

**EXPLORING THE IMPACT OF MANAGERS' SUPERVISORY STYLES ON
WORKERS' PERFORMANCE IN PRIVATE SECTOR BUILDING PROJECTS
IN UGANDA: A CASE STUDY OF MBARARA CITY**

BY

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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH AND
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DECLARATION

I, **ABEL AGABA** declare that this dissertation report titled “***EXPLORING THE IMPACT OF MANAGERS’ SUPERVISORY STYLES ON WORKERS’ PERFORMANCE IN PRIVATE SECTOR BUILDING PROJECTS IN UGANDA: A CASE STUDY OF MBARARA CITY***” is my original work and has never been submitted or presented to any university or institution of higher learning.

Signed.....

Date.....

Abel Agaba (Student)

APPROVAL

We the undersigned certify that this dissertation entitled “*EXPLORING THE IMPACT OF MANAGERS’ SUPERVISORY STYLES ON WORKERS’ PERFORMANCE IN PRIVATE SECTOR BUILDING PROJECTS IN UGANDA: A CASE STUDY OF MBARARA CITY*” has been compiled under our guidance and supervision. It is now ready for submission to the Directorate of Research and Graduate Training with our approval.

Dr. John Muhumuza Kakitahi (Supervisor)

Signed;Date;

Assoc. Prof. Lawrence Muhwezi (Supervisor)

Signed; Date;

DEDICATION

This research report is in honor of my late father, Muramuzi Deziderio, mother Betekire Sylvia, wife Nuwajuna Modrine and children Abaasa Anthony, Ajuna Adrian, Agaba Achilles and Agasha Ariana for the patience shown to me while away for this course.

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LIST OF ABBREVIATIONS

CVI	Content Validity Index
IDA	International Development Association
KCCA	Kampala Capital City Authority
KPC	Kenya Pipeline Company
MLHUD	Ministry of Lands, Housing and Urban Development
OAG	Office of the Auditor General
SGR	Standard Gauge Railway
SPSS	Statistical Package for Social Scientists.
UK	United Kingdom
US	United States
USMID	Uganda Support to Municipal Infrastructure Development

DEFINITION OF KEY STUDY CONCEPTS

1. According to Zhang (2015), **supervision** is the process of making sure that a project is constructed according to the terms of the contract, permitted designs, specifications, construction norms and standards, as well as any applicable local ordinances and laws.
2. The **supervisory style** of a manager is a term used to describe how a manager or leader interacts with their team or followers. se, according to Northouse (2016) are the techniques one uses to persuade a collection of individuals to work toward a shared objective. In the aforementioned description, the manager is the project's leader, and the employees are the project's followers.
3. **Democratic supervisory style** refers to Project manager's tendency to emphasize on characteristics that develop trust, vision, respect and sense of belonging among workers, intended to achieve workers' performance. This is meant to enhance participation among the team members of construction projects (Biaka, 2020). In this study, democratic supervisory style will be operationally understood as participative and accommodative supervisory style.
4. **Autocratic supervisory style** is a type of supervisor that emphasizes getting the job done at all costs, regardless of the circumstances or work environment where the employer employs a strictly defined chain of command (Namisango, 2018). This method of supervision places all decision-making power and control in your hands while demanding complete accountability for every activity. In this study, an autocratic supervising style will be operationally defined as one that emphasizes authority and control.

5. **Transformational supervisory style** is one in which the leader transforms the follower by inspiring them and making them feel like they belong, which makes it simple for them to recognize the leader and [his] mission. According to Liphadzi (2015), transformative supervision requires a high degree of interaction between project managers and collaborators in order to build strong relationships with a strong Foundation of trust.
6. **Laissez-faire supervisory style** refers to a supervisory style in which subordinates delegate authority and authority as they wish, and the boss does not provide any support or guidance, and employees can make decisions freely (Ololube, 2013). In this study, it will operationally be understood as flexible type of supervision.
7. **Workers' performance** is the level to which personnel on a construction project are able to achieve the desired result through adherence to timetables, budget allocation, and other predetermined targets is referred to as their performance.
8. A **project** is described as "a succession of distinctive, complicated, interconnected actions" with each having a particular aim or purpose, as well as constraints like schedule, budget, and scope, by Martin and Wysocky (2019: 486). It consists essentially of a set of duties with a beginning and a conclusion.

ABSTRACT

In Mbarara city, construction projects have been characterized by delayed completion and poor-quality projects. This study sought to explore the impact of managers' supervisory styles on workers' performance in private sector building projects in Mbarara City. The study was motivated by the fact that an audit by the Government Accountability Office found that while the USMID project achieved an average score of 77.5% there were gaps in contract management and project performance in Uganda. Construction managers, other construction workers, experts, and owners of construction projects constituted the study population. A cross-sectional survey design was used under descriptive research design. Data was collected from a sample size of 246 using questionnaires and interview guides as data collecting tools. The descriptive and inferential statistical analyses of the data made use of the Pearson correlation coefficient and statistics from regression analysis. The results showed that different supervisory styles were in use, mostly reflecting democratic, autocratic, transformational, and to a much lesser extent laissez-faire type. The employees demonstrated excellent achievement by performing to the best of their abilities, starting work consistently, and successfully completing tasks to ensure customer pleasure. The correlation analysis indicated a statistically significant association between a manager's supervisory styles and worker efficiency i.e. ($r=0.249^{**}$, $p=0.000<0.05$), suggesting that managers in Mbarara city's private construction projects should rely on supervisory styles to raise staff performance. Regression analysis results showed that manager's supervisory styles account for up to 6.2% of the variance in employee performance (adjusted $R^2=0.062$), implying that to a large extent, manager's supervisory styles alone have less influence on the workers' performance, with other factors like; level of motivation, welfare, level of training, remuneration, safety concerns, conflicts among workers, influencing their performance by 93.8%. In conclusion, the majority of employees value democratic supervisory practices, which are represented in managers consulting with employees before making decisions and promoting discussion of sensitive topics.

Keywords: Supervisory styles, workers' performance, building projects, private sector.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

According to Hunsaker and Hunsaker (2009), it is your responsibility as an organizational manager to make sure that objectives are being accomplished and discover how staff members can enhance their performance. According to Tabassi et al. (2016), the building industry significantly influences how society develops toward sustainable development. Construction managers and/or supervisors who are actively involved can influence and change subordinates to enhance the sustainability of sustainable projects. Any construction project must have supervisors with proven management abilities (Amirali, 2016). Some executives opt for a production-centric approach, while others choose a people-centric one, to achieve project goals.

Alkahtani (2015) described how factors such as whether the employee accepts the leader and is prepared for work, the leader's personal attributes, and the organization's traditions and beliefs all have an impact on the choice of preferred conduct. Therefore, leaders need to have a good ability to recognize and identify the dependent elements of the organizational environment in order to accelerate the success of the organization in terms of on-time project delivery.

Inskipp and Proctor (1993) define supervision as "a working alliance between a supervisor and supervisee in which the supervisee can offer an account or recording of their work; reflect on it; receive feedback, and where appropriate, guidance from the supervisor on how things are to be done. This alliance aims to empower individuals to

develop ethical competence, self-assurance, and inventiveness to provide our customers the best service possible while working under supervision. It's planned as a collaborative learning effort (Carroll and Gilbert, 2006).

In short, a supervisory style is the style of a manager who gives instructions to employees, carries out plans, and motivates employees to maintain or improve their performance. One leadership style is sufficient for success in circumstances that call for it, but the dynamics of the construction business make it necessary to have a number of styles in order to succeed (Liphadzi et al., 2015). The ability to supervise others is influenced by the situational and environmental factors as well as the person's abilities and traits (Messick and Kramer, 2004). According to Glantz (2002), one should choose a monitoring approach that works best for one's firm. This is due to the possibility that an organization may execute a project poorer than anticipated as a result of bad supervision.

The process of issuing Overseer Tokens on a site is intricate and frequently arbitrary. According to Geller (2008), ineffective construction supervision techniques have an impact on the profitability, commitment, and productivity of workers as well as project outcomes. Employees are responsible for achieving organizational goals. Employee performance is influenced by supervisory behavior (Hughes and Ferrett, 2009).

An organization's supervisory style has a big impact on whether or not people pay attention and participate. It is the main factor affecting staff attitudes and conduct. Hopkins (2007) thinks that supervisory styles at all levels of management within the corporation are an important factor in determining organizational success and that organizational leaders have a significant influence on employee performance.

The efficacy and efficiency of work are greatly impacted by project managers. Therefore, according to many management specialists, project leaders are the primary driver and genesis of organizational development (Milkamali, 1995). A manager's supervisory style affects organizational effectiveness, employee psychological and social growth at work, and other pertinent issues (Alageheband, 1997).

Many studies in both developed and developing nations demonstrate that failure is a common occurrence for both businesses and projects in the building industry. For instance, Scott et. al. (2007) discovered that the UK construction industry lacked enough coordination and documentation about financial needs, quality, safety, and efficiency. Inadequate project management techniques, a lack of resources, mismatches between design and construction, communication gaps between teams, uneven labor distribution, and participant variances in interests were also discovered. According to a survey of Portuguese building projects, there were substantial problems with quality, safety, cost overruns, and frequent delays (Pires et al, 2015).

In their research projects in the US, Davidson and Maguire (2003) came to the conclusion that increased individual employment, significant personnel turnover, a lack of funding, and poor accounting contributed to many project failures. Adul (quoted in Ofori, 2012) discovered that in Malaysia, quality control problems such as financial limitations, schedule restrictions, client complexity, and communication breakdowns impede contractors from finishing jobs on schedule.

The main determinants of managing interactions in international engineering, purchasing, and production oversight of Chinese manufacturing activities have been looked at. According to the findings by Pal, Wang, and Liang, (2017) revealed that engineers use the relationship between the most significant involved parties as the most crucial project success criterion while applying the golden-triangle criteria. The results also demonstrate that the performance of the stakeholders' projects always correlate with one another, that project owners are the most crucial factor in deciding the success of a project, and that the performance of project control organizations is the only factor that can cause a project to fail. Zhao, Hwang, and Lee (2016) concentrated on identifying essential project supervision kinds for green building projects in Singapore's manufacturing industry. The results demonstrated that even though the project managers' management style had changed to be more directive and task-oriented, they had not abandoned their connections with their subordinates.

When the reasons for cost overruns for road construction projects in Saudi Arabia were investigated, it was found that internal control issues, payment delays, a lack of communication among project participants, and delayed decision-making were the primary offenders (Abdullah, 2006). According to the study, cost overruns of more than 53% were caused by control factors like poor communication, insufficient staff training, delays in inspections and permits, uncertainty regarding the staff's job description, management changes as a result of staff turnover, delays in records and documentation as well as decision-making.

Within Kenya, the quantity of public road improvement projects is occasionally increasing. It becomes challenging to finish the project within the allocated cost budget and

timeline (Waithera and Susan, 2019). Similar issues include scope creep, cost overruns, subpar execution, and project schedule delays, all of which have an effect on certain finished projects (Hassan, 2013). The projects which deliver a technical solution that do not work as intended are born as a result of this significant resource waste, lost business opportunities, client dissatisfaction, and general development delays. SGR, KPC pipeline development, and the Galana Gulalu Irrigation Scheme have all underperformed in their execution, raising concerns about prospective cost hikes.

Political factors, such as power struggles and the interests of political leaders, have also caused delays in road construction projects and, in rare circumstances, even legal action. In a lawsuit filed on December 11, 2015, 29 county governors accused the Kenya Rural Roads Authority (KERRA) of denying the federal government control over development projects. This delayed the construction project and impacted the projected completion date (www.standardmedia.co.ke, 12 January 2016).

Most construction undertakings for buildings in Kampala are running late. For instance, the completion of the Mapeera House on Kampala Road was delayed by 43 months overall and took 56 months rather than the anticipated 13 months (three times its construction time). When work on the Church House project began (20 April 2011), it was expected to be finished in 18 months. However, as of May 2013, the project still hadn't been finished after 25 months.

In Western Uganda, worker performance is below average across all levels and criteria, especially in Mbarara city. This is because an evaluation report (2016) revealed that workers failed to complete their duties in a timely manner. Construction workers are faced

with low innovation, poor performance, failure to meet performance goals, high absenteeism, and poor quality of work. This level of performance generally disappoints both public and private sector customers (Performance Report, 2017). It is noteworthy that many completed construction projects exhibit early indications of poor workmanship in the form of crumbling bridges, cracked buildings, and broken sidewalks (Mbarara City Works Supervision Report, 2020). Shortly after these buildings became operational, instances of incomplete or collapsed buildings due to weak supervision were noticed (Office of the Auditor General, 2010). This led the researcher to ask, "Whether site managers are not using appropriate supervisory styles to effectively improve employee performance, or could it be due to other factors?" This provided a concept of supervisory styles in achieving performance goals and worker-critical objectives. It was therefore required to investigate the connection between supervisory styles and employee performance in private sector building projects in Mbarara City.

1.1 Statement of the problem

Construction projects in Mbarara City encounter a variety of difficulties, such as late completions, shoddy work, and poor-quality projects. Both government and private projects experience this. It is also important to note that many completed building projects exhibit early indications of poor workmanship in the form of cracked buildings (Mbarara City Works Supervision Report, 2020). Despite efforts to achieve successful building project execution through timely scheduling, procurement of experienced contractors, and regular supervision and monitoring, the project proponents have construction project completion delays, and cost overruns. According to the Parrots Newspaper of October 6, 2021, a three storied building collapsed on Victor Bwana Road, Mbarara South Division in Mbarara

City, where luckily there were no deaths nor injuries registered as all occupants were prior ordered to vacate the building before it completely collapsed to the ground.

Other cases involved one person who perished along with a number of others who got wounded following the collapse of a structure in Bakuli, Rubaga Division on January 26, 2016. Five people were hurt and two individuals died when a building that was still under construction on Luwum Street in the city center collapsed in April 2016. All these building failure cases are happening in Uganda. Mbarara city being one of the fastest developing cities, it is not an isolated area that is free from these same building construction failures hence the choice of it to be used as a case study to represent Uganda. Poor oversight of building contracts and continued neglect of key factors that make building projects successful means that clients, both government and private, continue to lose billions of shillings to failed or poorly executed projects.

How ever, these problem of deficiencies in construction projects might be as a result of construction supervisors who might not be putting emphasis on supervisory styles as part of the factors influencing workers' performance on these building construction projects in the construction sector, leading to deficiencies in construction projects execution.

