

**EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN
KAMPALA DISTRICT COUNCIL**

BY

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DECLARATION

I, Kawooya Nuhu, declare that this dissertation is my own original work and has never been submitted for the award of a Degree in any University / College / Institution in and outside Uganda.

Signed

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Kawooya Nuhu

Date

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APPROVAL

This dissertation has my approval.

Signed

Dr. EDRIS SSERUGO KASENENE

Date :

DEDICATION

I wish to dedicate this piece of work to my beloved Grand mother the late Namuli Lakeri, the woman who saw the development of my life from childhood to manhood. I will always cherish her candid love, care, and persistence to my happiness. With love always, Nuhu. K.

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ABSTRACT

The study sought to investigate the effect of leadership styles practiced in Kampala city council and their effect on employee performance. The purpose of this study was concerned with analyzing the effect of corporate leadership styles, authoritative leadership styles and laissez-faire leadership styles on their ability to influence work and productivity in Kampala city council in a manner that creates efficiency and effectiveness. The objectives that guided the study were; To investigate the effect of corporate leadership styles affect employee performance, to investigate the effect of laissez-faire leadership styles on performance and to analyze the effect of authoritative leadership styles on employee performance in Kampala city council. The study followed a survey research design using both quantitative and qualitative approaches, the parent population was two hundred and eighty respondents and the sampling techniques were; simple random sampling which for issues of triangulation, were the same for all the local councils. The data collected was analyzed using descriptive statistics and Pearson's co-relation co-efficient techniques. The findings of the study were; the corporate leadership style was not highly practiced, authoritative leadership was practiced especially in higher offices and also the laissez-faire leadership was highly existent especially in lower offices. Conclusions were that: there was high confusion in the practice of leadership since most managers were arrogant yet employees were practicing laissez-faire leadership. Recommendations of the study were; that empowerment was needed through developing teams and according some measure of power and authority to these teams, the district council would reduce the dominance of authoritative and laissez-faire leadership by providing a system that provides professionalism and transparency.

CHAPTER ONE

INTRODUCTION

1.0 Background

This study is about the effect of leadership styles on employee performance in Kampala District Council and majorly focused on employees and managers in the different councils that as a whole make up the District council. This chapter further explored the Background (Historical, Theoretical, Contextual and Conceptual), Problem statement, Purpose, Specific objectives, Research questions, Hypotheses, Study scope and Significance of the study were explored.

1.1.1 Historical perspective

In the recent past, leadership has engaged in strong terms as a new effective approach for managing employees and the organization at large. The concept of Human Resource Management has however gradually replaced the traditional concept of personnel administration. This has necessitated the strategic integration of new leadership styles into the effective management of the human capital. Kenneth & Heresy (1988) assert that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate”. The amount of direction and social backup a leader gives to subordinates depended on their styles to fit the context. Local councils have been in existence for a number of years yet the exodus of talent from these councils reflects an administrative phenomenon where the contingency of leadership, style, situation and performance criteria have been left to suffocate on their own. As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties. Previous studies such as: Obondo (2004), Ejuu (2003), Senteza (2004) and others in the

past, investigated performance phenomena and how it was affected by various variables such as: Leadership, Motivation, (e.t.c). It was noted that, in most studies, the concept of corporate approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership processes especially in large work environments such as: District councils. All in all, the history of leadership and how it affects performance dates as back as early as the 17th century (Cole 2004) where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

1.1.2 Theoretical Perspective

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

The theory also stated that employees can develop a sense of obligation, according to the norm of reciprocity, an employee might engage in organizational citizenship behaviours or counter productive work behaviours as a mutual action rewarding past leadership practices, especially those directed at employee improvement and organizational status. The researcher therefore

contended that social exchange dynamics and identification processes can interact together to reinforce the impact of leadership styles and actions. Although virtually any employee's attitudes and behaviours could be potentially affected by the management environment, the researcher noted that most organisational defaults resulted from poor leadership approach where most managers, team leaders and councillors at different levels did not practice or use appropriate leadership styles contingent to appropriate styles.

1.1.3 Conceptual perspective

The dependent variable in this study was performance which was perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair (2005). Consequently, performance was operationally perceived as: Executing defined duties, meeting deadlines, team input, and achieving departmental goals. The above should (as pointed by Armstrong 2005) lead to efficiency, specialization, effective feed back and good organizational relations.. The cohesion of both leadership and performance should be evident through style and approach by managers in the attempt to cause efficiency which requires specific leadership approaches to unique performance challenges.

