted as an interaction effect of organizational structure and context on performance (Jesmin and Hui, 2012). Donaldson, (2001), for example, found that for effective firms the correlations between technology, structural dimensions of vertical integration, delegation, authority and sophistication of control systems were more significant than for ineffective firms. However, in these studies, the differences in the correlation between context and design in the high and low performing organizations were not significant. Furthermore these studies did not show if the interactions between context and design were effective.

Third, another approach in the contingency theory literature with regard to fit is the systems approach. According to the systems approach, one can understand organizational design only by simultaneously investigating the contingencies, structural alternatives and performance criteria existing in an organization. There is also another view of fit in the systems approach. It is called equifinality (Jesmin and Hui, 2012) which advocates that there is not a best way in the selection, interaction and pattern approaches to fit. Multiple and equally effective alternatives may exist. Jesmin and Hui, (2012) suggested that contingency studies should be designed. Hence, the comparative evaluation of various forms of fit is possible and the design of organizational sub-divisions should be taken into consideration.

2.2 Review of Key Terms

2.2.1 Leadership Style

Tsigu & Rao, (2015) asserts that leadership is wide spread process, which calls for authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives. Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all.

According to Rasool et al., (2015), leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led.

Wang, Shieh & Tang, (2010) described leadership style as consistent set of behaviors /patterns, proposing two dimensions in leaders behavior, structure initiation which includes task oriented leaders and consideration which includes relation oriented leaders. Memon (2014) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011). Leaders who search for the most effective

leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010).

According to Omira, (2015), leadership style application is determined by leaders themselves. If leadership style applied is good and can give a good direction to subordinates, then it create confidence and work motivation to employees, thus increasing employee morale which also effects on better employee performance. Leaders must work together with subordinates/employees to achieve better performance. Sundi (2013) in his research, employee performance is very influenced by leadership style.

2.2.2 Employee Performance

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kehoe & Wright, (2013) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, innovativeness, duty accomplishing and attendance (Ahuja 1992).

Draft (1988) noted that it is the responsibility of the company managers to ensure that organizations achieve high performance levels. This therefore implies that managers set the desired levels of performance. Draft further noted that this can be done by setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management (Draft 1988). This management process encourages employees to get involved in planning for the company, and therefore participate by having a role in the entire process and creating motivation for high performance levels (Draft, 1988).

2.3 Related studies conducted

According to Saasongu (2015), transformational leadership style exert a positive but insignificant effect on employee performance while transactional leadership style has a

positive significant effect on employee performance. Transformational leadership style was seen to have a positive effect on various facets of employee job satisfaction.

Lussier & Achua, (2013) also noted that transactional leadership also turned out to be perceived as having a positive effect on different facets of employee job satisfaction. So did laissez-faire leadership. Employee job satisfaction was seen to have a positive effect on the various aspects of employee job performance analyzed. Northouse, (2014) further found that leaders and managers combine the various leadership styles identified in the research paper in proportions that produce a positive result when administering their leadership duties. The proportions at which these leadership styles are combined depend on the nature of the situation they encounter in the workplace.

A study conducted by Omira (2015) showed a full mediation effect of organizational commitment on the relationship between organizational culture and organizational performance, but organizational commitment was found to partially mediate the relationship between leadership styles and organizational performance. No mediation of job satisfaction was found on the relationship between leadership styles and organizational performance and on the relationship between organizational culture and organizational performance.

2.4 Effect of Participative Style on Employee Performance

According to House and Mitchell (1974), the participative leader possesses consultative behaviors, such as imploring subordinates for ideas prior to making an ultimate decision, although, they retain final decision authority. The participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Negron, 2008). Employees who are motivated become self-directed and produce an inspired team, thereby bestowing a greater consistent team and ownership amongst members (Hersey, & Blanchard, 2010).

The participative style is suitable when subordinates show a nonexistence of judgment or when processes have not been followed (Negron, 2008). This style is most effective when subordinates are highly trained and involved in their work (Moorhead & Griffin, 2012).

Participative style of leadership has a high degree of consultation between the leader and his or her followers. This is mainly seen when followers are involved in decision making by their leaders (Quick & Nelson, 2013). This involvement is crucial for achieving high employee performance which leads to a high employee commitment as followers feel appreciated and valued (Luthan, 2011).

According to Rost (2013), the effectiveness of leadership rests on a process of influence, in this case, employees are motivated to work towards goals, not through intimidation, but through individual inspiration. Motivation can be considered as one of most important factors that can help an organization to achieve its goals. Motivation is defined as “the extent to which persistent effort is directed toward a goal (Siehl, 2009). Rahim (2012) noted motivated employees typically believe that they are doing something valuable and they hope that their participation is valued. The early motivational theories such as Taylor’s Scientific Management theory view organizations as complex social systems in which an employee’s behaviors should be under strict control and isolated from other factors (Parsons and Broadbridge, 2011).

Leaders of successful, high-growth companies understand that innovation is what drives growth (Bhatia, 2013). They believe that innovation is achieved by awesome people with a shared relentless growth attitude and shared passion for problem solving and for turning ideas into realities. Innovation is founded on a company's ability to recognize market opportunities and as a result, build a sustainable innovation organization from this (Burton & Thakur, 2009). According to Sinek (2014), there is currently a wide consensus on the idea that a participative leadership style is more likely to encourage innovation.

Burton and Thakur (2009) argues that participative decision making is the most suitable approach for managers because many people take part in the decision-making process and a large number of employees feel committed to the decision. This can led to the emergence of new ideas and tends to eliminate objections during implementation. Wide participation also ensures that fewer aspects are overlooked and tends to reduce the trauma of major changes. Review of the related literature also indicates that employee involvement and participative decision making is, not only linked to but also, necessary for innovation. Sinek (2014) argues

that participative decision making can be considered as a base which shapes and organizes the innovation team.

According to Krause, Gebert and Kearney (2007) there is a positive correlation between participative leadership and innovation. Somech (2006) also observed a positive correlation between participative leadership with team innovation. According to Vasishth (2013), quantitative research detected a positive correlation between participative leadership and individual innovation. Gong, Huang and Farh (2009) indicated that participative leadership was positively related to Research & Development performance.

2.5 Laissez-faire and Employee Performance

James & Collins (2008) describe the laissez-faire leader as an extreme passive leader who is reluctant to influence subordinates' considerable freedom, to the point of handing over his/her responsibilities. In a sense, this extremely passive type of leadership indicates the absence of leadership.