Therefore, the research's main objective was to investigate the relationship between manager's supervisory styles and employees' performance in private sector building projects in Uganda with Mbarara city as a case study.

1.2 Objectives of the study

1.2.1 Main objective

The purpose of the study was to explore the impact of managers' supervisory styles on workers' performance in private sector building projects in Mbarara City.

1.2.2 Specific objectives

The following precise objectives served as the basis for this research:

- i. To examine the different supervisory styles used by managers in private sector building projects in Mbarara City;
- ii. To determine the level of workers' performance in private sector building projects in Mbarara City;
- iii. To establish a relationship between managers' supervisory styles and workers' performance in private sector building projects in Mbarara City.
- iv. To find out the impact of managers' supervisory styles on workers' performance in private sector building projects in Mbarara City.

1.3 Research questions

- i. What are the different supervision styles used by managers in private sector building projects in Mbarara City?
- ii. What is the level of workers' performance in private sector building projects in Mbarara City?

- iii. What is the relationship between managers' supervision styles and workers' performance in a private sector building projects in Mbarara City?
- iv. What is the impact of managers' supervisory styles on workers' performance in private sector building projects in Mbarara City?

1.4 Justification

Supervision in any organization is key in as far as increased productivity and workers output is concerned. Conducting this study about impact of supervisory styles on workers' performance was timely as justified by the following;

An audit by the Government Accountability Office found that while the USMID project achieved an average score of 77.5% there were gaps in contract management and project performance. These related to failure to generate project implementation report in some cases, low fund absorption and in the case of Kabale and Mbarara taking two years, delayed contractor payment (OAG on USMID, Report, 2015). This audit shows that there are very many gaps in contract management like; generation of reports in time, effective and timely use of funds given out by sponsors, delayed contract payments for the work done. These management shortcomings for example, delayed contract payment can lead to demotivation of contractors, contract cancellation and sometimes abandonment of sites. Low fund absorption can lead to funds being taken back to the coffers. This leads to lost time and money to all parties. These shortcomings therefore justify why this study was done to scrutinize if supervisory styles are to be held accountable for performance of the contracts.

In their study, Oluka and Basheka (2010) identified the following that stand out as undesirable; lack of regular follow-up, lack of deadline setting and consistency, and lack

of consistency in contract management processes as challenges in contract reporting in Uganda. The industry as a whole is not new to the idea of project management, which has also been used in other sectors of the nation, such as the public sector. Based on these findings, which primarily address management and supervision of construction sites, this investigation was carried out to ascertain the effects of supervisory techniques on the productivity of personnel in Uganda's private construction projects.

1.5 Significance of the study

The findings are expected to spur key stakeholders, initially administrators, managers and district engineers to reinvigorate enthusiasm to oversee construction projects. These stakeholders are supported by recognizing that there may be other factors that can affect worker performance. Secondly, it is hoped that the Department of Housing will facilitate monitoring-based training, workshops, seminars, and retraining sessions for managers of public and private business projects across the country. In this way, even those who missed the supervision course in college can acquire the skills of supervision and become competent managers.

It is also hoped that these findings will break the underlying silence surrounding workers surveillance. As a result, site managers are inspired to enhance their supervisory styles, skills, and practices by objectively reading this research report, its findings, and recommendations.

Finally, the findings should provide researchers with detailed insight into the support and aspects of construction projects. Similarly, we believe that providing relevant literature will open the door for more curious educational scholars to further explore the impact of

manager supervision styles on worker performance. Other researchers are hoped to use the current methodology to enrich their studies in the similar area of supervisory styles and performance of building construction.

1.6 Scope of the study

1.6.1 Geographical scope

Mbarara City was the site of the study using private sector building projects as sampling units. Mbarara city was selected as a study area because it is one of the rapidly growing cities, with mushrooming private construction projects hence employing a significant number of workers. Hence, this would provide relevant information concerning manager's supervisory styles and how they influence workers' performance. The city of Mbarara is situated in Uganda's southwest region. Mbarara is located in the southwest of Kampala City, some 290 kilometers away, or 180 miles, by car. Building projects from the private sector served as sampling units for the study, which was carried out in the city of Mbarara. Mbarara City may be reached from anywhere in the world using these coordinates: 003648S, 303930E, and they are accompanied by the corresponding latitudes and longitudes of 0.6132 and 30.6582.

The map in Figure 1.1, shows the boundaries of Mbarara City by the enclosed area reflected by the dotted red line.

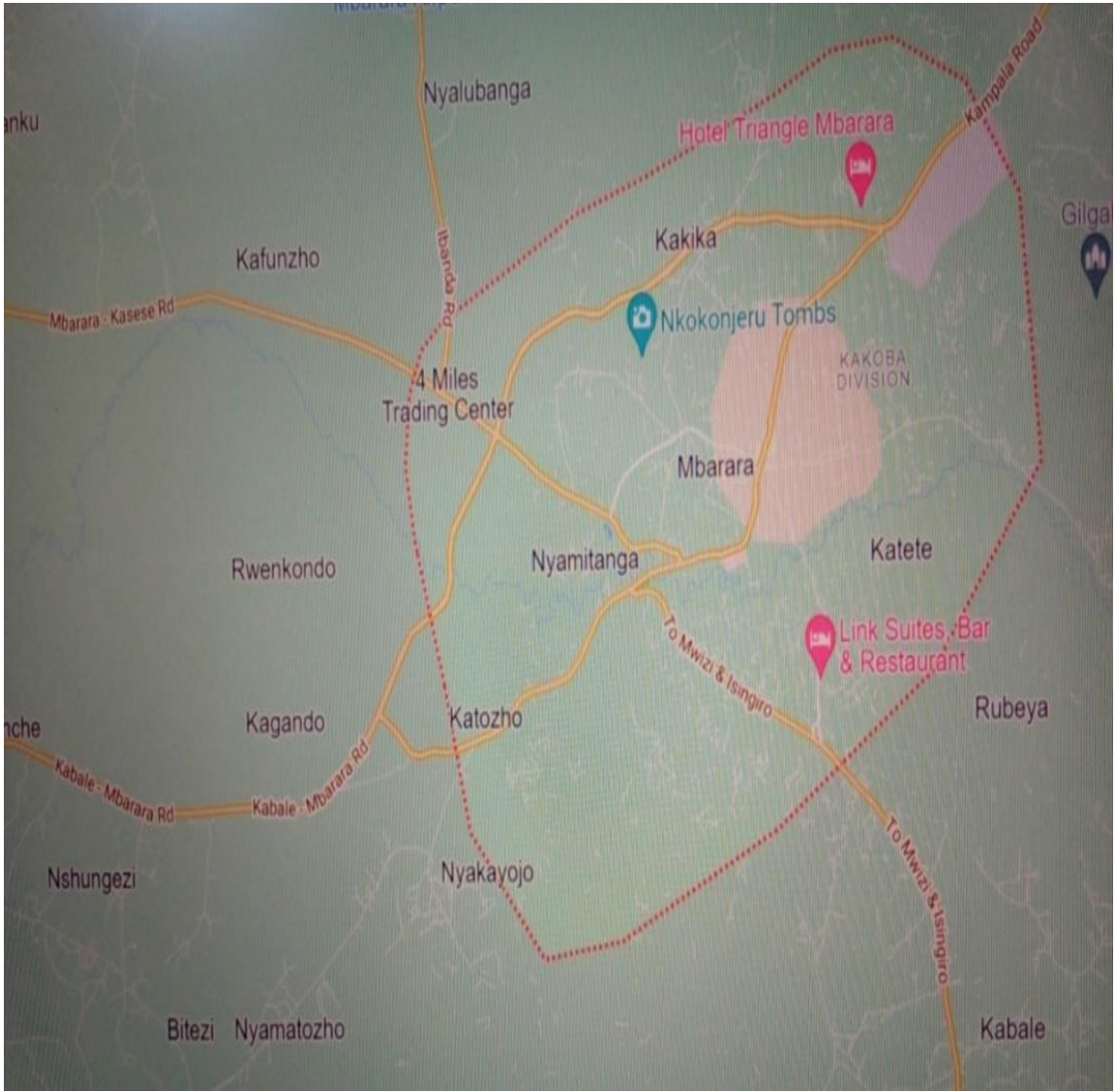


Figure 1. 1: Boundaries of Mbarara City and its neighborhood

1.6.2 Content scope

The research content scope was restricted to the different supervisory styles employed by managers in private sector building projects in Mbarara City that were started between 2010 and 2020, that included but not limited to those shown in the Table 1.1, the performance levels of workers in these projects, the association between managers' supervisory styles and workers' performance in those projects and the impact of managers' supervisory styles on workers' performance. This research exclusively targeted private sector building projects because despite being characterized by; reduced bureaucracy, reduced corruption, reduced communication gap, easy access to management/ owners of the project by contractors for any discussions, timely funding and delivery of materials, defined timelines, the projects still face challenges like; delayed completion, shoddy works, broken pavements and early signs of poor-quality work in form of cracks on buildings and leaking roofs. The target population included in the study were only construction project managers, engineers, other site personnel, and private building owners.

Table 1. 1: List of some of the building construction projects that were supervised and their characteristics.

No.	Building projects	Challenges encountered and status	Performance characteristics	Location of supervised site
1.	Commercial building	Delayed for one year but finished and in use	Completed late, material supply problems	Rwebikoona, opposite Lake view
2.	4 Storeyed commercial building	Change in contractor Still under construction	Delayed finish due to contractual problems	Markhansingh street
3.	Hostel construction	Construction works finished	Standard, but delayed for a year	Kakoba near bishop Stuart university
4.	2 Storeyed residential construction	Delayed but finished and occupied	Delayed finish due to contract change	Nsikye, Nyamitanga
5.	3 Storeyed commercial building	Poorly executed with signs of peeling finishes	Substandard work at finishing stage due to change in contractor	Rwariire, Nyamitanga
6.	Commercial building	Early signs of poor-quality work that were rectified	Completed with delays due to extra repairs	Mbaguta Street
7.	Commercial building	Finished in good condition	Completed in time and well supervised	Bananuka Drive
8.	School buildings	Leaking roof that was repaired	Completed with delays	Andrews Kakiika
9.	Commercial hotel building	Nearing completion	Well supervised but with delays in material supply	Biharwe, near Igongo cultural centre
10.	Commercial building complex	Partially complete	Standard and completed in time	Nkokonjeru, Kakika

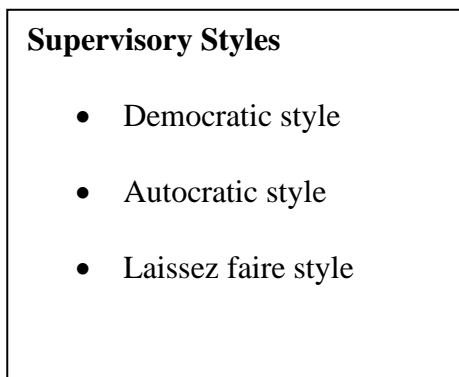
Source: Mbarara City Works Report, 2019

1.6.3 Time scope

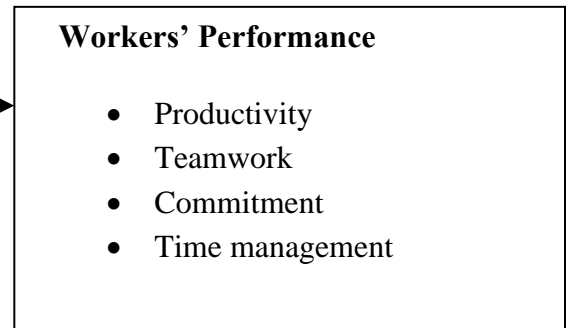
In terms of time-frame, the study was completed in the specified time of one year, that is, between May, 2022 till April, 2023, the time recommended for presenting and reporting research findings.

1.7 Conceptual framework

Independent Variables



Dependent Variables



Intervening Variables

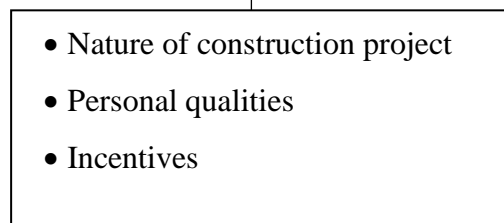


Figure 1. 2: Conceptual framework on manager's supervisory styles and workers' performance

The association between workers' performance on private building projects and managers' supervising methods is depicted in Figure 1.2. Workers' performance at work, commitment, time management, and timely completion of specified duties are all seen to be directly influenced by the supervision styles of managers, such as democratic, laissez-faire, and autocratic. However, not only manager's supervisory styles affect worker's performance but there are other factors that may affect this relationship like nature of construction project, personal qualities and incentives and these are known as intervening variables.

1.8 Chapter summary

In this chapter, attempts were made to provide an overview on the manager's supervisory styles and workers' performance in private construction projects from the international to local level. The chapter was able to pinpoint the research gap and then developed the primary and detailed study objectives that addressed the research gap, the study's scope, its purpose and significance, and the conceptual framework that served as its roadmap. The concepts presented in chapter one led to the emergence of chapter two in which theoretical and literature review were presented thematically based on study objectives and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The material offered in this chapter by many academics is on supervision practices and employee productivity in public and private construction projects. The chapter initially presents theoretical review and contextual review concerning manager's supervisory styles and workers' performance in public and private construction projects. Publication and review of relevant literature continues to be thematic, based on the research goals outlined below.

2.1 Theoretical review

Path-goal theory was the theory used in this investigation. House developed this hypothesis in (1968). According to the principle, a competent leader should explain expectations and develop goals with his team members to help them accomplish their jobs more effectively. Leaders show followers how to overcome barriers that stand in the way of attaining their objectives. According to House (1968), a path-goal method aids subordinates in improving performance and achieving goals: When given a path, subordinates are happier, more motivated, more receptive to their superiors' actions, and more efficient in their work. The behavior of superiors further improves the work environment for subordinates by directing, managing, supervising, rewarding, appropriate communication, delegating tasks, and making decisions together, thereby promoting good performance among workers. Managers define role tasks and positions for subordinates to reduce employee stress. This raises employee expectations and improves performance. Building on this, the path-goal

theory developed by House (1968) helps construction managers appropriately use supervisory styles to improve worker performance in public and private construction projects, researchers say.