The independent variable in this study was leadership and indeed Cole (1997) defined leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals. An operational map for leadership was drawn along: corporate style, authoritative style, and laissez-faire style. However, for a District council like Kampala, it was evident that local political procedures hugely affected

the normal system of leadership where most managers abuse the leadership process to their own ends, indeed this was noted through the interviews where most employees believed that their respective managers had integrated their personal conflicts into management of departments and this hugely limited freedom to perform.

1.1.3 Contextual perspective

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

1.2 Statement of the Problem.

Employee performance, which included executing defined duties, meeting deadlines, team input, and achieving departmental goals. In various institutions and organizations such as: Kampala City council yet to be healthy, they needed sound leadership styles which included corporate approaches, authoritative approaches and laissez-faire approaches to leadership. However, at

Kampala City Council, there was friction between individual responsibility and role, as stated by the annual review report by Kampala city council (2006) this caused internal politics. Various studies such as: Namutebi (2005) and Kamugisha (2006) coupled with research findings, pointed at a lot of authoritative leadership tendencies and thus this was a breeding ground for poor innovation, decreased commitment, poor team chemistry which hugely affected employee performance as was indeed observed through the study findings. This suggested that; the inability to meet performance targets due to the lack of strategic interventions of specific leadership styles to specific situations was predicted as the problem at hand. May be it was because of poor approaches in leadership and Infact the history of the city council which was administrative in nature, this was continuously affecting employee performance and the deliverance of quality services to the community had hugely been affected, hence warranting the study.

1.3 Purpose

The purpose of the study was to investigate the effect of the different leadership styles on the performance of workers in Kampala district council. .

1.4 Specific objectives

In conducting the study, the researcher was guided by the following objectives:

1. To investigate the effect of corporate style of leadership on employee performance in Kampala district council.

2. To establish the effect of the laissez-faire leadership style on employee performance in Kampala district council.
3. To analyze the effect of the authoritative leadership style on employee performance in Kampala district council.

1.5 Research Questions

1. What is the relationship between corporate leadership and employee performance in Kampala district council?
2. What is the relationship between the laissez-faire leadership style and employee performance in Kampala District council?
3. To what extent does the authoritative style affect employee performance in Kampala District Council?

1.6 Research Hypotheses

1. The corporate leadership style positively affects employee performance in Kampala District Council.
2. The laissez-faire leadership style positively affects employee performance in Kampala District Council
3. The authoritative style negatively affects employee performance in Kampala District council.

1.7 Scope

The study was based on three divisions of Kampala namely: Rubaga division, Central division and Makindye division. Respondents included: Councilors, department heads, team leaders, permanent staff and temporary staff. The study focused on exploring how corporate leadership, authoritative leadership and laissez-faire leadership styles stimulated the execution of defined duties, meeting of deadlines and achieving departmental goals from 2006 to 2009

1.8 Significance

1. The study findings are expected to benefit organizations and local councils intending to obtain effective performance from their workers by using new approaches to leadership by reducing the influence of authoritative leadership and increasing the use of corporate leadership.
2. The study would also be useful to leaders, councilors, and managers in organizations by employing leadership styles in relevant situations effectively. This would help reduce social accidents, wastage of and internal conflicts in the working environment.
3. The research was also intended to be useful to future researchers, students and academicians digesting the effect and importance of the different leadership styles on performance. By exploring how this study revealed new findings and adding to the existing knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains a theoretical review which indicates the theory that anchored the study, a conceptual frame work showing the interplay of the key variables (i.e. independent and dependent variables) and the related literature as witnessed below:

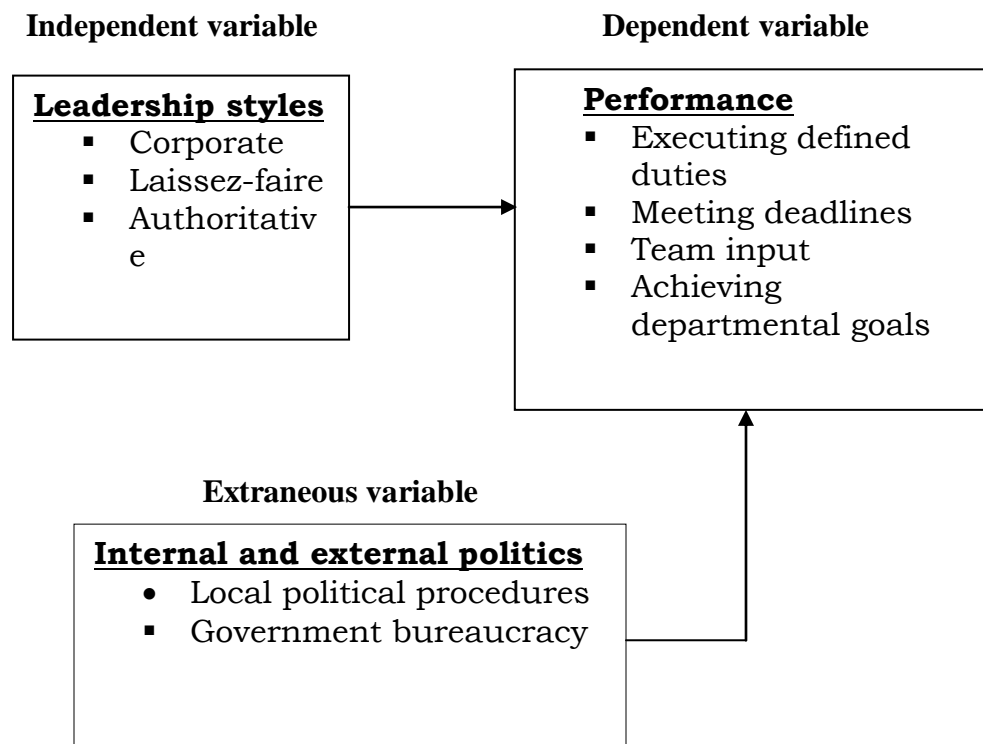
2.1 Theoretical Review

Fiedler's (1964) contingency theory directed the study variables by the assertion that; the leader's ability to lead is contingent upon various situational factors, including the leaders' preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors. This theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance. The first assumption here is that; an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviors. However this assumption did not cater for the inherent change in human behaviors that necessitated different approaches in management and thus this left a gap in the researcher's field to try and bridge the gap by testing for the impact of this assumption to employee behavioral scenarios in performance.

The second assumption here is that any leadership style depends on a specific situation; by this Fiedler implied that; the behavioral patterns of the leader will help him / her acquire competences needed for effectiveness in using the styles in their relevant situations and thus effectiveness in performance. However the second assumption in this theory left a lot to be desired, since situations were determined by both external and internal factors that affected the way employees responded to the situations presented to them. It was believed by most respondents that approaches hugely influenced leadership styles that matched different situations but the challenge was for the team leaders to know which leadership styles to use.

2.2 Conceptual Frame work

Figure (2.2) Impact of leadership styles on performance.



Source: Developed basing Cole (1997).

The framework above means that leadership styles that are mostly practiced in Kampala district council were three in nature and these styles require different situations. However, local political procedures and government bureaucracy were a huge hindrance to employee performance. It further points at the fact that the three leadership styles such as corporate, laissez-faire and authoritative, where these styles are instrumental in according appropriate leadership tools to the supervisors and managers in the execution of duties and responsibilities of the local council. One would assume that this conceptual framework accords managers with the most suited style at a given time rather than applying these styles unconsciously. These styles are important in stimulating employee performance that would be manifested in the increased execution of duties, meeting deadlines, increasing team chemistry and consequently achieving departmental goals. However, in Kampala city council, the perfect execution of the leadership styles is hugely limited by both internal and external politics which is reflected in high levels of bureaucracy, government interference and internal wrangles that have been profoundly emanate in Kampala city council.

2.3. Related Literature

2.3.1 Corporate leadership and Employee Performance

Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rationale for which organizations exist. The task of a leader in the organization in this case will be to nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is the will to give Maurik (2001). The essence here is that corporate leadership is the methodology to be used in according

responsibility however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough since delegation, empowerment and specialization are calculated risks. Therefore in the perspective of this study such elements as what types of situations require the use of corporate approach were not satisfactorily explored hence the necessitation of this study.

Kampala District Town Council runs a strategic 4-point operational plan that is to say; re-organization, restoration, rehabilitation and re-development modernization programs, thus making it a large long time existing non profit oriented organization that is, to effect its performance by serving the people of Kampala District. It is also the centre piece of Uganda's national economic recovery program Kirega (2006). As Kirega (2006) asserts, the need for some type of corporate approach is needed to have efficiency and proper employee management that will lead to improved performance. In the other perspective, Henderson (1998) identified supervision as a corporate strategy to promoting a positive organization. He contended that the opportunity of supervision provides to promote not only performance but also personhood. However the researcher thought that it is ideally important to focus on empowerment rather than just personhood. In the local government settings, transparency and openness are as much part of leadership as leading to performance and effective evaluations.

The roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness as noted by Nkata (2005). With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development;

provide training both for growth and remediation; and recognize employees for their contribution to the organization. However one may question the process of employee supervision for local councils like Kampala city council, the actual practice of corporate structures in such still remains a challenge.

2.3.2 Laissez-faire and Employee Performance

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing on inter personal relationships between the leader's style and the demands of various situations and employees. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics and well as North house believes in it, what he does not explore satisfactorily the major applicable points of this style, something the researcher intends to explore.