Deluga (1992) proclaimed that laissez-faire leadership style is associated with unproductiveness, ineffectiveness and dissatisfaction (cited in Koech & Namusonge, 2012). According to Bass & Avolio (1997) and Hartog & Van Muijen (1997), laissez faire leaders avoid making decisions, the provision of rewards and the provision of positive/negative feedback to subordinates (cited in Mester, et al., 2003). Jones & Rudd (2007) described laissez-faire leadership as leadership in an inactive form characterized by unwillingness to be actively involved and a view that the best leadership comes from disassociation from activities. Cilliers, Van Eeden & Van Deventer (2008) stated that these leaders avoid active participation in responsibility of goals setting and avoid being involved when leadership direction is needed (cited in Ejimabo, 2015).

Laissez-faire leadership style has a negative impact on followers and associates opposite to what is intended by the leader or manager. There are many behaviors that represent laissez faire leadership as a do nothing or hands-off approach. Such behaviors include staying away from employees, shirking supervisory duties, and being "inactive, rather than reactive or proactive (Kim, 2012)

Researchers have consistently reported that laissez-faire leadership is the least satisfying and least effective style of leadership. That is because these leadership behaviors are accompanied by little sense of accomplishment, little clarity, little sense of group unity, and followers do not hold as much respect for their supervisors (Trottier et al., 2008).

In this style the performance of workforce entirely relies on team member's ability, skills and capabilities (Adler & Reid, 2008). Team members are free to take decision in their own way and leaders provide complete freedom to subordinates to work as per their own way and take major decisions (Coyle-Shapiro, 2013). Some renowned researchers have stated that Laissez-Faire style had led to increased job satisfaction and better performance of employees, but could be damaging if team does not manage their time well or if they are not self-motivated to do their work efficiently (Martin, 2013). Laissez-Faire leadership style usually leads to increased chaos in the organization as every individual believe him or her as own leader (Monzani, 2015).

2.6 Authoritative leadership style and Employee Performance

In accordance to Khan, et al. (2015), autocratic leadership is where manager retains as much power and decision-making authorisation as possible. Melling & Little (2004) stated that autocratic leaders are high-handed leaders and are the centre of every activities that go on in the establishment and all authority emanated from them and ends with them (cited in Akor, 2014). According to Iqbal, et al. (2015), autocratic leaders are characterized by an "I tell" philosophy; autocratic leaders tell other people what to do. Nwankwo (2001) and Enoch (1999) described autocratic style as a leadership style where leaders exclusively make decisions and production is emphasized at the expense of any human consideration (cited in Akor, 2014).

According to Cherry (2010), the autocratic leader alone determines policy and assigns tasks to individuals without any consultation with them. Subordinates are expected to carry out the leader's directives without question and the leader rules by decree. This type of leadership is also known as coercive, dictatorial, directive, dominating or authoritarian. In an incidence where employees are sidelined in decision-making processes, they feel demoralized and demotivated since they develop an attitude that they are not part of the organization. However, this may bring about resentment and resistance by employees if decisions are made secretly

and just imposed on to them as this discourages them and they feel they are not part of the organization, thus affecting the performance of the institution.

Tisdale (2012) also subdivided the autocratic leadership style into two sub-styles one of which is the directive autocratic style, which involves overly task-minded unilateral decision making and close supervision of group members to ensure that assigned tasks are accomplished as desired. The other sub-style is the permissive autocratic style which involves making decisions unilaterally and giving group members some latitude in carrying out their work.

2.7 Synthesis of Literature Review

Different sources of information involving leadership styles and employee performance have been reviewed including theoretical and empirical theories. However, most studies investigating the impact of leadership style on performance of public entities have however tended to focus on senior management (e.g. Jung et al., 2003, 2008; Sarros, Cooper and Santora, 2008) and less so on lower staff and middle level managers in particular (Kissi et al., 2009, 2010a; Styhre and Josephson, 2006). And yet most of such studies have been done from developed countries with different context as that of developing countries.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the techniques and procedures that were employed while carrying out the study. The chapter includes; research design, study population, sampling strategies data collection methods, instruments, data quality control, data analysis and procedure.

3.1 Research Design

The study adopted a cross sectional survey research design. A cross-sectional design is the one carried out at one point in a time. It aimed at assessing the behavior of a phenomenal at the moment (Amin, 2005). This cross sectional research design according to Amin (2005) is important because it would help the researcher to attain systematic data on different sample respondents at the same times and it is flexible.

Both qualitative and quantitative approaches were used in order to reduce bias. Qualitative approach was helpful in interpreting people's opinions, perceptions about leadership style and employee performance using interviews. The qualitative data also gave narrative and descriptive information that explained and gave deeper understanding and insight into a problem as suggested by Amin, (2005).

3.2 Study Population

The study was conducted among employees and local leaders of Nakawa urban council. The categories chosen are believed to be involved in the leadership management, decision making and forming for the urban council. The population consist of 5 staff from CDO department, 5 from finance, 5 from education, 5 from administration, 25 from revenue department, 5 from environment and 22 local leaders. The study population composed of 72 employees in Nakawa urban council.

3.3 Sample Size

The researcher used a sample of 60 respondents drawn from the population of 72 employees and local leaders in Nakawa division. The determination of sample was guided by Kregcie and Morgan (1970), who suggest the use of a sample table to determine which equivalent sample would ensure representation (Appendix III).

3.4 Sampling Techniques

Both Stratified sampling and purposive sampling techniques were used.

Stratified sampling was used in considering the respondents under the different departments in which they belong. This was preferred because the study population comprised of employees from different departments.

Purposive sampling was used for selecting administrators and local leaders as they don't possess equal powers. This was preferred by the researcher because ;it will help in considering respondents that have been working in their current positions for longtime, reduces the costs for carrying out the sampling process, the results of purposeful sampling are usually expected to be more accurate (Kothari, 2004).

3.5 Source of Data

Primary data was obtained from respondents Nakawa urban council. By use of the questionnaires and interview manuals, the research gather data from the respondents which in fact the primary concern of this survey design approach.

3.6 Data Collection Methods and Instruments

This section involves the techniques and tools that were used in collecting data for this study

3.6.1 Questionnaire

Questionnaires were chosen because of their ability to reduce any bias and the collection of authentic data important for data analysis. The researcher used both closed ended and open ended questionnaires aimed at testing the effects of Leadership styles on employee performance in KCCA. However one of the limitations to this study was that since the study is self-administered, the researcher noted inconsistencies in answering and returning the

questionnaires. The researcher further noted that most respondents expressed high levels of bias according to their departments. These factors may tremendously reduce the actual sample size used for analysis.

3.6.2 Interview guide

In order to enhance the results from the questionnaire, structured questions and open ended statements were used by the researcher in trying to interview councilors, leaders and supervisors at different local councils under Nakawa Division Council.

3.7 Data Quality Control

This section is important in assuring the validity and reliability of the instruments and thus controlling data generated through questionnaires and interviews.