The study reveals appropriate supervisory styles that managers are expected to use to mobilize and motivate workers to perform better, given the context of a particular construction project. Based on these facts, the path-goal supervisory theory was examined. In most cases, employees expect managers to behave with certain typical supervisory characteristics, and employees tend to commit to their managers if they act in a manner that employees anticipate and perceive and tend to improve performance. This study investigated how much the theory can be applied to the supervisory styles used by Mbarara Municipal Construction Project Managers to enhance workers' performance in private construction projects.

2.2 Contextual review

In Uganda, funds get wasted due to ineffective and inefficient structures, procedures and policies a situation when management contributes to leaks (Ntayi, Ngoboka and Kakooza, 2013). Regulatory oversight on Uganda's contract management by Public Procurement and Disposal of Assets (PPDA), continuously shows that contract management is an area with performance marked by poor delivery of services, uncompleted works, extended contract periods and corruption in the last ten years without proper justification (Muhwezi and Ahimbisibwe, 2018).

According to the Daily Monitor of January 15, 2020, a structure collapsed, killing six individuals in Kansanga, Makindye Division in Kampala district. Other cases involved one person who died and several others got injured on January 26, 2016, when a building in Bakuli, Rubaga Division, fell. When a structure that was being built on Luwum Street in the city center fell in April 2016, two persons died and five others were hurt. At least four people were killed and many more were hurt when a building along Makerere Hill Road collapsed.

In their study, Oluka and Basheka (2010) identified lack of proper supervision by managers, lack of deadline setting and consistency, and lack of consistency in contract management processes as challenges in building construction contracts in Uganda. The trend is likely to continue if left unaddressed to improve delivery of building construction services. The clients will continue to lose their money and people will continue to fall victims of collapsing buildings. Therefore, the aim of this study is to establish the relationship between manager's supervisory styles and workers' performance in Uganda, taking private sector building projects in Mbarara City as a case study.

2.3 Supervisory styles used by managers in private sector building projects

2.3.1 Autocratic supervisory style

Autocratic rulers make and publish decisions. In this scenario, the manager recognizes the issue, weighs the potential remedies, chooses the one that seems most appropriate, and informs subordinates of the decision so they may put it into practice (Goetsch and Davis, 2006).

Decisions made by an authoritarian management are made at a higher level and solely reported to the subordinates, therefore there is no room for additional evaluation. There are not many situations where the views plus opinions of other employees are listened to or taken into account when policies, strategies, as well as procedures are being created by the leader (Mussolino and Calabr, 2014).

According to Boehm et. al., (2015), authoritarian supervisory styles are typical of high-stress environments where team consensus is not required for effective project or decision-making. There are many various methods managers can use to guide their members. The direction a project supervisor takes can be determined by personal preference or by combining a number of project-related factors, including laissez-faire supervision, transaction oversight, service supervision, charismatic supervision, and interaction supervision.

The emergence of real supervision for construction professionals was stressed by Toor and Ofori (2008), who focused on it in the context of the building sector. Exceptional self-control, leading from the heart, and relying on one's own character and personality are all characteristics of authentic leaders (George, 2003). Toor and Ofori (2008) argue that project managers working in the building industry need to adopt a proper supervisory strategy in order to successfully complete difficult construction projects.

Because they believe in the concentration of authority, autocratic managers create everything of their own choices, devise all of their own strategies, and instruct their employees not only on what to do but also on how to execute it (Wachira, Gitumu, and Mbugua, 2017).

2.3.2 Democratic supervisory style

Construction managers were found to be more likely to rely on democratic supervision than other supervisory types, such as transaction management and laissez-faire, in order to carry out their supervisory role. The association between a manager's emotional intelligence and supervision in building projects was examined by Rogo et.al., in 2020. According to the study, democratic supervision plays a more important role in role-playing. This recommends that managers must conduct oversight by presenting intellectual challenges to inspire subordinates and drive project team members to act, based on the facts gathered and the analysis carried out.

Contrarily, successful supervision under participatory supervision enables others to work autonomously without requiring substantial direct supervision by using a range of decision-making methods that let other individuals influence the leader's judgments. Subordinates can prove their worth based on their performance rather than having to meet certain monitoring requirements (Adongo, 2019).

The democratic supervisory technique is alternatively referred to as the participatory style of leadership. This method of management promotes employee participation in corporate decision-making. Democratic managers share responsibility for making decisions and addressing problems, and they keep staff members updated on all facts that may affect their work (Swarup, 2013). Despite differing opinions, democratic leadership approaches tend to encourage accountability, adaptability, and high morale, which improve workers' performance (Zervas and David, 2013; Iheriohanrna et. al., 2014).

Project managers that use innovative leadership styles must connect with their team members frequently in order to establish strong bonds based on trust (Liphadzi, 2015). The core idea behind the theory of change is that charismatic leaders may influence followers to change for the better. Their followers have a sense of belonging because the rules and regulations are adaptable and based on group norms, as well as their aim being clearly defined.

In contrast to the autocratic leadership style, involving subordinates when making decisions is a hallmark of democratic leadership, and such managers encourage their participation in goal-setting and the sharing of ideas for problem-solving (Chukwusa, 2019).

Democratic leaders adhere to hypothesis Y, which maintains that individuals are innately trustworthy, accountable, enthusiastic, and appreciative of their jobs (Aithal and Kumar, 2016b). These managers so encourage team members' involvement and are more engaging, helpful, and kind (Fiaz et al., 2017). When working for democratic top managers, subordinates take their duties more seriously, accept them voluntarily, and give it their all to accomplish corporate goals.

2.3.3 Laissez-faire supervisory style

As well as in difficult situations where a leader's role is crucial, laissez-faire managers try not to interfere because they think that the decisions should be created by the employees. (Giao and Hung, 2018). To the contrary, this method will make it impossible to attain corporate targets with individuals whose sense of discipline is weak. Yet, this appears suitable for workers with high degrees of responsibility and self-control.

In addition to some justifications for the laissez-faire supervisory technique, some accept that it is a supervisory technique that lowers the output of team members (Anbazzhagan and Kotur, 2014). Laissez-faire leaders frequently delay decision making and when required, delay before acting rather than making a quick decision (Piccolo et al., 2012).

In general, when a supervisory style is laissez-faire, no transactions nor agreements with followers occur. There isn't any effort made to support followers or to comprehend and meet their requirements, and decisions made by followers are usually put off. Responses, gifts, and inclusion are also missing (Skogstad et al., 2014). The autonomy of subordinates is first and foremost encouraged by slack leadership (Sorenson, 2000; Chaudhry and Javed, 2012; Yang, 2015; Pahi et al., 2018). High performance-oriented subordinates can complete routine duties in their preferred manner without the strict guidelines and constant supervision of their superiors, giving them the appearance of accomplishment. Second, they reduce their leadership responsibilities and give subordinates a lot of responsibility, which allows them to replace such supervisors' impact (Bass and Bass, 2009).

When their boss isn't there, subordinates might show their leadership potential by making decisions or choosing sides in conflicts. For instance, empirical data from decentralized organizations demonstrates that people who are prove-oriented would see team interactions as a venue for showcasing their expertise (Hirst et al., 2011). The opportunity to demonstrate their skill may tempt individuals to perform at a high degree of expertise and to receive recognition for their abilities (Hirst et al., 2011).

2.4 Level of workers' performance in private sector building projects

A lack of employee motivation, according to Lazaroiu (2015), can lead to problems like complacency, apathy, and broad discouragement, which can have a bad effect on staff performance. According to study, employees perform better when they can see how their labor will benefit the company in the long run. By taking into account individual perspectives that result in positive outcomes, one can feel a sense of satisfaction and thanks giving (Yahaya and Ebrahim, 2016; Northouse, 2018).

The attitudes of employees, the speed with which work is completed, and the volume of work that can be done can all be influenced by shop floor supervisors (Abd-El-Hamied, 2014). Effective management and monitoring can improve performance in construction projects by lowering production costs, cutting operating times, increasing profitability, improving product quality, and more efficiently using resources.

Ademola (2020) describes worker performance as "an individual's contribution to the attainment of corporate goals and objectives." When evaluating employee performance objectively in terms of profit margin, performance, return on investment, quality of work, market share, etc., employee engagement can be easily increased.

Organizations have historically employed awards, bonuses, performance-based rewards, and raises to encourage workers and boost output. Mangale (2017) draws the conclusion that pay alone is not enough to inspire and keep workers. Employees may be drawn to attractive rewards, but this does not mean that retention and performance will improve. This is because employees may view the reward's continued use as an entitlement rather than an incentive. is not. The study also showed that employee performance is influenced

by upper management's relationship with oversight. This argument is untrue, in accordance with research by academics such as Ojeleye (2017), Mwangi (2014), and Wilfred et al., (2014) who assert that rewards inspire workers and attract, retain, and boost productivity. Wilfred et.al., (2014) assert that "for organizational rewards to achieve success, the organization goals have to match people's goals it seeks to attract."

Aspects of human resources and managing human resources that are focused on maximizing worker output and accomplishing organizational goals include recruitment, motivation, and management of personnel. According to Hassan (2016) and Singh (2015), there is a straight connection between workers' performance and organizational success. Workers are the tools used by management to accomplish its objectives, and their decisions or inactions have an effect on the viability and profitability of a company. Worker performance acts as a gauge for the efficacy and efficiency of an organization.

The degree to which a person is willing and receptive to working determines how effectively they do, claims Sinha (2001). He continued by saying that as employees are more ready and open to exchanging information about their work, improved employee performance ultimately transfers into better organizational output. Basing on Stup (2003), employers must keep employees' duties on track for them to accomplish the company's aims or objectives in order to meet performance requirements. By meeting deadlines and tasks on time, employers can evaluate how well their staff members are performing.

2.5 Relationship between managers' supervisory style and workers' performance in private sector building projects

In a Hong Kong survey conducted by Kristie (2008), 44% of the workers indicated their preference for a democratic supervision approach to project management. More than 45% of workers felt they had more flexibility to accomplish their jobs, according to a 2013 study by Horace Odor on the effect of supervisory techniques on worker output in a Siaya County building project. This explains why there is a high employee percentage turnover under micromanagement.

According to Sujana et. al. (2013), contractor project teams demand active project managers. Project managers provide their employees the freedom to choose for themselves. Team members frequently express satisfaction with the participative supervisory style of a team leader. Furthermore, participatory leaders foster cultures that foster innovation among their subordinates (Kim et al., 2016).

When a project is faced with pressing challenges or a stressful environment, an authoritarian form of project oversight is helpful in the construction sector. Danger of exceeding budgets, missing deadlines, running out of labor or materials, or having too many designs team change orders. When these potential issues develop, it is advantageous for project managers to act right away without significant consultation with all of their subordinates (Boehm et al., 2015). Yet, when staff members feel overworked or underappreciated, this authoritarian style of oversight can also cause resentment or underperformance. Subordinates may revolt against the rigid restrictions of the structure

when project managers solicit little to no opinion and mandate how everything is to be done (Boehm et al., 2015).

Democratic management encourages teamwork, collaboration, and can boost worker productivity in the construction sector. When each member of Team 45 feels personally invested in and valued by the project, they collaborate to ensure its success. Replace absent personnel, put in extra time to fulfill deadlines, properly manage time and materials, and respect coworkers (Iqbal et al., 2015).

Due to the emphasis on equality among team members and free-flowing ideas, democratic leaders typically encourage team members to express their thoughts. Yet, leaders offer direction and constant supervision during the dialogue process to avoid conflicts and debates, particularly when numerous parties have different opinions and perspectives from others (Rifaldi, Ramadhini, and Usman, 2019). The selection of who belongs in the group and participation in making decisions also rests with the leader. When a disagreement or controversy emerges, it is typically challenging for the team to reach a consensus since it necessitates a comprehensive review and convincing each member of the team to stand behind each individual's perspective (Galston, 2018).

Additionally, democratic directorial styles are thought to perform better than autocratic directorial styles, making them one of the most effective forms of directorial styles. Autocratic leaders ultimately autonomously develop and carry out ideas, while followers are merely need to adhere to the rules they put in place (Rangus and Cerne, 2019). In contrast, under democratic control, workers engage in decision-making but retain power

over it. Managers claim that during meetings and brainstorming sessions, employees always have the final say (Hunitie, 2017).

According to Alan (2013), a lax supervisory approach can be successful if managers keep an eye on team members' performance and give them regular feedback. A supervisory technique works best when a team is skilled, highly qualified, reliable, motivated, and able to operate independently. A lax supervisory style, according to Swarup (2013), should not be used when: Managers are absent; Managers are unable to regularly evaluate Employees' performance; Managers are unable to recognize Employees' excellent work; Managers are Employees feel insecure when they do not understand their responsibilities; Managers hope that Employees can represent him.

This kind of supervision, according to Kumar (2015), allows subordinates the most independence possible. They are allowed to set their own rules and procedures and come to their own conclusions. The ability of employees to grant them some discretion when using the supervisory style, in our opinion, is a prerequisite for the most effective supervisory styles. This study aims to further investigate how employee performance may benefit from laissez-faire. On the other hand, a lot has been said about the connection between good management and a positive self.

The organizations have been criticized for being negatively impacted by the laissez-faire supervisory approach. According to Alan (2013), a team member's inability to manage their time properly or their lack of enthusiasm can make supervisory techniques ineffective. He thinks that giving team members a lot of autonomy is the key benefit of the laissez-faire coaching approach. Both job satisfaction and organizational effectiveness could rise. This

shows that a laissez-faire managerial style may increase employee performance if workers with it feel content with the work they are doing. The issue with this in the African context is that due to the need for political interference, staff control, and difficulties, laissez-faire is rarely fully applied.

On the other hand, absenteeism and unusual turnover are observed in businesses with authoritarian leadership styles, according to Gordon (2013). The thought that supervisors lacked faith in their employees, the reality that managers commonly utilized punishment and intimidation to encourage staff, and the fact that employee ideas are typically not appreciated are among the issues she stated employees with autocratic supervision styles experienced. Further research revealed that effective workers tended to become meeker and more combative under authoritarian leadership, frequently quit their jobs, and might try to persuade bosses when issues arise. This is a situation that can lead to paranoia on the part of managers.

Transaction style can be particularly motivating in the construction business for achieving short-term objectives compared to construction employees in other areas of the world where general construction workers are not generally given a decent wage, particularly in Cape Town. Money and the prospect of making money can serve as potent motivators (Liphadzi, 2015).

Although project managers in the construction industry have the final say in all matters, modern techniques of supervision encourage active employee involvement. By being permitted and encouraged to participate in and be creative with projects, employees may showcase their special skills and talents and devote themselves fully to the project's success.

The variety, effectiveness, and innovation of ideas produced by this kind of project management monitoring can lower employee resentment, fatigue, absenteeism, and turnover. Good employee performance and personal development are encouraged as a result of this type of supervision. This also covers chances for advancement and lifelong learning (Liphadzi, 2015).

Nidadhavolu (2018) looked into the supervisory techniques employed by top managers in Indian construction firms in order to determine how they affected organizational engagement and work satisfaction and assessed the management style used in the construction business. The questionnaire research methodology was employed to conduct the study. Her 25-question survey was given to sixty workers, including members of her three work groups at three separate building businesses (labeled A, B, and C). The findings demonstrated that Company A's senior management employed efficient supervision techniques. Workers are committed to the company and happy with their employment. Employees B and C weren't happy with their supervisor's management style, though. As a result, it was found that these employees were dissatisfied with their jobs and contributed poorly to the organization.

Memon (2014) used logic to assess the effect of supervisory techniques on workers' output. According to the study, "cultural and gender characteristics" might have a different impact on how well employees perform under different leadership styles. Yet, successful performance by regulators and personnel has been found to be significantly influenced by communication.

Researchers Nawoseing'ollan and Roussel from the Paris Business School (2017) looked at the connection between performance and supervision in Turkana County, Kenya. Their research used an exploratory survey design and a mixed techniques methodology. There is no "ideal" leadership style, according to research, but it has an impact on how well employees perform. Performance was impacted by authoritative directing 52.2% of the time and by co-directing 49.5% of the time.

This assertion was made by Ojelade, Ajayi, and Sikiru (2020) in their analysis of the effects of an authoritarian leadership approach employees' output among scholarly libraries in Port Harcourt, Rivers State, Nigeria. The study's design involved a survey. The study's findings revealed that dependent, uncreative, and fearful subordinates are common outcomes of autocratic leadership styles. However, employee performance suffers significantly under an authoritarian leadership style. Employees under this supervisory style frequently indicated a high level of workplace discontent, and work groups had a tendency to be less productive. As a result, autocratic managers frequently limit the performance of their workforce.

Additionally, Ojelade, Ajayi, and Sikiru (2020) looked into how an autocratic leadership style impacted a company's and its workforce's productivity. Performance is evaluated based on the employees' output, initiative, and productivity. The study used the method of descriptive survey design, and a structured questionnaire. The findings of this study show that the calculated chi-square (X^2) is more significant than the tabulated chi-square (X^2) at the 0.05 level of significance. The outcomes showed that an authoritarian supervisory style has a beneficial impact on workers' output, refuting the null hypothesis.

Kaburu and Simba conducted research in 2020 on the impacts of management philosophies on the operational effectiveness of Mombasa County's logistics companies. To cross-check the research's claim, both inferential and descriptive statistics were applied. SPSS was employed in analyzing the information., with a sample size of 150 participants, belonging to managerial staff. The research discovered that each managerial approach affected and significantly contributed to the success of the firm. The research revealed that the most significant influence regarding organizational performance was provided by flexible leadership hence democratic. The objection is that since he only looked at one county, no broad conclusions can be drawn about the topic.

In Tana River County, Kenya, Juma (2016) carried out analysis on how leadership philosophies affect public secondary schools' success in national exams. It was discovered that an autocratic management approach has a considerable influence on the performance of the learners in national exams. The criticism is that he only employed one county and a small number of responders, which does not provide an adequate response to the question at hand.

Laissez-faire supervision has a reputation for being the least active style of leadership and having a negative impact on employees (Hu et al., 2022; Parveen et al., 2022). However, a lot of studies claim that a loose monitoring style may not always result in bad outcomes. Studies by Zareen et al., (2015) and Fiaz et al., (2017), for instance, the two discovered that a laissez-faire managing style considerably enhances employee performance through inspiring people. Additionally, Pahi et al., (2018) found that supervisory styles that are unobtrusive, increase physicians' commitment to delivering high-quality treatment. Additionally, Breevaart and Zacher (2019) showed how employees will trust leaders more

when they demonstrate both laissez-faire and transformational supervision styles, which will lead to successful work results. Recently, Oprea et al., (2022) discovered that a relaxed management style may promote effective job-crafting methods. Jamali et al., (2022) demonstrated that carefree (laissez-faire) leadership has a favorable impact on academic institutions' faculty performance, in contrast to Rami et al., (2022), who found that leadership with a laissez-faire attitude benefits social capital.

2.6 Summary of literature review

The current body of literature implies that little is known about the connection between managers' supervisory methods and labour productivity in both government and individual construction projects. Similar to this, there exists limited studies looking at how managers' supervision methods affect employee performance in private sector construction projects, particularly construction jobs. This study therefore, looked at the connection between supervisory styles and workers' effectiveness in building projects that are privately owned in Mbarara City to close the knowledge and literature gaps. Owing to the literature above from different studies with their different research gaps, this leads to the methodology detailed in the chapter next after this.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter gives an insight into the research methodology used for this study. The study design, sample size, target population, sampling methods, research instruments, tool validity and tool reliability, and data collecting and analysis methods were all subdivided into their own subsections.

3.1 Research design

MacMillan and Schumacher (2001:166) define research design as a strategy for picking participants, study locations, and data collection techniques to address the research question(s). Additionally, they imply that a well-designed study seeks to yield results that are considered trustworthy. For Durrheim and Wassenaar (2004:29), A framework for strategic action, research design links the execution of the study to the research questions, or implementation, of the research strategy. There are several categories of study designs namely: Descriptive, correlational, and quasi-experimental research designs, cross-sectional and experimental research designs.

One kind of research design is descriptive research, which seeks to systematically find out details about a phenomena, circumstance, or population. It specifically helps in addressing the what, when, where, and how concerns associated with the study difficulty rather than the why. Creswell (2012:274) stated that the descriptive approach's goal is to methodically locate a thorough explanation and description of the subject of the investigation. In

descriptive research without attempting to infer cause and effect, a topic is observed, and data are acquired. It entails describing the connections, patterns, and trends found in the data. The scope of the design, however, is constrained because it only offers a snapshot of the current condition, relies on already-collected data, researchers have no control over the variables, and research findings cannot be broadly applied to other populations or situations hence being limited in scope. Under descriptive research design, different forms of descriptive surveys exist, which include census, sample survey, cross-sectional survey, longitudinal survey, comparative survey, evaluative survey and documentary survey.

Using a correlational research approach, relationships between variables are investigated in which the researcher does not directly control or manipulate any of the variables. A correlation demonstrates the strength and direction of the relationship between two or more variables. A correlation may be positive or negative in direction. (Stangor, 2011). With this design, no manipulative process is used on either variable and the results from correlational study are more relevant. However, Correlational research only uncovers relationships but does not offer a convincing explanation for why that connection exists in the first place, nor does it identify the factors that have the greatest influence, and can be a time-consuming process.

Quasi experimental research design is one where a researcher does not randomly assign subjects into the control and experimental groups, but rather mostly looks at correlation. In this design, the researcher is part of the study situation, but has no capacity to control the extraneous variables. According to Bhatt (2015), the difference between the two groups is that, one is experimental and the others are control groups. In this research design, an independent variable is altered, but the participants are not assigned to groups according to

conditions at random. Before calculating the dependent variable, manipulation of the independent variable is done, which effectively solves the directionality issue. Quasi-research is used when random assignment is either superfluous or irrelevant. One of the major benefits of experimental research is that it gives the researcher a better grip on variables to get the desired, highly specific results. The researcher's confidence is greatly increased by delivering improved outcomes. On the other hand, a drawback of experimental study could be the potential for producing false results since human response can be less and harder to measure, or because controlling extraneous variables can be time-consuming.

A case study design entails thorough research of a current, actual event in its setting. While generalizing findings to the target population, a case study research methodology allows the researcher to gather in-depth data (Rovai et al., 2014). A person, a group, or an organization, or even a particular geographical area can be the subject of a case study. It's frequently referred to as a type of qualitative study. There is a risk of bias since generalizing results from one case study to other contexts involves doing so at the risk of having personal preferences and beliefs influence the research.

A cross-sectional survey design was employed in this investigation, under descriptive research design. With this survey design, data is simply gathered at a particular point in time, saving time and being relatively inexpensive as supported by Thomas, (2022). It includes a portion of the target population and based its overall findings on the attitudes or behaviors of those targeted, thinking they are typical of the entire population. According to Kothari (2004), the design also helps to maximize reliability and offers enough defense against prejudice. This design is suited for this study since it describes the relationship between manager's supervisory methods and workers' productivity in a private construction

project in the city of Mbarara. The inquiry employed both quantitative and qualitative methodologies.

3.2 Research approach

For this investigation, a mixed methods approach was used. Considering the study's objectives and the nature of the research questions, this approach combined qualitative and quantitative approaches in an effort to advance understanding of the topic. The qualitative approach was done through conducting interviews on targeted respondents, like engineers, project owners and contract managers, who were deemed to have special information on supervision and workers' performance due to the supervisory positions they hold on building projects, while the quantitative approach was done through use of questionnaires on primary respondents like site workers who were the majority to get quantitative data. The strategy worked well because the methods complement one another in providing precise data and serving as a triangulation tool, in search for convergence among the multiple and different sources of information since each method of data collection has advantages and disadvantages. To some extent it was quantitative given that it involved use of inferential statistics to draw meaningful conclusions while qualitatively it involved generation of qualitative data obtained from interviews.

3.3 Study population

All cases from which researchers can draw generalizations were included in the study population (Mugenda & Mugenda, 2012). Construction managers, other construction workers, engineers, and project owners made up the population for this study.

3.4 Sample size determination

The analysis took into account all of the unfinished building projects in Mbarara City that were started between 2010 and 2020, including those attached in Appendix IV. The population and sample size were basing on 20 private construction sites that were to be considered for the study. Based on the commonly used formula provided by Krejcie & Morgan (1970), the appropriate sample size was obtained using Equation 3.1:

$$s = X^2NP(1 - P) + d^2(N - 1) + X^2P(1 - P) \dots \dots \dots \text{Equation (3.1)}$$

Where s = required sample size, P = the population proportion (assumed to be 0.5 since this would provide the maximum sample size), X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841), N = the population size, and d = the degree of accuracy expressed as a proportion (0.05).

However, the formula did not require to be used because the Krejcie & Morgan Table of determining sample size had all the provisions I required to arrive at my sample size. The distribution of the sample size was as follows in Table 3.1;

Table 3. 1: Sample size distribution

Population Category	Total Population	Sample	Selection criteria
Managers	20	20	Purposive sampling
Workers	411	200	Simple random sampling
Engineers	8	8	Purposive sampling
Project owners	20	20	Purposive sampling
Total sample	467	246	

From the sample distribution table shown above, 10 workers were to be selected for participation on each of the sites that was visited, making a total of 200 workers. Relatedly, each site was taken to be having one client making them 20 clients, and each site having one contractor/ manager making them 20 managers, the rest being Engineers due to their versatility since they don't sit on a specific site on fulltime basis.

3.5 Sampling techniques

Employees for building projects were chosen using a simple random selection technique. This method was appropriate because, by chance and probability, the sample should include individuals who share traits with the broader population. Also, by utilizing a basic random sample, the researcher was able to draw a sample that is both representative of the target population and unbiased.

Construction project managers, engineers, and building owners were selected using purposive sampling procedure. Through purposive sampling, respondents who, due to the nature of their position, appearing to have unique information on manager's supervisory styles and workers' performance were identified.

3.6 Data collection methods

Interviews, questionnaires, and document reviews are the three categories under which the data collection methods for this study fall.

3.6.1 Interview method

It is a technique for gathering data in which a researcher selects participants and then asks them questions regarding the topic under investigation in order to learn what they are doing, thinking, and feeling. It allows for thorough data collection (Denscombe, 2000). This was a face-to-face interview where the researcher questioned the respondents. This approach also enables researchers to pose more challenging queries that consider verbal communication such as the interviewer's views and actions in relation to the subject under discussion. The interview guide was made to address several study themes and applied to owners, engineers, and construction project managers.

3.6.2 Questionnaire

Using this method, the researcher compiled a list of pertinent questions for investigation. Knowing that a questionnaire is the most effective method for gathering quantitative information from lots of respondents supports the decision to employ one (Amin, 2005). Information based on facts and opinions was provided through the questionnaire. It was created independently, had a systematic questionnaire, and was of a closed nature. A structured questionnaire was selected because it provides the best assurance of agreement, is less expensive than alternative techniques, and is impartial. The questionnaire had provisions for acquiring data. It was used with construction project workers.

There were four sections of the questionnaire as follows; Section A contained 5 questions intended to capture respondents' background information. Section B contained 14 items concerning manager's supervisory styles used in private sector building projects in Mbarara

city, while Section C contained 8 items that were highlighting state of workers' performance in private sector building projects in Mbarara city.

3.6.3 Documentary Review

The approach involved providing information by carefully examining written or visual data from documents. Textbooks, periodicals, lectures, advertising, photos, were among the examples of this. To verify and support the findings of other approaches and to gather information on the research area, secondary data from Mbarara city, such as contract documents, audit reports, books, and journals were examined.

3.7. Data collection tools

The researcher utilized data collecting tools to get information from respondents. A number of tools, including questionnaires, interview guides and documentary review guides were used.

3.7.1 Interview Guide

The effectiveness of manager supervision techniques on worker performance in private sector led building construction projects was thoroughly investigated using this instrument. All respondents were subjected to a series of unstructured interview questions. This approach was used because it provides a convenient and adaptable way to find information. The instrument was chosen over the questionnaire because it had a greater completion rate and the interviewer was more certain that the chosen respondent was the one providing the answer with the instrument. This process involved probing in addition to pre-planned

questions to build rapport between the interviewer and the respondent. Construction project managers, engineers, and building owners were the target audience for the tool.

3.7.2 Questionnaire

A questionnaire is a tool that was specifically designed to gather data as per the specifications of research questions. It contained optional responses that asked respondents to rate statements on a 5-point scale with ratings of 5 for strongly agree (SA), 4 for agree (A), 3 for undecided (UD), 2 for disagree (D), and 1 for strongly disagree (SD). Questionnaires were used to collect quantitative data. Structured questions were chosen over unstructured ones because they are simpler to handle, analyze, and are more time and resource efficient. They were handled by the workers on the construction projects themselves. Only construction project workers answered the questionnaire, because they were primary respondents and quite a large number that would only be handled through questionnaire for time saving purposes.