3.7.1 Validity

Validity is important in determining whether the statements in the questionnaire instrument and interview manuals is relevant to the study. Content and construct validity was obtained by the help of the supervisors input and three experienced lecturers from school of Management who acted as reviewers during the proposal stage of this study. According to Amin (2004), validity can be and in this case is assured by use of the content validity index (C.V.I) where the following results were obtained for the questionnaires.

$$\text{CVI} = \frac{\text{Agreed items by all judges as suitable}}{\text{Total numbers of items being judged}}$$
$$39/51$$

$$\text{CVI} = 0.76$$

Thus if the CVI calculated value was 0.76 and according to Amin (2005) this was a valid tool.

3.7.2 Reliability

Reliability aims at testing for how reliable the instruments for data collection (ability of instrument to test for the same results over time). To ensure reliability, the researcher will carry out a pretesting study where a few respondents will be given questionnaires to rate themselves on the applicability of the instruments. And thus these responses were computed

with the Cronbach's alpha using SPSS package. The alpha was 0.87 and according to Amin (2005). This was found to be reliable.

Items	Clonbach alpha
39	0.87

3.9 Data Analysis

The study employed both qualitative and quantitative data analysis tools. Quantitatively the analysis was done using Correlation analysis with the help of SPSS. First, Descriptive summary of the findings analyzed and presented using frequency distribution. The findings then was presented in tables, graphs and charts.

Secondly, a Pearson correlation coefficient was used to determine the association between identified independent variables and dependent variable. Variables which showed association with Leadership style and employee performance of results ($p < 0.05$) were selected for further analysis.

Qualitative analysis involved categorizing data and then attaching it to the appropriate categories. The analysis of the interview responses was edited according to the themes developed in the objectives of the study. The data from open ended questionnaires and interview responses was analyzed by listing all the respondents' views under each question category. Where necessary, quotes from respondents were used to strengthen the interpretation.

3.8 Research Procedures

The research procedures for this study included development of the questionnaire as the data collection tool. The questionnaire was developed by the researcher based on the research questions. The researcher obtained permission from the university and also a consent from the urban council where the study was carried out. As required, a research permit was also obtained from the National Council for Science and Technology. A pilot study was conducted to test the suitability of the data collection tool. Thereafter, Research Assistants were selected and trained for the collection of data including the general administration of the final questionnaires. The questionnaires was hand delivered to the respondents by the Research

Assistants. To ensure that a high response rate is attained, telephone follow up was done after every two weeks.

3.10 Ethical Considerations

To maintain high standards of ethics, the researcher maintained a high level of confidentiality. Personalized information like name that would have identified individual respondents wasn't included in the questionnaires. The researcher obtained permission from the University through the Dean's office. In order to be compliant with the university's policy on research, permission to carry out the study was also sought from the National Council of Science and Technology (NCST). This assured respondents that the research was purely for academic purpose. The researcher also obtained consent from the Nakawa Urban council and respondents and assured them that their responses would not be shared among their peers either. The researcher also maintained high ethical standards by making sure that data used in the study was purely obtained from the targeted respondents.

3.11 Limitations and Delimitations of the Study

3.11.1 Limitation

Researcher noted considerable difficulty in contacting some of the respondents since most of them were busy politicians than workers of the council. Some respondents were not ready to answer the questions or spare time for the study. This delayed and limited the scope of data that was collected on the study variable.

3.11.2 Delimitation

Through formal introduction, the researcher was able to establish good rapport with the respondents.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

The purpose of the study was to determine the relationship between leadership styles and the performance of employees in Nakawa Urban Council. This chapter presents the results and findings of the study. The chapter begins by examining the relationship between participatory style of leadership and employee performance in Nakawa Urban Council, establishing the relationship between laissez-faire leadership style and employee performance in Nakawa Urban Council and analyzing the relationship between authoritative leadership style and employee performance in Nakawa Urban Council.

In this section, demographic characteristics of respondents such as gender, age bracket, education level, the department the respondents worked in and period respondents have worked the department was analyzed.

4.1 Demographic Characteristics of Respondents

4.1.1 Gender of Respondents

The distribution of the staff according to their gender is as shown in table 4.2. The Table shows that 58.3% of the respondents were of male gender while 41.7% of the respondents were of the female gender. Therefore, both male and female respondents were adequately represented.

Table 1: Showing Gender of Respondents

Gender	Frequency	Percentage
Male	35	58.3
Female	25	41.7
Total	60	100.0

Source: Primary Data, 2018

4.1.2 Age of Respondents

The distribution of respondents by age is shown in table 2 below. The Table shows that 21.7% of the respondents were in the 30-39 years age bracket while those of 20-29 years were 23.3% of the respondents. The Table also shows that the respondents in the 40-49 age brackets were 25% whilst those in the 50-59 age brackets were 16% of the respondents and above 60 years were 13.3%. Therefore, the majority (25.0%) of the respondents were 40-49 years old.

Table 2: Showing Age of Respondents

Age category	Frequency	Percentage
20-29	14	23.3
30-39	13	21.7
40-49	15	25
50-59	10	16.7
60+	8	13.3
Total	60	100.0

Source: Primary Data, 2018

4.1.3 Level of Education of Respondents

The distribution of respondents by their level of education is shown in the table below. The table shows that 31.7% of the respondents were diploma holders while 53.3% had done their degree and those with masters were 15.0%. Thus, the majority of the respondents were University graduates.

Table 3: Showing Level of Education of Respondents

Level of Education	Frequency	Percentage
Diploma	19	31.7
Degree	32	53.3
Postgraduate	9	15
Total	60	100.0

Source: Primary Data, 2018

4.2 Participatory leadership style and employee performance

The table below shows the responses from respondents on whether; being friendly and approachable to by fellow employees leads to good performance; consulting other before takes action leads to good results; delegating others lead to good performance at work place; acting without consulting supervisor motivates employees to work for good performance; dialogue with supervisor on a daily basis encourages employees to work hard; involving colleagues in performance appraisals in employee department encourages hard working; and supervisor consulting employees on decision making motivates employees to work hard.

Table 4: Showing Participatory leadership style and employee performance

(SA= Strongly Agree, A= Agree, N=Neutral, D= Disagree, SD=Strongly Disagree)

Statement	SA		A		N		D		SD	
	Freq	%	Freq	%	Freq	%	freq	%	freq	%
Being friendly and approachable to by fellow employees leads to good performance	30	50	17	28.3	10	16.7	3	5	0	0
Consulting other before takes action leads to good results	18	30	12	20	19	31.7	5	8.3	6	10
Delegating others lead to good performance at work place	42	70	17	28.3	1	1.7	0	0	0	0
Acting without consulting supervisor motivates employees to work for good performance	11	18.3	11	18.3	23	38.3	13	21.7	2	3.3
Dialogue with supervisor on a daily basis encourages employees to work hard	29	48.3	9	15	16	26.7	3	5	3	5
Involving colleagues in performance appraisals in employee department encourages hard working	13	21.7	20	33.3	8	13.3	11	18.3	8	13.3
supervisor consulting employees on decision making motivates employees to work hard	12	20	17	28.3	21	35	6	10	4	6.7

Source: Primary Data, 2018

The study sought to determine the respondents' views on whether being friendly and approachable to by fellow employees leads to good performance. Table 4 indicates that 50% of the respondents strongly agreed and a further 28.3% agreed. 16.7% of the respondents were neutral whereas 5% of the respondents disagreed while 0.0% strongly disagreed. Therefore, majority of the respondents (78.3%) were with the view that being friendly and approachable to by fellow employees leads to good performance.