3.7.3 Documentary Review Checklist

A list of pertinent documents that were found and examined as part of the data collecting method helped to enlarge the primary data. Textbooks, newspapers, audit and surveillance reports, plans, speeches, advertisements among others were among the documents. The document review checklist supplemented data from primary data sources and offered a manager's monitoring-style perspective of worker performance in commercial construction projects for comparative purposes. The researcher was interested in obtaining documents that included contract documents, engineer's supervision reports and audit reports.

above 0.70, hence the tool being valid (Bolarinwa, 2015). The CVI results were computed and aggregated from the 4 participants as shown in Table 3.2.

Using our Equation 3.2 where $CVI = \frac{n}{N}$ we can determine content validity index for each construct of the questionnaire as follows;

Under background information, the obtained values from 4 participants (raters) were as follows in Table 3.2;

Table 3. 2: Rating of validity of items on background information

Raters	Total Items Rated (N)	Items Rated Relevant (n)	Items Rated Irrelevant
1	5	3	2
2	5	4	1
3	5	5	0
4	5	4	1
TOTAL	20	16	4

$$CVI = \frac{16}{20} = 0.80$$

Under manager’s supervisory styles construct, the obtained values from 4 participants were as follows in Table 3.3;

Table 3. 3: Rating of validity of items on manager’s supervisory styles

Raters	Total Items Rated (N)	Items Rated Relevant (n)	Items Rated Irrelevant
1	14	13	1
2	14	11	3
3	14	12	2
4	14	12	2
TOTAL	56	48	8

$$CVI = \frac{48}{56} = 0.8571$$

Under workers’ performance construct, the obtained values from 4 participants were as follows as presented in Table 3.4;

Table 3. 4: Rating of validity of items on workers’ performance

Raters	Total Items Rated (N)	Items Rated Relevant (n)	Items Rated Irrelevant
1	8	7	1
2	8	5	3
3	8	7	1
4	8	6	2
TOTAL	32	25	7

$$CVI = \frac{25}{32} = 0.78125$$

Table 3. 5: Overall Content Validity Index

Items	Number of Items	Content Validity Index
Background information	05	0.80
Manager’s Supervisory styles	14	0.86
Workers’ performance	08	0.78
Total Items	27	Average CVI = 0.81

According to the information above, the Alpha Co-efficient value for background information was 0.80, the Alpha Co-efficient value for manager supervision styles was 0.86, and the Alpha Co-efficient value for worker performance was 0.78. All of these values were above the minimum value of 0.7 as recommended by Bolarinwa (2015), resulting in an average CVI of 0.81 for the entire construct of the questionnaire. This means that the tool doesn’t contain irrelevant, redundant and repeated questions and therefore data collected using this questionnaire can be trusted to be relevant and provide credible research findings.

3.8.2 Reliability

The researcher was able to assess the reliability of the questionnaire using pre-tests in the study area that were conducted before time of the study by piloting the instrument among the construction projects not intended for the study, this time in Bushenyi-Ishaka Municipality. Only 10 people made up the limited sample size for this pilot study. The researcher was then able to confirm the dependability of the tools created for data collection. Furthermore, the item reliability of different data collection tools was assessed using the Cronbach Alpha (α) technique assisted by the Statistical Package for Social Sciences (SPSS). To quantitatively calculate Cronbach's alpha, Equation (3.3) was used:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{1}{S_T^2} \sum_{i=1}^k S_i^2 \right) \dots\dots\dots \text{Equation (3.3)}$$

Where; k is the number of items,

S_i^2 is the variance of ith item, and

S_T^2 is the variance of the total score got by adding all items.

At the benchmark of = 0.70 and above, reliability was obtained for the items in the various constructs (Bolarinwa, 2015). So, the items tested made it possible to get reliable data.

A pilot survey with 10 respondents was done to ascertain the reliability of the questionnaire. The participants' responses in form of codes were entered into a computer and analysed using SPSS, Version 22. To assess the reliability of different constituent items, the Cronbach alpha formula offered by Statistical Package for Social Sciences (SPSS) was employed. In this manner, the gathering of trustworthy data was made possible. Table 3.6 presents the results.

Table 3. 6: Reliability Indices

Items	Number of Items	Cronbach's Alpha Coefficients, α
Background information	05	0.726
Manager's supervisory styles	14	0.782
Workers' performance	08	0.703
Total Items	27	Average α = 0.737

All three constructs have Cronbach's alpha coefficient values above the recommended figure of 0.70, indicating the dependability of the data gathering tools, which could lead to reliable findings. More so, the survey instruments' overall alpha coefficient value of 0.74 exceeded the recommended value of 0.70 as stated by Bolarinwa (2015).

3.9 Data collection procedure

The investigation observed all the research procedures laid out as a guide for research. An introductory letter from Kyambogo University's Directorate of Research and Graduate Training was used to introduce the researcher to respondents throughout the data collection process in Mbarara city. This letter also served to correctly describe the study's objectives. After gaining their trust, the researcher launched the inquiry. Additionally, the researcher improved respondents' trust by reassuring them that their opinions would remain confidential and only utilized for scholarly purposes.

3.10 Data Analysis

The data was analyzed in line with the objectives of the study. Data analysis initially involved utilizing SPSS to produce frequencies for descriptive statistics, percentages, and standard deviations for each research objective. In order to determine whether there was a statistically significant relationship between managers' supervision techniques and workers' performance in private sector construction projects, Pearson's correlation coefficient and regression analyses were carried out, and the level of significance was set at 0.05. A thematic analysis and citable citations were used to illustrate qualitative results that either supported or contradicted the quantitative results.

3.11 Achievement of specific objectives

3.11.1 Achievement of first objective

The first specific objective sought to examine the different supervisory styles used by managers in private sector building projects in Mbarara City. For objective one, data were gathered utilizing questionnaires and interviewing guides. from building construction workers, engineers, managers and owners. Data were then analysed using SPSS program together with theme analysis was conducted using the interview guide. During analysis, data were aggregated and using frequencies, percentages, means, and standard deviation, descriptive statistics were obtained. The obtained means were further used to obtain the mean of means (MoM) which served as a benchmark for analysis of the ranked supervisory styles based on their popularity in use. The supervisory styles which were above the mean of means were considered significant and those below were considered insignificant. Findings are presented in Table 4.3 in Chapter Four.

3.11.2 Achievement of second objective

Specific objective number two aimed to determine the level of workers' performance in private sector building projects in Mbarara City. Data were gathered utilizing questionnaires and interviewing guides. from building construction workers, engineers, managers and owners. Data were then analyzed using SPSS program for the questionnaire results and thematic analysis for the interview guide. Descriptive results were generated in form of frequencies, percentages, means and standard deviation. Furthermore, the obtained responses were aggregated and scored to categorize performance levels as low and high

from which the level of workers' performance in private sector building projects in Mbarara City was determined.

3.11.3 Achievement of third objective

For the correlation analysis the following formula was used (equation 3.4) as presented below.

$$r = \frac{\sum (x_i - \bar{x}) (y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}} \dots\dots\dots\text{Equation (3.4)}$$

Whereby r =correlation coefficient, x_i =values of the x-variable in a sample, \bar{x} =mean of the values of the x-variable, y_i =values of the y-variable in a sample, \bar{y} =mean of the values of the y-variable.

3.11.4 Achievement of objective four

The fourth objective sought to find out the impact of managers' supervisory styles on workers' performance in private sector building projects in Mbarara City. Under research objective four, data were gathered using questionnaires from building construction workers. Quantitative data from questionnaire was then analysed using SPSS program to initially generate descriptive statistics–frequencies, percentages, mean, standard deviation. Regression analysis was computed on the factors above Mean of Means using SPSS to ascertain the extent to which manager's supervisory styles impacts on workers' performance.

Regression analysis was denoted by the formula;

$$Y_i = f(X_i, \beta) + \epsilon_i \dots\dots\dots \text{Equation (3.5)}$$

Whereby

Y_i =dependent variable, f = function, X_i = *independent variable*, β =unknown parameters

3.12 Ethical considerations

A draft proposal was originally presented to the Research Ethics Committee, Kyambogo University. The document mostly provided advice on moral considerations and implications that seemed to be left unanswered. Afterwards, the researcher responded to the concerns expressed and improved the ethical standards. The University of Kyambogo's Directorate of Research and Graduate Training provided an introduction letter to the researcher that explicitly included the institution's administrators and general replies. Respondents were informed of the topic, goal, and time frame for the feedback collection process. Participants in the study had to give their verbal consent and be made aware that the study only being done for research purposes only.

Regardless of whether the respondent was willing to engage in the survey, the researcher was expected to protect the privacy of their answers. The respondent's name was not taken into account when designing the survey. Participants also had the option to remain anonymous when responding to survey and interview questions.

The researcher ensured that he would not cause harm of any kind to any of the respondents in conducting this study. He aimed to reduce the risk and ensure that study participants weren't in any manner affected during data collection.

3.13 Limitations of the study

The lack of empirical research on managers' supervisory styles and employee performance in both public and private construction projects made it difficult to conduct this study. Dishonesty of some respondents who may give wrong data due to tendency to cover up their weaknesses. This would consequently affect the quality of data. Some respondents who never returned the questionnaires expecting some money from the researcher and misplacing them proved an added challenge.

Owing to the above methods and techniques, the obtained results are presented in chapter four regarding manager's supervisory styles and workers' performance in private sector building projects in Mbarara City.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF STUDY FINDINGS

4.0 Introduction

This chapter presents, analyses, and discusses the research findings as derived from the field of study. In private construction projects in Mbarara City, the main study objective was to investigate the connection between managers' supervisory styles and workers' performance. At the beginning of the chapter, the demographic data for the respondents' gender, age, education level, employment status, and length of time spent working for private construction firms are presented. Results on topics like worker performance levels in private sector construction projects, discriminatory management and supervision styles in private sector building projects, and the association between manager supervision styles and worker performance in private sector construction projects are later presented in this chapter.

4.1 Response Rate

Table 4.1 displays the tabulated data based on the respondents' response rate.

Table 4. 1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	200	196	98%
Interviews	46	26	56.5%

Source: Primary Data, 2022

Table 4.1 presents the survey response rates. Only 196 of the 200 questionnaires that were sent out were returned, or 98%, of the total. There were 26 respondents that were the subject of direct interviews. The results were unaffected by the actual response rate because, according to Creswell (2003), a response rate of at least 50% of the intended number is fair. The findings indicated that the sample produced sufficient data regarding managers' supervisory approaches and workers' performance in privately funded building construction projects since it was representative of the study population.

4.2 Demographic characteristics of respondents

The respondents' demographic data, including gender, age, education level, employment status, and time spent, were presented and analyzed in connection to how they affected managers' supervisory styles and how those styles affected employees' performance. The associated results are presented in the next sections of this chapter.

4.2.1 Gender of respondents

Respondents' gender was presented to determine how different gender aspects determined supervisory styles and how this affected workers' performance in private construction projects. The results are shown in Figure 4.1.

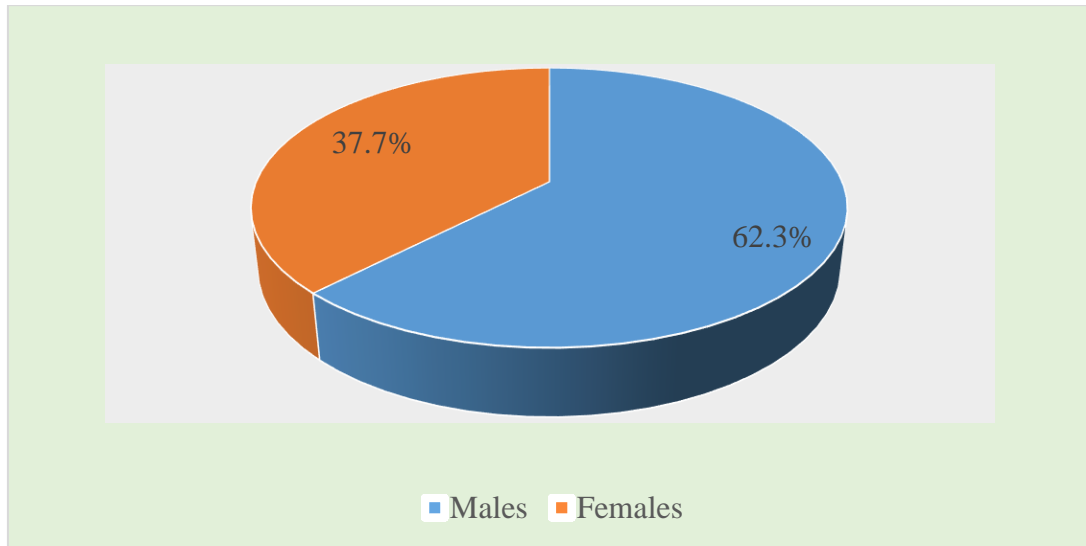


Figure 4. 1: Gender of respondents
Source: Primary Data, 2022

According to the findings displayed in Figure 4.1, 132 (62.3%) of the respondents were men, while the remaining 80 (37.3%) were women. Findings indicated that there were more male employees. This component offered evidence that there were more male officers than female officers in this study and that the ratio also depended on employee distribution in the city. This was also ascribed to the fact that male workers predominate in the construction business, because of the public perception that technical work like construction of buildings is traditionally done by men rather than women. However, that perception is changing as more women are now participating. It should also be noted that, being male or female is insignificant as far as the impact of supervisory styles on workers' performance is concerned as the research findings still led to a representative perspective of how manager's supervisory styles affected workers' performance in private building construction projects in Mbarara city.

4.2.2 Age of respondents

To ascertain the effect of this factor on worker supervision styles and performance in private construction projects, respondents were permitted to identify age groups. This is summarized in Table 4.2.

Table 4. 2: Age of respondents

Age	Frequency	Percent
18-30 years	143	73.0
31-40 years	42	21.4
41-50 years	9	4.6
51 and above	2	1.0
Total	212	100.0

Source: Primary Data, 2022

The bulk of respondents (73%) were between the ages of 18 and 30, as can be seen in Table 4.2. More, 21.4% were between 31 to 40 years old, 4.6% were between the ages of 41 and 50 and at least 1% were over the age of 51. The results showed that more construction workers, despite being relatively young, were mature enough and energetic to perform the recommended tasks. Hence, they were able to tell the way they relate with their supervisors while at the construction sites and whether this motivates or demotivates them to work and accomplish their assigned tasks. Given that this age group comprised entirely of the youth that were likely to be influenced by peer pressure, their views helped in determining the kind of supervisory styles used by managers and how this affected workers' performance in their respective private construction projects in Mbarara city as captured in the thematic areas to follow.