The study analyzed whether consulting other before taking action leads to good results. Table 4 indicates that 30% of the respondents strongly agreed, 20% of the respondents agreed and 31.7% of the respondents were neutral. However, 8.3% of the respondents disagreed while 10.0% of the respondents strongly disagreed. Therefore, the majority (50%) of the respondents agreed that consulting other before takes action leads to good results. This is in line with respondent (3) who noted that;

“Most of the employees in my department are friendly and easily advise in times of hardships both at work and outside the workplace”

The study also examined respondents to give their views on whether delegating others lead to good performance at work place. Table 4 indicates that 70% of the respondents strongly agreed and 28.3% of the respondents agreed. 1.7% of the respondents were neutral whereas the respondents who disagreed were 0.0% respectively. Implying that, majority of the respondents 98.3% agreed that delegating others lead to good performance at work place. This is in line with respondent (4) who noted that;

“Some of the supervisors delegate duties to lower and middle level employees and this has helped in improving the level of confidence and skills among the workers at different levels ”

The study sought to determine whether acting without consulting supervisor motivating employees to work for good performance. The results from table 4 shows that 18.3% of the respondents strongly agreed and 18.3% of the respondents agreed respectively, that Acting without consulting supervisor motivates employees to work for good performance. However, 38.3% of the respondents showed neutrality while 21.7% of the respondents disagreed and 3.3% of the respondents strongly disagreed. Implying that, majority of the respondents 38.3% were neutral that acting without consulting supervisor motivating employees to work for good performance.

Respondents were also asked whether dialogue with supervisor on a daily basis encourages employees to work hard. Table 4 shows that 48.3% of the respondents strongly agreed and 15% of the respondents agreed that dialogue with employee supervisor on a daily basis encourages employees to work hard. However, 5% of the respondents disagreed and 5.0% of the respondents strongly disagreed while 26.7% of the respondents were neutral. This means that 63.% of the respondents agreed that dialogue with employee supervisor on a daily basis encourages employees to work hard. This is in line with Respondent (1) who noted that;

“Employees are involved in performance appraisals and this has helped in improving the performance of the urban council ”

The study also sought as to whether involving colleagues in performance appraisals in employee department encourages hard working. Table 4 shows that 21.3% of the respondents strongly agreed and 33.3% of the respondent agreed. The table however shows that 18.3% of the respondents disagreed, 13.3% that strongly disagreed that involving colleagues in performance appraisals in employee department encourages hard working while 13.3% of the respondents were neutral. This means that, majority of the respondents 55% agreed that involving colleagues in performance appraisals in employee department encourages hard working.

The study sought to establish whether supervisor consulting employees on decision making motivates me to work hard. Table 8 indicates that 20.0% strongly agreed, 28.3% of the respondents agreed respectively. On the other hand the table shows that 35% of the respondents were neutral, 10% of the respondents disagreed and 6.7% strongly disagreed. Therefore, the majority of the respondents 48.3% agreed that supervisor consulting employees on decision making motivates me to work hard. This is in line with Respondent (2) who noted that;

“ Supervisors and managers always respect the lower level employees and this has helped in creating good relationships between the two groups focused at improving service delivery ”

4.2.1 Correlations Analysis

The Pearson’s correlation coefficient was conducted to determine the relationships between participatory leadership style and employee performance.

Table 5: Shows Pearson correlations Analysis

Correlations			
		Participatory leadership style	Employee performance
Participatory leadership style	Pearson Correlation	1	.600**
	Sig. (2-tailed)		.000
	N	60	60
Employee performance	Pearson Correlation	.600**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data 2018

Results show that there is a significant relationship between participatory leadership style and employee performance ($r = .600^{**}$; $p = .000$). This implies that the better participatory leadership style is applied the higher the performance of employees.

4.3 The relationship between authoritative leadership style and employee performance

The table below shows the responses from respondents on whether; employee performance is limited by dictatorial leadership of the supervisor, leadership rules designed by superiors limit employee to work effectively and performance requirements are designed according to the council’s needs.

Table 6: The relationship between authoritative leadership style and employee performance

Statement	SA		A		N		D		SD	
	Freq	%	freq	%	freq	%	freq	%	freq	%
Employee performance is limited by dictatorial leadership of the supervisor.	18	30	17	28.3	15	25	3	5	7	11.7
Leadership rules designed by superiors limit employee to work effectively.	10	16.7	16	26.7	23	38.3	5	8.3	6	10
Performance requirements are designed according to the council's needs.	20	33.3	11	18.3	7	11.7	16	26.7	6	10

Source: Primary Data, 2018

The study examined whether performance is limited by dictatorial leadership of the supervisor. Table 6 indicates that 30% of the respondents strongly agreed that performance is limited by dictatorial leadership of the supervisor, 28.3% of the respondents agreed while 5% of the respondents disagreed and 11.7% of the respondents strongly disagreed whereas 25% were neutral. Therefore, 58.3% of the respondents agreed that performance is limited by dictatorial leadership of employee's supervisor. This is in line with Respondent (2) who noted that;

“Dictatorship also sometimes plays a key role in influencing the performance of urban council. Some of the supervisors dictate depending on the conditions while others work in close collaboration with staff”

Respondents were also asked whether leadership rules designed by superiors limit employee to work effectively. The findings in table 6 indicates that 16.7% and 26.7% of the respondents strongly agreed and agreed respectively Leadership rules designed by superiors limit employee to work effectively. Meanwhile, 38.3% of the respondents were neutral, 8.3% disagreed while

10% of the respondents strongly agreed. The findings therefore, indicated that, a big portion of the respondents 43.4% agreed that Leadership rules designed by superiors limit employee to work effectively. This is in line with Respondent (1) who noted that;

“The performance of workers in the urban council depends on the targets given by the managers and the level of motivation to the staff ”

The study sought to analyse whether performance requirements are designed according to the council’s needs. The results from table 6 showed that 33.3% of the respondents strongly agreed, 18.3% of the respondents agreed that Performance requirements are designed according to the council’s needs. However, 11.7% of the respondents were neutral whereas 26.7% of the respondents disagreed and 10% strongly disagreed. Therefore, the findings shows that 51.6% of the respondents agreed that performance requirements are designed according to the council’s needs. This is in line with Respondent (1) who noted that;

“ The performance of staff is assessed periodically but the assessments are not much followed by the senior managers to penalize the poor performers.”

4.3.1 Correlations Analysis

The Pearson’s correlation coefficient was conducted to determine the relationship between authoritative leadership style and on Performance of UPE Schools in KCCA.

Table 7: Shows Pearson correlations Analysis

Correlations			
		Authoritative leadership	Employee performance
Authoritative leadership style	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	60	60
Employee performance	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data 2018

Results show that there is a significant positive relationship between authoritative leadership style and employee performance ($r = .758^{**}$; $p = .000$). This implies that the better authoritative leadership style is applied the higher the performance of employees.

4.3.2 Regression analysis

The regression analysis was used to find the influence of independent variables on the dependent variable, that is, the extent to which authoritative leadership style influences employee performance as indicated in the table below;

mistreated; the manager attends to employees problems; employees share their own ideas; employees encourage others to do things in the same way; and their supervisor relies on his /her own judgment when passing on performance requirements.

Table 9: The relationship between laissez-faire leadership style and employee performance

Statement	SA		A		N		D		SD	
	Freq	%	Freq	%	Freq	%	freq	%	Freq	%
Supervisor does not impose policies on employee so am able to work perfectly	14	23.3	17	28.3	24	40	0	0	5	8.3
The leadership freedom in employee department gives them freedom to perform.	12	20	12	20	22	36.7	5	8.3	9	15
The employee department performs with no leadership barriers.	8	13.3	12	20	19	31.7	18	30	3	5
Because of the leadership style employee communicate properly with employer.	32	53.3	21	35	4	6.7	2	3.3	1	1.7
The employer allows employees to express their views openly their supervisor relies on his /her own judgment when passing on performance requirements. so are able to perform freely	6	10	19	31.7	16	26.7	10	16.7	9	15
Whenever employees	9	15	23	38.3	9	15	7	11.7	12	20

have a different view from that of their employers they are not mistreated										
The manager attends to employees problems	16	26.7	17	28.3	14	23.3	13	21.7	0	0
Employees share their own ideas	27	45	11	18.3	13	21.7	6	10	3	5
Employees encourage others to do things in the same way	15	25	2	3.3	26	43.3	9	15	8	13.3
Their supervisor relies on his /her own judgment when passing on performance requirements.	20	33.3	10	16.7	11	18.3	13	21.7	6	10

Source: Primary Data

The study also sought to determine the respondents' views on whether supervisor does not impose policies on employees so they are able to work perfectly. The findings in table 8 shows that 23.3% of the respondents strongly agreed, 28.3% agreed. Whereas, 40% of the respondents were neutral 8.3% and 0.0% strongly disagreed and disagreed respectively that supervisor does not impose policies on employees so they are able to work perfectly. Therefore, majority of the respondents of the respondents 51.6% were of the view that supervisor does not impose policies on employee so they are able to work perfectly.

The study sought to examine the respondents' views on whether leadership freedom in employee department gives them freedom to perform. Table 8 shows that 20% of the respondents strongly agreed and a further 20.0% agreed. However, 36.7% of the respondents were neutral whereas 15% of the respondents strongly disagreed and 8.3% disagreed respectively that leadership freedom in employee department gives them freedom to perform.

Therefore, majority of the respondents (40%) were of the view that leadership freedom in employee department gives them freedom to perform.

The research also sought to establish whether department performs with no leadership barriers promotes performance. The finding in table 8 shows that 13.3% of the respondents strongly agreed and 20% of the respondents agreed. On the other hand, 31.7% of the respondents were neutral whereas another 5% of the respondents strongly disagreed and 30% disagreed respectively. Therefore, the findings shows that majority of the respondents 31% agreed that department performs with no leadership barriers promote performance.

The study sought to ascertain from the respondents whether because of the free leadership employees communicate properly with their employer. Table 8 shows that 53.3% of the respondents strongly agreed and 35% of the respondents agreed. On the other hand however, 1.7% of the respondents strongly disagreed and 3.3% disagreed respectively. Whereas 6.7% of the respondents were neutral. Therefore, majority of the respondents agreed 88.3% that because of the free leadership employees communicate properly with their employer. This is in line with Respondent (1) who noted that;

“There is better communication between employees at all levels of management and this has helped in promoting performance in the organization”

The study sought to establish whether employer allows employees to express their views openly so that they are able to perform freely. The results showed that 10% and 31.7% of the respondents strongly agreed and agreed respectively, that employer allows employees to express their views openly and so they are able to perform freely. However, there was 26.7% of the respondents who were neutral while 16.7% of the respondents disagreed and 15% of the respondent strongly disagreed. The findings therefore, indicates that, majority of the respondents 41.7% agreed that employer allows employees to express their views openly so they are able to perform freely.

About whether whenever employee have a different view from that of employer, he/she is not mistreated. The findings from table 8 shows that 15% of the respondents strongly agreed and 38.3% of the respondent agreed. The table also shows that 11.7% of the respondents disagreed

and 20% strongly disagreed while 15% of the respondents were neutral. These findings shows that the majority of the respondents 53.3% agreed that whenever employee have a different view from that of his/her employer, he/she is not mistreated. This is in line with Respondent (3) who noted that;

“There is also regular sharing of ideas mostly during meeting about issues affecting the performance of the entity ”

The study aimed at analyzing whether manager attending to employee problems leads to performance. The findings in the table 8 shows that 28.3% and 26.7% of the respondents agreed and strongly agreed, respectively. The table also shows that 23.3% of the respondents were neutral and 21.7% of the respondents disagreed while 0.0% of the respondents strongly disagreed. The findings therefore show that, the majority of the respondents 84.6% agreed that manager attending to employee problems leads to performance. This is in line with Respondent (2) who noted that;

“Laissez faire leadership style is important in promoting the performance of the Urban council and it is used by some of the senior managers in this organization”

About whether supervisor relies on his /her own judgment when passing on performance requirements. Table 8 shows that 33.3% of the respondents strongly agreed that supervisor relies on his /her own judgment when passing on performance requirements. While 16.7% of the respondents agreed compared to 21.7% of the respondents who disagreed and 10% strongly disagreed respectively. The study also shows that 18.3% of the respondents were neutral. Therefore, an aggregate of 50% of the respondents agreed that supervisor relies on his /her own judgment when passing on performance requirements.

4.4.1 Correlation Analysis

The Pearson’s correlation coefficient was conducted to determine the relationships between laissez-faire leadership style and employee performance.