4.2.3 Education level of respondents

Respondents' education levels were also presented and analyzed to determine how respondents' education influenced their understanding of manager's supervisory styles and employee performance-related issues. The results are shown in Figure 4.2.

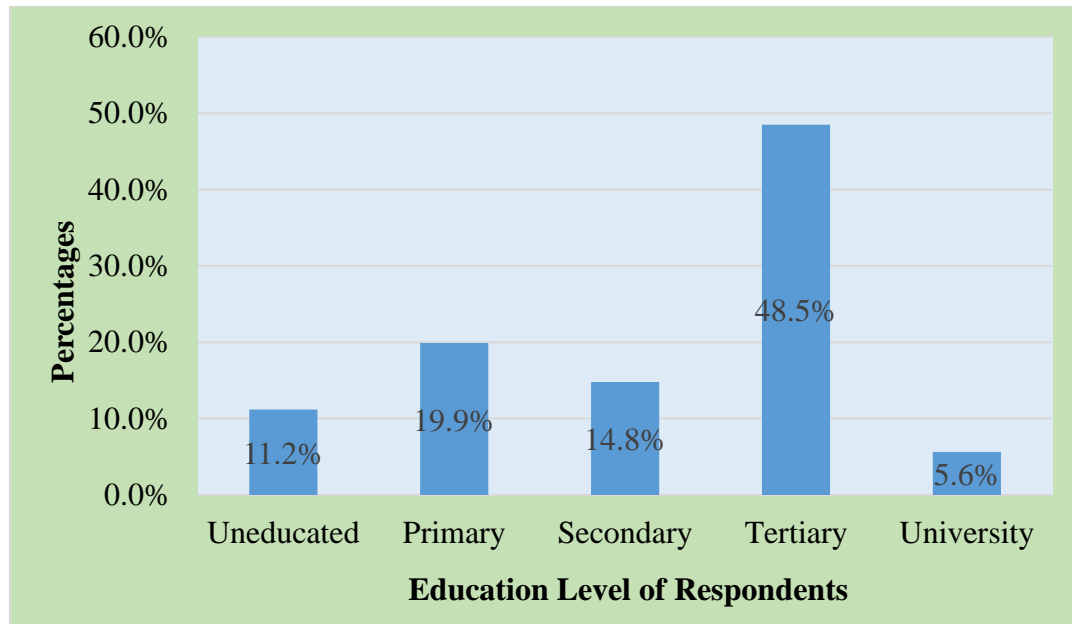


Figure 4. 2: Education level of respondents
Source: Primary Data, 2022

The respondents' level of education was classified as primary, tertiary, university, and uneducated, as shown in Figure 4.2 above. According to the results, 95 of the respondents (48.5%) possessed a tertiary level of education. 39 respondents (19.9%) had completed their primary school, 29 (14.8%) had finished their secondary education, and 22 (11.2%) were uneducated. Six percent of the respondents, or 11, held a university degree. The findings showed that most respondents had reasonably sufficient education level, which enabled them to comprehend and generate different perspectives on how supervisory styles affected workers' performance in privately funded construction projects. Therefore, this

apprehension of the research phenomenon could lead to reliable data and subsequently reliable findings.

4.2.4 Employment status of respondents

Respondents' employment status was also presented and judged to be of importance on the issue of Managers' Supervisory Styles and Workers' Performance in Private Sector Building Projects in Mbarara City. The findings are presented in Figure 4.3.

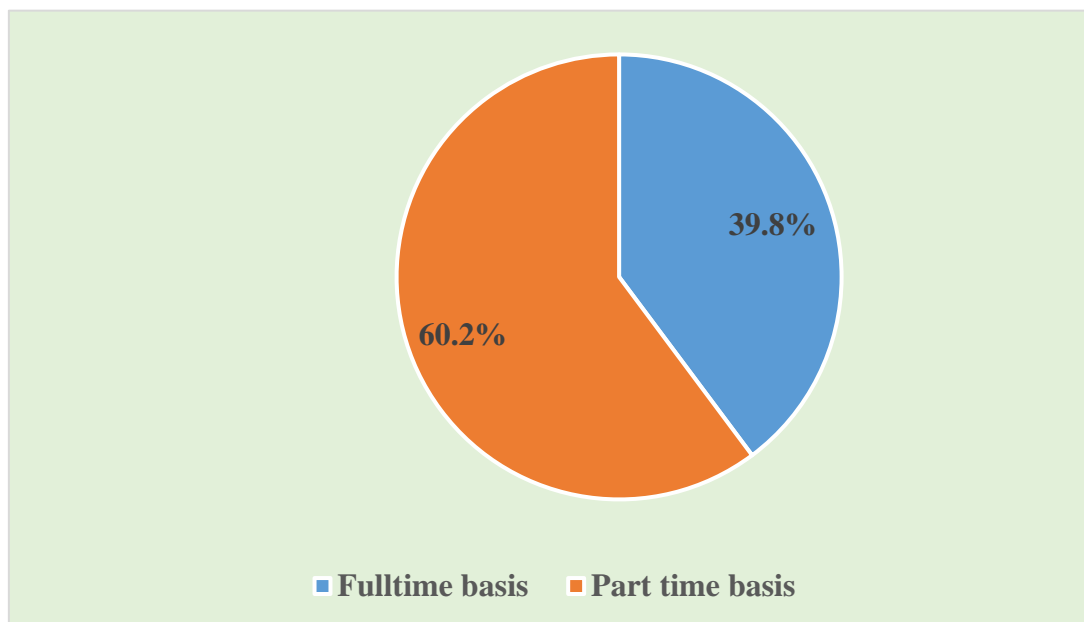


Figure 4.3: Employment status of respondents
Source: Primary Data, 2022

The survey's outcomes showed that of the 196 respondents, 118 people (60.2%) of them were working on part-time basis and 78 (or 39.8%) had full-time jobs. Findings show that the majority of workers in private sector construction projects are working part-time, and compared to workers employed full-time in Mbarara city, they are more likely to respond to supervisory styles used by managers. This suggested that the vast majority of the

employees were likely to be less motivated to work since they had no job security and hence needed good supervisory styles from their site managers if they were to perform highly as expected.

4.2.5 Time spent in the organization

The respondents were also able to present their responses regarding time that they had spent working in their various private construction projects and these are presented in Figure 4.4.

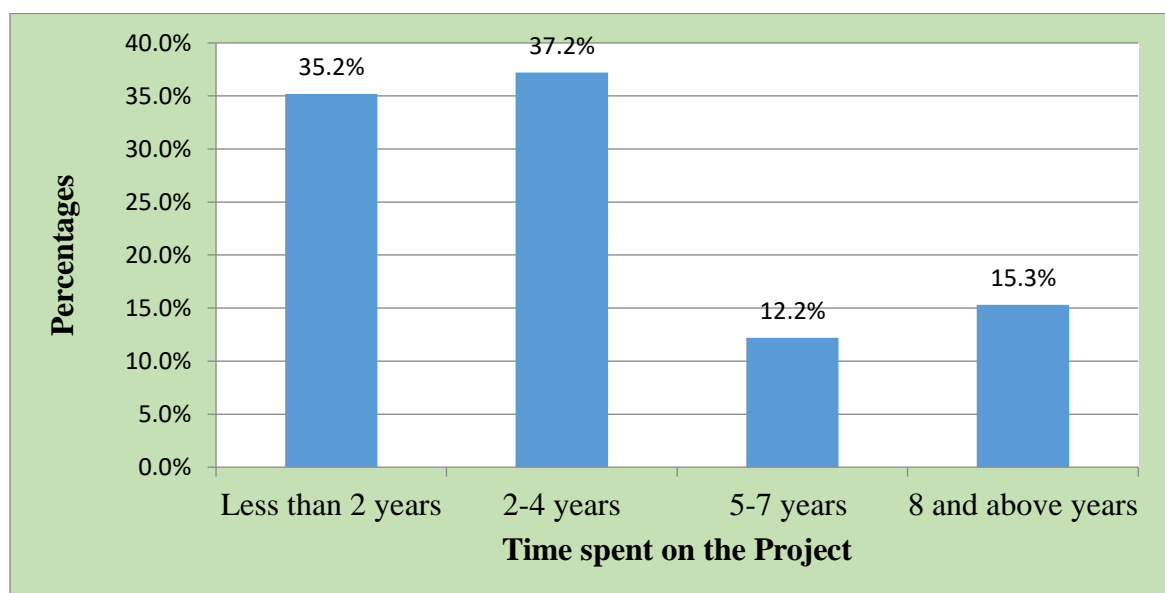


Figure 4. 4: Time spent in the construction company
Source: Primary Data, 2022

Findings presented in Figure 4.4 indicated that 73 (37.2%) of the respondents had spent between 2 and 4 years. These were followed by 69 (35.2%) of the respondents who had spent less than two years. More 30 (15.3%) of respondents spent eight and above years, and the remaining 24 (12.2%) spent 5 to 7 years in their respective building construction companies. The results showed that the majority of workers spent relatively few years in their respective private sector construction projects. This implied that they were still getting

used to the supervisory styles applied by managers which was likely to affect their performance differently.

4.3. Empirical findings

The study provided and analyzed findings about the relationship between managers' supervisory styles and workers' performance in private construction projects in the city of Mbarara. The items were organized according to the survey's objectives and scored on a 5-point Likert scale using the following codes: 1 for strongly disagree, 2 for disagree, 3 for undecided, 4 for agree, and 5 for strongly agree. While describing the results in Table 4.3 and Table 4.5, "strongly disagree" and "disagree" were combined into the "disagree" side while "strongly agree" and "agree" were combined into the "agree" side. Later, inferential statistics were generated in the form of correlation coefficients and regression, as presented in the next subsections.

4.3.1 Manager's Supervisory styles used in private sector building projects in Mbarara City

Under this sub theme, a number of items were presented regarding Manager's Supervisory styles used in private sector building projects in Mbarara City and these were meant to answer study objective one. The Likert scale with five categories was used to categorize and score the items. These 14 statistically aggregated elements served as the basis for the analysis, which is presented in Table 4.3 with frequencies, percentages, means, and standard deviations based on the responses gathered.

Table 4. 3: Summary Statistics on Manager’s Supervisory styles used in private sector building projects in Mbarara City

Supervisory styles	Items	SA	A	UD	D	SD	Mean	Rank
Democratic	The manager encourages his/her workers to be creative when dealing with some work challenges	87 (44.4%)	89 (45.4%)	6 (3.1%)	6 (3.1%)	8 (4.1%)	4.23	1
	During supervision, manager's focus is on building good relationships with their workers while being attentive to their needs.	86 (43.9%)	76 (38.8%)	5 (2.6%)	18 (9.2%)	11 (5.6%)	4.06	2
	The manager usually puts emphasis on workers and situations such as group dynamics	70 (35.7%)	86 (43.9%)	16 (8.2%)	18 (9.2%)	6 (3.1%)	4.00	3
	The manager accepts challenges during execution of work	74 (37.8%)	84 (42.9%)	7 (3.6%)	20 (10.2%)	11 (5.6%)	3.97	5

	Managers discuss and share issues with subordinates before making decisions	70 (35.7%)	85 (43.4%)	11 (5.6%)	16 (8.2%)	14 (7.1%)	3.92	6
	The manager sets challenging goals and expects performance to continue to increase	82 (41.8%)	65 (33.2%)	12 (6.1%)	24 (12.2%)	13 (6.6%)	3.91	7
	The manager takes responsibility and gives praises where they are due	64 (32.7%)	84 (42.9%)	15 (7.7%)	22 (11.2%)	11 (5.6%)	3.86	8
	During supervision, the manager explains tasks to subordinates, and communicates how to perform them well according to the manager's wishes	84 (42.9%)	56 (28.6%)	6 (3.1%)	29 (14.8%)	21 (10.7%)	3.78	9
Autocratic	The manager's focus is on giving specific rules, setting work schedules and regulations	76 (38.8%)	83 (42.3%)	8 (4.1%)	19 (9.7%)	10 (5.1%)	4.00	4

	Managers closely monitor what is being done to ensure tasks or projects are completed on time	83 (42.3%)	58 (29.6%)	4 (2%)	25 (12.8%)	26 (13.3%)	3.75	10
	Resorts to intimidation and punishment of workers	24 (12.2%)	41 (20.9%)	7 (3.6%)	66 (33.7%)	58 (29.6%)	2.53	14
	The manager criticizes subordinates in public for poor performance	51 (26%)	48 (24.5%)	5 (2.6%)	53 (27%)	39 (19.9%)	3.10	12
Laissez-faire	Manager assigns work to employees and discreetly leaves them alone as much as possible to get the job done	43 (21.9%)	73 (37.2%)	13 (6.6%)	38 (19.4%)	29 (14.8%)	3.32	11
	Manager delays response to pressing business issues	25 (12.8%)	52 (26.5%)	11 (5.6%)	56 (28.6%)	52 (26.5%)	2.70	13
	Mean of Means (MoM)						3.65	

1= Strongly Disagree (**SD**), 2 = Disagree (**D**), 3 = Undecided (**UD**), 4 = Agree (**A**), and 5 =Strongly Agree (**SA**)

When respondents were asked whether their managers encourage employees to be creative when tackling work challenges, 89.8% agreed, 3.1% were neutral, and 7.2% disagreed. This statement ranked in the first position with a mean of 4.23, well above the Mean of Means of 3.65, showing agreement with the statement. This indicates that managers strongly encourage their employees to be creative when tackling work challenges. This further indicated that the manager at the construction site was flexible and accommodative of workers' initiatives, a factor that would promote self-drive among the workers and consequently better performance in their respective building construction projects. Therefore, the supervisory style of such managers was flexible and thus democratic. Despite differing opinions, democratic leadership approaches tend to encourage accountability, adaptability, and high morale, which improve workers' performance (Zervas and David, 2013; Iheriohanrna et al., 2014). This statement is in agreement with my findings since the managers on most construction sites were found to be flexible and democratic.

Respondents also responded to the statement that during supervision, manager's focus is on building good relationships with workers while being attentive to their needs, with 82.7% agreeing and 2.6% Undecided, 14.8% opposed. This factor ranked second with a mean response of 4.06 obtained which was above the Mean of Means of 3.65, indicating agreement with the statement. As a result, the statement that a manager's primary focus during supervision is to build good relationships with workers while being attentive to their needs is largely true under the democratic style of supervision. The findings indicated that the manager to a large extent was able to listen to his subordinates while at the site as a means of supervising them for better results in terms of performance. Hence such managers

were relying on democratic supervisor style that tended to create a good working environment where workers' issues were given attention. This further was likely to positively influence workers' performance in private building construction projects. According to Liphadzi (2015), effective supervision necessitates frequent communication between project managers and their staff members in order to create solid bonds of trust. The fundamental tenet of transformational theory is that leaders influence their followers' behavior through their inspirational qualities and charisma. Rules and regulations are founded on social standards and are adaptable. These attributes help followers feel like they belong because they can easily relate to the leader and company objectives. This statement is in agreement with my findings since the managers on most construction sites were found to be engaged in building good relationships with workers while being attentive to their needs, through open communication.

In the third position, a mean of 4.00 was well above the Mean of Means of 3.65 for the statement, when it came to whether supervisors were typically focused on workers and situations such as group dynamics which corresponded to agreement with the statement, as a bigger percentage (79.6%) agreed, 8.2% were undecided and 12.3% disagreed. This indicates that managers tend to appreciate situations such as worker and group dynamics. This meant that in most cases, the managers at construction sites have been able to analyze workers' status during supervision in which they have been able to support those that are unable technically or physically to handle some of the work demands. It further implied that the manager was able to handle the diverse conditions of workers to promote their performance at all odds. This pointed to supervisors that were flexible with worker capabilities and situations hence being democratic.

Ranking fourth, the statement that the managers' focus is to issue specific rules and set work schedules and rules, scored a mean response of 4.00 which was above the Mean of Means of 3.65 which indicated high agreement, with 81.1% of respondents agreeing, 4.1% being undecided, 14.8% disagreeing. The results showed that the manager's focus was mainly on issuing specific rules, working schedules and setting rules. This shows that most managers give instructions to workers and adhere to schedules, representing an autocratic supervisory style.

One of the respondents through the interviews revealed that *his manager's style is strict and authoritative, he does not listen to advice most especially on works he has an idea on. He only seeks advice on works he does not have idea on how to proceed* (per.com. site foreman, January, 2023). This outcome is in line with Goetsch and Davis' (2006) assertion that authoritarian leaders announce and make decisions. In this scenario, the manager recognizes the issue, weighs the potential remedies, chooses the one that seems most appropriate, and informs subordinates of the decision so they may put it into practice. This indicates agreement with my research findings that managers' focus is to issue specific rules and set work schedules and rules, hence being autocratic.

Respondents were asked whether managers were restraining themselves by assigning tasks to employees and letting employees work alone as much as possible. On this, 59.1% were in favor, 6.6% were neutral, and 34.2% were against. Ranking eleventh, a mean of 3.32 was obtained and was below the Mean of Means of 3.65, indicating a lower positive response or disagreement which suggests that a small majority of respondents were being assigned work and delegated to work on their own, a factor that signifies the application of the laissez-faire supervisory style. Findings are in agreement with Adongo, (2019) that

successful supervision under participatory supervision enables others to work autonomously without requiring substantial direct supervision by using a range of decision-making methods that let other individuals influence the leader's judgments. Instead of meeting particular monitoring criteria depending on their performance, subordinates are able to prove their value.

On the question that the manager publicly chastises subordinates for weak performance, ranking twelfth with 50.5% of respondents agreeing with the statement, 2.6% being unsure, and 46.9% disagreeing, a mean score of 3.10, was below the Mean of Means of 3.65, corresponding to a moderate position of being undecided. This suggests that bosses publicly criticized employees for subpar work, which is an indication of authoritarian management. Afsar (2014) mentioned that authoritarian supervisors due to their public criticism may instill fear in the subordinates, which would lower their actual brain's potential and cause them to deviate from the goals of the organisation. The intimidating tactics of antagonistic managers are likely to cause unfavorable reactions from subordinates, which will prevent maximum performance. (Mohammed et al., 2014).

Responses to statement that managers were slow to respond to pressing company concerns were mixed ranked thirteenth with a low mean of 2.70 which was below the Mean of Means of 3.65 hence disagreeing with the statement, with 39.3% agreeing, 5.6% undecided, and 55.1% disagreeing. This also indicated that few of the managers were relying on this form of supervisory style while working at building construction projects. This further pointed to the fact that most managers in private led building construction projects were actively involved in supervision of workers, so as to respond to workers' demands faster, as they considered time factor as one of the key project success parameters. Hence there was less

worker's performance in building construction projects where managers delayed response to pressing business issues, represented by 39.3%. This meant that these managers adopted a laissez-faire style of supervision when dealing with workers on their respective construction projects. This result is consistent with Ololube (2013), who found that managers assign work to employees, withhold it, and leave employees to finish work whenever possible.

Ranking last in the 14th position with a mean response of 2.53, far below the Mean of Means of 3.65 which indicated disagreement, the statement that managers use punishment or intimidation to persuade workers, 33.1% said yes, 3.6% were not sure, and 63.3% said no. The results show that construction project managers rarely resort to intimidation or punishment to influence workers. This meant that the use of intimidation and punishment was an autocratic oversight (dictatorial) mode that was less relied upon by construction project managers. The democratic supervisory style, in contrast to the autocratic supervisory style, concerned the involvement of subordinates in the making of decisions, and such supervisors motivate them to participate in the setting of objectives and sharing of their suggestions for remedies to the problems. This is according to Chukwusa (2019). Autocratic supervisors never encourage initiative, participation, or suggestions from their workers due to their inflexible methods, which has a detrimental impact on employee morale (Iqbal et al., 2015). Such managers think that by offering cash incentives, they can motivate employees (Fiaz et al., 2017). Few researchers assert that these managers who employ a system of incentives and sanctions to exert control over their staff, do not feel the need to motivate them, and simultaneously demand the completion of the current work as soon as possible (Mirayani et al., 2019). This is in line with my research finding which

show that most managers on private sector building projects use the democratic style rather than the autocratic style.

Findings from the interviews were also registered regarding the supervisory style of managers of private construction projects. Supervisory styles of managers included a democratic style in which managers were worker-friendly but focused on work goals. In relation to this, one of the supervisors had this to say'

“The manager discusses and agrees with the workers about most of activities done” (per.com. Site clerk, December, 2022).

Additionally, one of the site engineers revealed that,

“Our supervisor is not so much strict since he listens to the workers and is flexible to them” (per.com. Forelady, December, 2022).

Other findings indicated that the manager used both democratic and autocratic styles where he sometimes discussed with them and sometimes, he instructs them on what to do as an order. Other responses pointed out the use of autocratic, democratic and laissez-faire as well as transformational styles of leadership.

On what the manager does to make workers perform their tasks, different responses were registered. It was revealed that manager clearly communicates the goal to the workers, selects the right individual for each task and motivates each individual to achieve set objective. Others revealed that the manager gives instruction on work to be done and there is close supervision to enable workers follow instructions given by them. More views revealed that the manager involves workers in decision making and also tells them what is

to be done. The manager also is present on site most times. It was also established that manager motivates the workers by giving them allowances and leave days.

One of the owners of private building construction projects revealed that,

“The manager involves workers in decision making but mostly is ever on the site doing supervision” (per.com. Owner construction project, Markhansingh Street, 16th December, 2022).

The methods used by managers to gain commitment from the workers’ team were also mentioned. One of the methods revealed the fact that manager respects the workers and trusts them to the extent that he delegates the work to the workers. Other interview results cited appreciation while others revealed engaging the workers in company vision and timelines as well as paying the workers on time. Further findings established that workers are provided with materials in time and given public recognition for the hard work done.

Relatedly one of the engineers had this to say,

“The workers are motivated by providing them with incentives and rewards to gain their commitment” (per.com. Engineer, December, 2022).

Another supervisor had this to say,

“We gain commitment from workers by making non competent and lazy workers sign warning letters for cases of absenteeism and slowness at work” (per.com. Foreman, December, 2022).

Another site supervisor revealed that they have tried to gain commitment from workers by giving them a listening ear, advising them and questioning those that do not adhere to instructions.

The interview responses also highlighted how the management persuades employees to carry out his or her strategic vision for the building project. Several respondents said that the boss did thoroughly explain what he wants done. The vision was also explained to everyone in the construction project to work with an aim. Being realistic in planning and achieving the goals set especially with workers were also mentioned as means through which the manager influenced workers in order to adhere to his construction strategic vision.

On how the manager encourages staff development, this was being done through training about health and safe at work, providing them with study schemes, listening and sharing with them ideas on certain works to be done, involving them and encouraging them to ask questions where they would need clarification.

In relation to this, one of the project managers had this to say

“I always involve the workers and encourage asking questions where they meet difficulties” (per.com. construction project manager, December, 2022).

Another one commented that,

“I do this by letting the workers do things and related tasks on their own with minimum supervision. In so doing, they become innovative and creative hence being able to learn and develop while on their respective jobs” (per.com.Project manager December, 2022).

Another supervisor commented thus,

“As a manager I don’t chase them immediately after making mistakes but rather give them room for correcting such mistakes and improve on certain aspects” (per.com. site clerk, December, 2022).

4.3.2 Level of workers’ performance in private sector building projects in Mbarara City

As a secondary objective, the study sought to determine worker performance levels in private sector building projects in Mbarara City. Corresponding responses were generated in relation to the Likert scale statements, as shown in Table 4.4.

Table 4. 4: Level of workers' performance in private sector building projects in Mbarara City

Statements on workers performance	SA	A	UD	D	SD	Mean	Rank
Workers make sure teamwork is enhanced in engaging in tasks	124 (63.3%)	47 (24%)	1 (0.5%)	15 (7.7%)	9 (4.6%)	4.45	1
Employees work effectively to ensure customer satisfaction	100 (51%)	66 (33.7%)	7 (3.6%)	22 (11.2%)	1 (0.5%)	4.31	2
Workers work to the best of their ability	102 (52%)	64 (32.7%)	11 (5.6%)	15 (7.7%)	4 (2.0%)	4.25	3
Workers demonstrate accuracy in completing various tasks	75 (38.3%)	90 (45.9%)	12 (6.1%)	18 (9.2%)	1 (0.5%)	4.15	4
Workers are always present at the beginning of the working day	73 (37.2%)	93 (47.4%)	14 (7.1%)	14 (7.1%)	2(1%)	4.12 8	5
Workers achieve set goals, and objectives assigned to them	70 (35.7%)	89 (45.4%)	15 (7.7%)	22 (11.2%)	0	4.09	6
Workers carry out assignment in a timely manner	65 (33.2%)	88 (44.9%)	19 (9.7%)	23 (11.7%)	1 (0.5%)	4.01	7
Workers complete assignments within the established deadlines	54 (27.6%)	94 (48%)	15 (7.7%)	31 (15.8%)	2 (1%)	3.93	8
Mean of Means (MoM)						4.16	

According to Table 4.4 above, the findings revealed a cumulative majority of 87.3% being in favor, 0.5% being uncertain, and 12.3% being against the statement that workers make sure teamwork is enhanced in engaging in tasks. Moreover, this statement ranked in the first position with a mean of 4.45 which was above the Mean of Means of 4.16 which indicated high agreement with the statement. A successful teamwork blueprint is created by the supervisor which factor generates synergy, where the total is greater than the sum of its parts, and eliminates obstacles that prevent employees' success and encourages cross-departmental interactions hence promoting employees' performance (Martin, 2021). This is in support of my research findings on the statement that workers need to make sure teamwork is enhanced while engaging in tasks as most respondents agreed to this statement.

Ranking second, the statement that staff members were executing their jobs effectively to ensure customer satisfaction, scored a mean of 4.31 which was above the Mean of Means of 4.16 hence high agreement with the statement. Based on their responses, it was determined that 84.7% of respondents agreed, 3.6% were unsure, and only 11.7% disagreed with the statement. The findings demonstrated that, for the most part, staff successfully completed their jobs to guarantee customer pleasure. This is in agreement with Sanyal and Wamique, (2018) that supervisory styles have an impact on both employee performance as well as satisfaction. Happy team members are more inclined to look for opportunities to professionally support the team's objectives and goals hence improve on employees' performance.

Ranking third, the statement asking if employees were achieving their full potential scored a mean of 4.25 which was above the Mean of Means of 4.16 hence a strong agreement with the statement. According to the findings, 84.7% of respondents agreed, 5.6% disagreed,

and 9.7% were unsure. Overall, this indicates that most employees are using their skills to their fullest potential on construction sites. According to research, workers are more effective when they perceive the long-term effects of their efforts on the business. A sense of accomplishment and gratitude is achieved by considering individual perspectives that lead to positive outcomes (Yahaya and Ebrahim, 2016; Northouse, 2018).

Ranking in the sixth position, the statement whether employees achieve set goals and objectives assigned to them, a mean of 4.09 was obtained which was below the overall mean of 4.16 showing less agreement with the statement. The results showed that 81.1% overall agreed, 7.7% were unsure, and 11.2% were disagreeing. The findings demonstrated that the majority of employees worked under managers' supervision and were able to accomplish their personal goals as well as the project's goals. According to Ademola (2020), performance is primarily defined as "an individual's contribution to the attainment of corporate goals and objectives." Employee engagement may be easily improved when measuring employee performance objectively in terms of profit margin, performance, return on investment, quality of work, market share among others.

Furthermore, ranking in the seventh position was the statement that, workers carry out assignment in a timely manner, scoring a mean of 4.01 which was below the overall mean of 4.16 which indicated less agreement. The results showed that 78.1% of respondents agreed that workers carry out assignment in a timely manner, 9.7% were unsure, and a total of 12.2% disagreed. The findings revealed that time management was respected by workers in private building construction projects, hence an indicator of improved workers' performance in Mbarara City. This indicated that to a large extent, workers carry out assignment in a timely manner.

Ranking last, the statement regarding whether workers finished the assignment within the allotted time, 75.6% agreed with the statement, 7.7% were unsure, and a total of 16.8% disagreed with the statement. A mean of 3.93 was obtained which was below the Mean of Means of 4.16, implying less agreement. According to research, construction projects typically gave employees the freedom to finish their work within the allotted time frames. Stup (2003) said that in order to meet performance criteria, employers must keep workers' responsibilities on track in order to accomplish the aims or objectives of the company. Employers can check their employees' performance by completing tasks and deadlines on time. The findings perhaps meant that construction workers had performed as expected from their managers to produce good results at their respective construction sites. This was because many managers have been using different styles in supervising workers that would suit different workers' behaviours and different work situations.