Table 10: Shows Pearson correlations Analysis

Correlations			
		laissez-faire leadership style	employee performance
laissez-faire leadership style	Pearson Correlation	1	.808**
	Sig. (2-tailed)		.000
	N	60	60
employee performance	Pearson Correlation	.808**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data 2018

Results show that there is a significant relationship between laissez-faire leadership style and employee performance ($r = .808^{**}$; $p = .000$). This implies that application of laissez-faire leadership style influences the performance of employee.

4.4.2 Regression analysis

The regression analysis was used to find the influence of independent variables on the dependent variable, that is, the extent to which laissez-faire leadership style influences employee performance

Table 11: Shows findings on regression analysis showing the relationship between laissez-faire leadership style and employee performance

R Square = .653		F = 353.533				
Adjusted R Square = .651		Sig = .000				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.407	.198		2.059	.041
	Laissez-Faire Leadership Style	.887	.047	.808	18.802	.000
a. Dependent Variable: Employee Performance						

Source: Primary Data 2018

Results in table above show that 65.3%% variance in employee performance is attributed to laissez-faire leadership style (Adjusted R Square = .651), thus this reveals that laissez-faire leadership style is more statistically significant predictor of employee performance (Beta = .808, Sig. = .000). In general, the regression model fit was significant at sig. = .000.

4.5 Employee Performance at Nakawa Urban Council

The table below shows the responses from respondents on whether; it is not necessary to come early because of the leadership; employees are motivated and committed to work because of the leadership; my colleagues encourage me to perform because of the leadership; there is team work in department because of the leadership; employees are innovative and creative because of the leadership; employees always meet duties and tasks because of the leadership; because of the leadership performance is accessed daily by employee's supervisor; employee's performance is limited by the leadership of their supervisor; employees are comfortable with supervisor's leadership styles; and employee always report at work in time because of the leadership

Table 12: Employee Performance

Statement	SA		A		N		D		SD	
	Freq	%	Freq	%	Freq	%	freq	%	Freq	%
It is not necessary to come early because of the leadership	5	8.3	14	23.3	24	40	14	23.3	3	5
Employees are motivated and committed to work because of the leadership	16	26.7	13	21.7	17	28.3	8	13.3	6	10
My colleagues encourage me to perform because of the leadership	37	61.7	9	15	1	1.7	13	21.7	0	0
There is team work in department because of the leadership	21	35	13	21.7	2	3.3	13	21.7	11	18.3
Employees are innovative and creative because of the leadership	19	31.7	14	23.3	21	35	2	3.3	4	6.7
Employees always meet duties and tasks because of the leadership	15	25	20	33.3	7	11.7	10	16.7	8	13.3
Because of the leadership performance is accessed daily by employee's supervisor.	12	20	16	26.7	26	43.3	4	6.7	2	3.3
Employee's performance is limited by the leadership of their supervisor.	31	51.7	5	8.3	14	23.3	5	8.3	5	8.3
Employees are comfortable with supervisor's leadership styles.	7	11.7	12	20	27	45	9	15	5	8.3
Employee always report at work in time because of the leadership	18	30	19	31.7	4	6.7	13	21.7	6	10

Source: Primary Data

Respondents were asked whether employee reports at work in time because of the leadership. Table 10 shows that 8.3% and 23.3% of the respondents strongly agreed and agreed respectively that always report at work in time because of the leadership. However, 23.3% of the respondents disagreed and 5% strongly disagreed and 40% of the respondents were neutral. Therefore about 40% of the respondents were neutral.

The study sought to determine whether employees are motivated and committed to work because of the leadership. The results in the table 10 shows that 26.7% of the respondents strongly agreed and further 21.7% of the respondents agreed that employees are motivated and committed to work because of the leadership. Meanwhile, 28.3% of the respondents were neutral whereas 13.3% of the respondents disagreed and 10% strongly disagreed. Therefore, majority respondents of about 48.4% agreed that employees are motivated and committed to work because of the leadership.

The study sought to examine whether there is team work in department because of the leadership. Table 10 shows that 35% and 21.7% strongly agreed and agreed respectively that there is team work in department because of the leadership. 21.7% of the respondents disagreed and 18.3% strongly disagreed while 3.3% of the respondents were neutral. The finding indicates that majority of respondents 56.7% of the respondents agreed that there is team work in department because of the leadership.

Respondents were asked whether Employees are innovative and creative because of the leadership. Table 10 reveals that 31.7% of the respondents strongly agreed and 23.3% of the respondents agreed compared to 35% of the respondents who were neutral and 3.3% of the respondents who disagreed and 6.7% strongly disagreed, respectively. The findings therefore reveals 55% of the respondents were in support of Employees are innovative and creative because of the leadership which promotes employee performance.

The views of the respondents were also sought as to whether Employees always meet duties and tasks because of the leadership. The findings in table 10 indicates that 6.7% of the respondents strongly agreed and another 62.5% agreed. However on the other hand, 19.2% of the respondents were neutral whereas 11.5% of the respondents disagreed. The finding

therefore, revealed that majority of the respondents 69.2% agreed that employees always meet duties and tasks because of the leadership.

About whether because of the leadership performance is accessed daily by the supervisor. The findings in table 10 shows that 16.3% of the respondents strongly agreed and 53.8% of the respondents agreed. Nevertheless, there were 13.5% of the respondents disagreed, and 16.3% were neutral. On total many of the respondents about 70.1% agreed that Because of the leadership performance is accessed daily by employee's supervisor.

The question sought to determine whether employees performance is limited by the leadership of his/her supervisor, the findings in table 10 indicated that 12.5% and 51.9% of the respondents strongly agreed and agreed respectively although, some 1.9% of the respondents disagreed while 33.7% of the respondents were neutral. Therefore, majority (64.4%) of the respondents agreed that employee's performance is limited by the leadership of his/her supervisor.

The opinion of the respondents was sought as to whether Employees are comfortable with supervisor's leadership styles. Table 10 shows that 23.1% of the respondents strongly agreed and 44.2% of the respondents agreed that Employees are comfortable with supervisor's leadership styles. However, 15.4% of the respondents disagreed and 17.3% of the respondents were neutral. This therefore means that many of the respondents 67.3% agreed that Employees are comfortable with supervisor's leadership styles.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings, gives the conclusion and study recommendations. It focuses on the discussion of the study findings according to the set objectives. Conclusions are then drawn in view of the discussion under each objective and finally, the chapter makes recommendations for improvement in employee as well as suggestions for future study.

5.2 Discussions

5.2.1 The relationship between participatory style of leadership and employee performance in Nakawa Urban Council

It was established that there is a significant relationship between participatory leadership style and employee performance ($r = .600^{**}$; $p = .000$).

This is in line with Rost (2013) who noted that, the effectiveness of leadership rests on a process of influence. Employees are motivated to work towards goals, not through intimidation, but through individual inspiration. Motivation can be considered as one of most important factors that can help boost employee performance. Motivation is defined as the extent to which persistent effort is directed toward a goal.