4.3.3 Relationship between manager's supervisory styles and workers' performance in private sector building projects in Mbarara City

In order to ascertain whether there is a relationship between managers' supervision style and workers' performance in private construction projects in Mbarara City, a correlation analysis was carried out; correlation simply measures the extent to which the two variables relate whereby one (independent) affects the other (dependent). The correlation results are shown in Table 4.5.

Table 4. 5: The relationship between manager’s supervisory styles and workers’ performance

		Manager’s	
		Supervisory styles	Workers’ performance
Manager’s	Pearson Correlation	1	0.249**
Supervisory styles	Sig. (2-tailed)		0.000
	N	196	196
Workers’	Pearson Correlation	0.249**	1
performance	Sig. (2-tailed)	0.000	
	N	196	196

****.** Correlation is significant at the 0.05 level (2-tailed).

Using a sample of 196 respondents from various private construction projects, Pearson's correlation coefficient was determined to evaluate the relationship between supervisory styles and worker performance using data from Table 4.5. The findings revealed a statistically significant link ($r=0.249^{**}$, $p=0.000<0.05$) between managers' supervisory style and employee performance. r is expressed as a positive or negative number between -1 and 1. The value of the number indicates the strength of the relationship where: $r = 0$ means there is no correlation, $r = 1$ means there is perfect positive correlation and $r = -1$ means there is a perfect negative correlation. $p=0.000$ against the significant value of 0.05 meant there is a significant relationship between managers' supervisory style and employee performance. The value of $r=0.249^{**}$ therefore revealed that a weak positive relationship existed between manager’s supervisory styles and workers’ performance. This demonstrates unequivocally that the supervisory approach taken in the majority of private construction projects less significantly affects (and subsequently enhances) the performance of workers in Mbarara City.

The findings are in agreement with Iqbal et al., (2015) that democratic supervision encourages teamwork, collaboration, and can boost worker productivity in the construction sector. When each member of the team feels personally invested in and valued by the project, they collaborate to ensure its success. According to Rifaldi, Ramadhini, and Usman, (2019) due to the emphasis on equality among team members and free-flowing ideas, team members express their thoughts. Nevertheless, leaders offer direction and constant supervision during the dialogue process to avoid conflicts and debates, particularly when numerous parties have different opinions and perspectives from others.

Additionally, Ojelade, Ajayi and Sikiru's (2020) study looked at how an autocratic leadership style affected employee performance in a business. The results of this study demonstrate that an authoritarian leadership style has a favorable effect on worker performance. Basit and Hassan (2020) also looked at how leadership style affected how well employees performed. The outcome demonstrates that both authoritarian and democratic leadership philosophies have a favorable and substantial effect on worker performance. On the other hand, employee performance was unaffected significantly by the laissez-faire leadership style.

In a study by Odor (2013) on the effect of supervisory style on workers' performance in a Siaya County construction project, it was discovered that more than 45% of workers felt they had more freedom in carrying out their jobs. This explains why micromanagement has a high rate of employee turnover.

4.4 Impact of manager’s supervisory styles on workers performance

In order to find out the impact of manager’s supervision style on workers’ performance in private construction projects in Mbarara City, a regression analysis was carried out. The extent to which a manager's supervisory styles influence workers’ performance in private sector building projects was examined using the findings of a regression analysis. Regression measures and determines whether changes observed in the dependent variable are associated with changes in one or more of the independent variables.

This in turn was intended to determine how changes in manager’s supervisory styles were associated with changes in workers’ performance. The two study variables of manager’s supervisory styles and workers’ performance were subjected to a linear regression analysis, and the results are displayed in the summary model in Table 4.6.

Table 4. 6: Regression analysis model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.249a	0.062	0.057	4.27440

a. Predictors: (Constant), Supervisory styles

According to Table 4.6 on summary of the regression model's findings, manager’s supervisory style accounts for up to 6.2% of the variance in employee performance (adjusted R-squared = 0.062 x 100). This implies that to a large extent, manager’s supervisory styles alone have less influence on the workers’ performance among private sector building projects in Mbarara city, with other factors like; level of motivation, welfare, level of training, remuneration, safety concerns, conflicts among workers,

influencing their performance by 93.8%. Contrary to the above findings, Basit and Hassan (2020) established that both autocratic and democratic leadership styles have a good and significant impact on worker performance. The laissez-faire supervisory approach had no discernible impact on staff performance, though. This shows that supervisors with distinctive supervisory styles, which are more apparent in their interactions with direct reports, have a greater impact on the productivity of their workforce.

Table 4. 7: ANOVA Test Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	234.781	1	234.781	12.850	0.000b
	Residual	3544.484	194	18.271		
	Total	3779.265	195			

a. Dependent Variable: Workers' performance

b. Predictors: (Constant), Manager's supervisory styles

Results in Table 4.7, revealed that manager's supervisory styles are significant in enhancing workers' performance (F=12.850, P=0.000). The given F value of 12.850 indicated that there was a statistically significant difference between the means of the observed groups.

Table 4. 8: Coefficients

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	22.132	2.787		7.942	0.000
	Manager's Supervisory styles	0.193	0.054	0.249	3.585	0.000

a. Dependent Variable: Workers' performance

Manager's supervisory styles have been demonstrated to significantly affect staff performance, as seen in Table 4.8, as follows: (Beta=0.249, t=3.585, p=0.000). Thus, it is thought that the manager's supervision style leads to favorable modifications that enhance the general performance of workers in private sector construction projects in Mbarara city.

The interview results also established the extent to which managers' supervisory styles have affected workers' performance. Some of the key informants revealed that managers' supervisory styles result into extra work performance and allows more commitment. Others revealed that with managers' supervisory styles, workers performed to their best. According to one of the project managers, it was revealed that in some instances, workers are involved and perform better while sometimes they are instructed on what to do which denies them chance to understand clearly the tasks. Furthermore, some key informants pointed out that autocratic supervisory style tended to discourage teamwork. Further findings revealed that managers' supervisory styles speed up work and output but at the same time makes them work harder depending on which supervisory style the manager is applying.

To other responses, managers' supervisory styles such as democratic style causes a lot of delays while autocratic style sometimes causes hatred between managers and workers on whom it is applied.

Relatedly, one of the site managers revealed thus,

“If the manager used harsh styles, he or she would demoralize workers hence negatively affecting their performance” (per.com. Site supervisor, December, 2022).

Another site foreman commented in the following words,

“Positively delegating some duties such as sub contracts has encouraged workers to work harder and smarter” (per.com.Site foreman, December, 2022).

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Objective one

The managers in private sector building projects tend to use different supervisory styles in managing workers during construction in Mbarara City. However, most of them rely on democratic style of supervision. This is reflected in consultation between managers and workers on decision making, encouraging dialogue on contentious issues and the fact that most managers do encourage delegation. This form of supervisory style is embraced by managers differently.

Objective two

The findings have revealed a range of worker performance levels in private sector building projects. It is important to note that most workers in the private sector building projects perform exceptionally well in their respective construction projects. This is demonstrated by staff members' capacity, to successfully carry out their responsibilities at the beginning of each day and put in their best effort to guarantee client pleasure. For each privately funded building project, few workers underperformed.

Objective three

The findings indicate a link between a manager's supervisory style and workers' performance. The findings demonstrate the fact that more reliance on managers' supervisory styles in implementing building projects improves workers' performance in private sector construction projects in Mbarara City.

Objective four

Despite its potential to enhance workers' performance, managers' supervisory style is a less predictor of workers' performance as shown by the regression analysis in the previous chapter. The study also concludes that there are other factors that greatly influence variations in workers' performance in private sector building projects in Mbarara city.

5.2 Recommendations

The study recommends the need to strengthen the principles of democratic supervisory style as this leaves most workers motivated, committed and able to work under minimum supervision all of which significantly improves the workers' performance in private sector building projects.

Recognizing that employees have different personalities and behaviors, managers are encouraged to strive to mix autocratic and democratic supervisory styles in management to improve employee performance. So, managers sometimes abandon democratic styles of supervision in order to make workers more productive, while becoming autocratic in certain situations.

Use of some supervisory styles such as the laissez-faire style, should be discouraged by managers and rarely used, as workers inherently dislike their jobs, yet construction work usually has deadlines, which may not improve worker performance in private sector building projects.

The workers' performance levels need to be continuously monitored by managers at construction sites so as to keep it high and at worst moderate. This should be done by use of different performance appraisal systems while integrating the different supervisory styles and motivation strategies.

The managers should work out a plan to uplift workers whose performance is low by encouraging them to copy the best practices used by those workers that are performing better. Among other things, managers may sit with such workers and establish their work-related challenges and consequently work out a plan of overcoming them.

There is need for the managers to always consult their workers and other subordinates on which supervisory styles make them comfortable and leave them better motivated such that only those supervision styles are used to realize continuous high level of workers' performance in private sector building projects.

The managers in private sector building projects whose workers' performance is low should endeavour to revisit their way of managing workers' affairs particularly on their supervisory styles to establish and address the gaps. Relatedly such managers should visit fellow managers in other private sector building projects whose workers' performance is high such that they can copy and apply what works in their areas to improve workers' performance.

There is need for the workers to co-operate with their managers so as to ease their supervision work and where they feel uncomfortable with some supervisory style, workers should feel free to inform the manager to change appropriately. Supervisory styles based on mutual understanding and effective communication will undoubtedly lead to high workers' performance in private sector building projects.

Given that manager's supervisory styles is a less predictor of workers' performance in private sector building construction projects, there is need for the respective building construction managers to improve on their supervisory styles to make them more appealing and impactful in relation to workers' performance and project performance in general.

5.3 Areas for further research

Only private sector building projects were considered in this study. It is therefore recommended that conducting comparative studies in further studies, for example, on public sector building projects would provide another perspective about the connection of supervisory styles and workers' performance, to corroborate the results of the current study.

There is a need for more research into the variables influencing managers' supervisory approaches in building construction projects.

Supervisory styles need to be considered in isolation and how each one of them influences workers' performance in private sector building projects.

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APPENDICES

Appendix I: Questionnaire for Workers of private construction projects

I am Agaba Abel, a student at Kyambogo University, conducting a research study titled "Exploring the impact of Managers' Supervision Styles on Workers' Performance in Private Sector Construction Projects in Mbarara City". The prerequisites for receiving the Master of Science in Construction Technology and Management have been partially met by this. We value the time you have taken to leave.

Your opinions and suggestions will aid in enhancing worker performance in future standard building construction as well as in civilian construction projects. Please be as honest as you can when responding to the questions. The collected data will only be used for educational reasons, and the information will be maintained in strict confidence.

Section A: Background information

1. Gender

- (a) Male (b) Female

2. Age

- a) 18-30 years (b) 31-40 years
c) 41- 50 years (d) 51 and above

3. Education level

- (a) Uneducated (b) Primary
(c) Secondary (d) Tertiary
(e) University

4. Employment status

- (a) Fulltime basis (b) Part time basis

5. How long have you been in this organization?

- (a) Less than 2years (b) 2-4 years
(c) 5-7years (d) 8 and above years

Section B: Manager's Supervisory styles used in private sector building projects in Mbarara City.

On a 5-point Likert scale, we establish a number of statements in this section that relate supervisory style to employee success. On a scale of 5:1, where 5 is for strongly agreeing, 4 is for agreeing, 3 is for not sure, 2 is for disagreeing, and 1 is for severely disagreeing, you will be asked to rate how much you agree or disagree with each item.

Statements	5	4	3	2	1
1. Manager discusses and shares issues with subordinates before making decisions					
2. The Manager accepts challenges while getting the job done					
3. Manager encourages employees to be creative in tackling some work challenges					
4. The manager usually puts emphasis on workers and situations such as group dynamics					
5. During supervision, the manager explains tasks to subordinates, and communicates how to perform them well according to the manager's wishes					
6. The manager criticizes subordinates in public for poor performance					
7. The manager closely monitors what is being done to ensure a task or project is completed in time					

8. Relies on threats and punishment to influence workers					
9. The manager delays responding to urgent company issues					
10. The manager assigns employees work and keeps a low profile by leaving the staff alone as much as possible to do the work					
11. The manager takes responsibility and gives praises where they are due					
12. The manager's focus is on giving specific rules, setting work schedules and regulations					
13. During supervision, the manager focuses on building good relationships with workers while paying attention to the worker's needs					
14. The manager sets challenging goals and expects performance to continue to increase					
Section C: Workers' performance					
1. Workers perform the job to the best of their abilities					
2. Workers are consistently at work by the time a work day starts					

3. Workers achieve the goals, set targets and objectives assigned to them					
4. Workers carry out assignment in a timely manner					
5. Workers complete assignments within the established deadlines					
6. Workers demonstrate accuracy in completing various tasks					
7. Workers do their tasks effectively to ensure customer satisfaction					
8. Workers ensure teamwork in accomplishing tasks					

END.

THANK YOU FOR YOUR CO-OPERATION!

Appendix II: Interview guide for construction project manager, engineers and owners

I am Agaba Abel, a student at Kyambogo University, conducting a research study titled "Exploring the impact of Managers' Supervision Styles on Workers' Performance in Private Sector Construction Projects in Mbarara City". The prerequisites for receiving the Master of Science in Construction Technology and Management have been partially met by this. We value the time you have taken to leave.

Your opinions and suggestions will aid in enhancing worker performance in future standard building construction as well as in civilian construction projects. Please be as honest as you can when responding to the questions. The collected data will only be used for educational reasons, and the information will be maintained in strict confidence.

Section A: Background information

- 1. Gender
- 2. Age
- 2. Education level
- 3. Positional status in the construction project

Section B: Thematic Questions

1. 1. How would you characterize the construction site manager's management style?

.....
.....

2. What does the manager do to make workers perform their tasks?

.....
.....
.....

3. What strategies does the manager employ to win over the team of employees?

.....
.....

4. How does the manager persuade staff to carry out his or her strategic plan for the building project?

.....
.....

5. How does the manager support employees' growth and learning?

.....
.....

6. How do the supervisory styles used by manager affect workers' performance?

.....
.....

7. Which policies do you believe would improve employees' performance?

.....
.....

8. How can the manager best encourage employee success through supervision, in your opinion?

.....
.....

MANY THANKS FOR YOUR COMMENTS.!

Appendix III: Documentary Review Checklist

1. City engineer's supervisory reports
2. Newspapers with articles on construction
3. Construction Company minutes of various meetings
4. Site engineer's periodic reports
5. City planning reports
6. Human resource reports for some of the private construction companies

Krejcie and Morgan Table.

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

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970