Rahim (2012) also noted that motivated employees typically believe that they are doing something valuable and they hope that their participation is valued (group members depend on them and listen to their ideas). Since the 20th century, various scholars have analyzed motivational factors and presented various motivational theories. Since the main goal of a leader is to motivate employees toward a goal, motivational theories can be considered as a backbone of leadership theories.

The study findings indicated that many of the respondents (92.3%) were of the view that consulting others before taking action leads to good results. The finding agreed with Employees who perceive managers as having a participative leadership style obtained a high

performance (Gundersen, Hellesoy & Raeder, 2012). If the performance is low, managers will use an autocratic style and if the performance is high, more participative leadership style will be used by the managers (Hamstra et al., 2011). Participative managers involve employees in the decision making process (Uhl-Bien & Marion, 2011). Managers, who adopt an autocratic style, telling the subordinates what they are expected to do, how to do it, when it is to be done, and how their work fits in with the work of others, do not achieve much (Gundersen, Hellesoy & Raeder, 2012). A study in the public institution system showed that the manager who takes into account employee suggestions achieves better employee productivity.

The study found out that establishing positive relationships with employees can help an organization reduce conflict and instead create cooperation from its publics. Research has shown that there is a significant relationship between symmetrical ethical communication and interpersonal communication, and also between social activities and integrative resolutions (Hamstra et al., 2011). Research has also demonstrated that effective communication and positive interpersonal relationships helps in achieving employee commitment. Furthermore, when employees are satisfied with the organization and believe in its mission, they are committed to its long-term success. By using an effective two-way communication, managers can establish positive relationships with employees that empower them to succeed (Gundersen, Hellesoy & Raeder, 2012). Consistently, exceeding an employees' expectations for the organization, helps ensure employees are satisfied with their jobs and with their relationships with senior managers implying that, majority of the respondents 81.0% agreed that delegating others lead to good performance at work place.

Majority of the respondents agreed that dialogue with supervisor on a daily basis encourages employees to work hard. The finding were not different from Vasishth (2013) who argues that Leadership styles can influence employee's intrinsic and extrinsic factors and these factors influence both motivation and job satisfaction. In the past decades leaders have realized that the human resource aspect is the most valuable and indispensable factor in running an organization smoothly, effectively and efficiently (Vasishth, 2013). Since having a motivated and satisfied workforce is crucial for every manager, leaders today have to choose the right approach in leadership and motivation in order to have satisfied employees.

It is believed that when managers and employees have strong, positive relationships and collaborate effectively, it is likely that employees will feel empowered to achieve organizational goals. In a study to evaluate employee empowerment, the first step in the process is developing loyalty toward the organization, the second is value congruence, and the third is affective commitment (Yukl, 2011). They also stated that when an employee reaches the final step, affective commitment, they are personally bonded to the organization. This leads to the willingness to perform beyond normal expectations for the good of the organization.

5.2.2 The relationship between authoritative leadership style and employee performance

It was established that there is a significant relationship between authoritative leadership style and employee performance ($r = .758^{**}$; $p = .000$).

This is in line with Cole (2000) who asserted that, authoritative leadership 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.

The study found out that performance is limited by dictatorial leadership of the supervisor. 70.2% of the respondents agreed that performance is limited by dictatorial leadership of the supervisor. However the danger for this kind of leadership laid in the creation of high levels of freedom dangerous for locals councils like Nakawa council, in fact Kilburg (2006) builds on this argument, the positive self of the manager in his conceptualization of executive wisdom which is comprised of three interacting components: discernment, decision making, and action. All important in building positive psychology, which in the end creates positive relationships. This was further reflected in the management literature and indeed in the findings of the study, where Quick and Macik-Frey (2007), in an article outlining the correspondence between individual performance and organizational well-being, suggested that healthy organizations

promoted quality connections to others as characterized by open and honest leadership, cohesiveness and shared mission.

The study found out that the Leadership rules designed by superiors limit employee to work effectively. As a big portion of the respondents 80.8% agreed that Leadership rules designed by superiors limit employee to work effectively. This study noted that most employees in Nakawa Urban council agreed that their organizational culture was hugely affected by the authoritative approach to leadership which had more negative effects than the positive ones, however the above was not known by the researcher during this literature review of this stage and thus the need for the investigation. Since leadership styles , and transformational leadership in particular, play an important role in building and sustaining strong corporate and administrative cultures, it is highly encouraging that the Study findings show that to days supervisors and managers appear to be more aware of and willing to use corporate leadership behaviors rather than authoritative ones to achieve results. In fact, the more transformational leadership used, the greater the leadership outcomes, the more performance oriented, socially responsible and supportive the organizational culture, and the more trusting, loyal and committed the workers employees are in those organizations.

The findings showed that 63.0% of the respondents agreed that Performance requirements are designed according to the council's needs. These styles will vary according to situation occurring in the organization, rather than the need to coerce employees to perform. Therefore this calls for the leader's understanding of the organization and the people or his employees rather than relying on what should be done. It is unfortunate that the above authorities focused on the use of authoritative style in dilemmas like strikes, since this will create a mind set in individuals that will automatically reject the style. The Council with its political and administrative arms has failed to consider the needs of the task, the needs of the group and individual needs so as to attain effective performance from its workforce and thus as years have passed it has registered weaknesses in as far as attaining the mission is concerned. It is not known to the researcher when exactly does the authoritative leadership style affected performance, hence the need for carrying out research in this respect

5.2.3 Relationship between laissez faire leadership style and employee performance

It was established that there is a significant relationship between laissez-faire leadership style and employee performance.

This is in line with North house (2001) who noted that 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). 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.

The study found out that employee reporting at work in time depends on the leadership style. Therefore about 79.8% of the respondents agreed that they always report at work in time because of the leadership. 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) North house (2001). 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. Dutton and Heaphy (2003) outlined the power of what they term high quality connections. They provided data that suggest that such positive relationships built on effective leadership in organizations, promote the exchange of resources, the development of organizational identity and meaning, promote the growth of the employees, and promote learning in the organization. All in all, laissez-faire was hugely defeated as being a pragmatic style important in delivering the above in Kampala city council.

5.3 Conclusions

Participatory leadership style has a positive relationship on employee performance in urban councils. The adoption of participatory leadership style leads to improvement in employee performance, efficiency, effectiveness and quick performance of activities, and improved equity. Participatory leadership style therefore, helps the division to be effective, accuracy and relevancy which are critical in promoting employee performance.

Authoritative leadership style leads to significant improvements in employee performance. This was shown by performance is limited by dictatorial leadership of the supervisor, performance is not limited by dictatorship of the supervisor, Leadership rules designed by superiors limit employee to work effectively, Performance requirements are designed according to the council's needs.

Laissez faire leadership style has also got significant improvements in employee performance. This was seen in the view that people/employees manage themselves. This means that for employees to perform, they don't only need directives but also give them freedom to think and act.

5.4 Recommendation

Finally while concluding the whole research conducted, it was found that leadership style adopted by the manager has direct relationship with employee output and that depending on the style exhibited by the leader in an organisation, productivity is either enhanced or stalled. Whereas tasks are important for the day to-day survival of the organisation, developing people and teams are important for the long-range performance of the organisation. Thus, it should be extremely important for Nakawa Urban council to balance its leadership style to equally reflect much interest in people in its pursuit to enhance employee performance and have competitive advantage. It is extremely important to balance the ability to get things done (tasks) with keeping the team together (people).

The leaders at Nakawa urban council should stimulate, encourage and inspire employees to exert greater effort to work through participative management style.

Laissez faire leadership style should be embraced in Nakawa Urban council because it allows workers to manage themselves and therefore flexible

5.5 Area of Further Research

This study was conducted on the relationship between employee performances in urban councils which is a government agency, therefore the same study could be conducted in the private sector in order to make a clear comparison whether leadership style in all sector has influence on employee performance.

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APPENDICES

APPENDIX I: QUESTIONNAIRES FOR NAKAWA URBAN OFFICIALS

Dear Respondent,

My Name is Tugume Duwani, a student of Master of Science in Organisation and Public Policy Management at Kyambogo University. As part of the Program requirements I am undertaking a study entitled “Leadership style and employee performance of Kampala Capital City Authority. A case study of Nakawa Urban Council”

All council officials have equal chance to participate in this study and you have been chosen randomly but purposively to participate in this study by giving your view and opinion. All the information obtained from you shall strictly be used for academic purposes only and will be treated with maximum confidentiality. Please for any information contact me on +256 775576787. Thank you in advance (Tick the alternative that fits your opinion).

SECTION A: BIODATA OF THE RESPONDENTS

1). Age: r

20-29 30-39 40-49 50-59 60 and above

2).Sex:

Male Female

3). Level of education-

Diploma Degree Masters

Others Specify

4).Marital Status: r

Single Married Widow

Others Specify

5).How long have you served as an employee---

1-10 yoma 11-21years 21-30 years

6). Which Leadership style is used in this organization?

Participatory Laissez faire Authoritative

Others specify.....

LEADERSHIP STYLES.

Given the key, tick or choose the right alternative that corresponds with your opinion:

Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Strongly Disagree (SD) = 2 and Disagree (D) = 1

SECTION A: THE RELATIONSHIP BETWEEN PARTICIPATORY STYLE OF LEADERSHIP AND EMPLOYEE PERFORMANCE

No	STATEMENT	5	4	3	2	1
1	Being friendly and approachable to by fellow employees leads to good performance					
2	Consulting other before takes action leads to good results					
3	Delegating others lead to good performance at work place					
4	Acting without consulting supervisor motivates employees to work for good performance					
5	Dialogue with supervisor on a daily basis encourages employees to work hard					
6	Involving colleagues in performance appraisals in employee department encourages hard working					
7	My supervisor consulting me on decision making motivates me to work hard					

SECTION B: THE RELATIONSHIP BETWEEN AUTHORITATIVE LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

No	STATEMENT	5	4	3	2	1
1	My performance is limited by dictatorship leadership of my supervisor.					
2	My performance is not limited by dictatorship leadership of my supervisor					
3	Leadership rules designed by superiors limit me to work effectively.					
4	My performance is assessed by my supervisor alone.					
5	Performance requirements are designed according to the council's needs					

SECTION C: THE RELATIONSHIP BETWEEN LAISSEZ-FAIRE LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE

No	STATEMENT	5	4	3	2	1
1	My supervisor does not impose policies on me so am able to work perfectly					
2	There leadership freedom in my department gives us freedom to perform					
3	My department performs with no leadership barriers.					
4	Because of the free leadership I communicate properly with my employer.					
5	The employer allows me to express my views openly so are able to perform freely.					
6	Whenever I have a different view from that of my employee am not mistreated					
7	The manager attends to my problems					
8	I share my own ideas					
9	I encourage others to do things my way					
10	My supervisor relies on his /her own judgment when passing on performance requirements.					

SECTION D: EMPLOYEE PERFORMANCE.

This is being measured in terms of innovation, productivity, duty accomplishment, timely reporting

No	STATEMENT	5	4	3	2	1
1	I always report at work in time because of the leadership					
2	It is not necessary to come early because of the leadership					
3	I am motivated and committed to work because of the leadership					
4	My colleagues encourage me to perform because of the leadership					
5	There is team work in my department because of the leadership					
6	I am innovative and creative because of the leadership					
7	I always meet my duties and tasks because of the leadership					
8	Because of the leadership my performance is accessed daily by my supervisor.					
9	My performance is limited by the leadership of my supervisor.					
10	I am comfortable with my supervisor's leadership styles.					

Thank you very much for your cooperation.

APPENDIX II: STRUCTURED INTERVIEWS FOR MANAGERS AND HEAD OF DEPARTMENTS

- 1). In your own understanding, please explain leadership as used by you and your portfolio?
- 2). Briefly state any leadership styles employed by you?
- 3). How do you perceive participatory leadership?
 - 4a). Is participatory leadership important for employee performance?
 - b) Support your answer
 - 5a) What is authoritative leadership style?
 - b). Is authoritative leadership important in employee performance?
 - c). Support your answer in (b) above
 - 6a). What is laissez-faire leadership style?
 - b). Is laissez-faire leadership important for employee performance?
 - c). Support your answer in (b) above
 - 7a). What is employee performance?
 - b). Is employee performance based on leadership?
 - c). If yes in 7(b) above, why?
 - 8). How can leadership limit successful employee performance?
 - 9a). What kind of leadership styles do you recommend for your department?
 - b). Give reasons for your answers in 9(a) above?

**APPENDIX III: KREJCIE AND MORGAN TABLE (1970) FOR DETERMINING
SAMPLE SIZE**

Table for Determining Sample Size for 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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV: INTRODUCTORY LETTER



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Office of the Dean, Graduate School

13th September 2017

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,


This is to introduce **Mr Tugume Duwani** Registration Number **15/U/14544/GMOP/PE** who is a student of Kyambogo University pursuing a Masters Degree.

He intends to carry out research on "**Leadership styles and employee Performance of Kampala Capital city authority. A case study of Nakawa Urban Council**" as partial fulfillment of the requirements for the award of the Master of Science in Organization and Public Policy Management.

We therefore kindly request you to grant him permission to carry out this study in your institution.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,


* 13 SEP 2017 *
OFFICE OF THE
DEAN, GRADUATE SCHOOL