Kampala received a charter as a City in 1962 and in 1968; its boundaries were extended to include Mengo Municipality, Nakawa and Kawempe Town Council. It had increased its size and corporate status which meant a corresponding increase in its responsibilities in terms of leadership and service delivery. It led to the establishment of 7 political divisions in 1987 to serve as electoral constituencies and cater for other political needs. The steady growth in its size

and authority necessitated Kampala Town Council to build capacity to prepare itself for the responsibilities that ensued from such development. However in this respect, more autonomy and freedom was accorded but the leadership capacity was not documented to cater for the increase in size and the adoption of the corporate status. Well as laissez-faire may be applicable it is not given an operational plan. This study will aim to investigate further how laissez-faire may contribute to employee performance. On the other hand, much has been written in regard to the relation of positive self and effective management. Kerns (2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions.

However the danger for this kind of leadership laid in the creation of high levels of freedom dangerous for locals councils like Kampala city council, infact Kilburg (2006) builds on this argument the positive self of the manager in his conceptualization of executive wisdom which is comprised of three interacting components: discernment, decision making, and action. All important in building positive psychology, which in the end creates positive relationships. This was further reflected in the management literature and indeed in the findings of the study, where Quick and Macik-Frey (2007), in an article outlining the correspondence between individual performance and organizational well-being, suggested that healthy organizations promoted quality connections to others as characterized by open and honest leadership, cohesiveness and shared mission. Dutton and Heaphy (2003) outlined the power of what they term high quality connections. They provided data that suggest that such positive relationships built on effective

leadership in organizations, promote the exchange of resources, the development of organizational identity and meaning, promote the growth of the employees, and promote learning in the organization. All in all, laissez-faire was hugely defeated as being a pragmatic style important in delivering the above in Kampala city council.

2.3.3 Authoritative leadership style and Employee Performance

In this style, the leader has absolute power over his staff or team workers have little opportunity for making suggestions, even if these would be in the team or organization's interest, (Armstrong 2002). The leader tells the workers to come along with him and should be a change catalyst. And Cole (2000) also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self confidence and many more. If applied in its suitable situation, it brings about effectiveness in performance. However leadership in the Council is characterized by a large workforce, this means that for leadership styles to be effective, it should base on the effectiveness of the Council's leadership arm which is both administrative and political in use of the leadership styles in their relevant situations effectively. Indeed most issues raised from the nature of the administrative structure.

These styles will vary according to situation occurring in the organization, rather than the need to coerce employees to perform. Therefore this calls for the leader's understanding of the organization and the people or his employees rather than relaying on what should be done. It is unfortunate that the above authorities focused on the use of authoritative style in dilemmas like strikes, since this will create a mind set in individuals that will automatically reject the style. The Council with its political and administrative arms has failed to consider the needs of the task, the

needs of the group and individual needs so as to attain effective performance from its workforce and thus as years have passed it has registered weaknesses in as far as attaining the mission is concerned. It is not known to the researcher when exactly does the authoritative leadership style affected performance, hence the need for carrying out research in this respect. Applying Henderson and Gysbers (1998) taxonomy can organize the many interrelated functions of leadership at local councils and he went further to illustrate the application of principles of administrative functions where the leader operating from the authoritative organizational perspective focuses on how the organization's policies and procedures ensure that there is work done in the most positive and most effective approaches possible to induce better performance. Indeed, questions like: what are the resources needed to promote the flow of experience for the counselor? Resources include everything from parking places to office space, from personnel policies to paperwork, from salary to a working copy machine. Do the policies of the organization promote the well-being of the staff by attending to the issues of work life and family life balance, promotion of protection from vicarious trauma, and professional and personal development opportunities? Likewise, it is the administrative function of management to see the agency from the client's perspective. Do the policies, procedures, and practices of the department promote the positive engagement of the client in the process of administration? How long does it take to get an appointment? Are services available at times, in locations, and in languages, that address the objectives of the local council? Such were the predicaments that prompted the research and as result a lot of issues relating to the practice of leadership were found wanting in the city council.

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

This study noted that most employees in Kampala city council agreed that their organizational culture was hugely affected by the authoritative approach to leadership which had more negative effects than the positive ones, however the above was not known by the researcher during this literature review of this stage and thus the need for the investigation. Since leadership styles, and transformational leadership in particular, play an important role in building and sustaining strong corporate and administrative cultures, it is highly encouraging that the Study findings show that today's supervisors and managers appear to be more aware of and willing to use corporate leadership behaviors rather than authoritative ones to achieve results. In fact, the more transformational leadership used, the greater the leadership outcomes, the more performance oriented, socially responsible and supportive the organizational culture, and the more trusting, loyal and committed the workers employees are in those organizations.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the different methods that were adopted in collecting and interpreting data related to the study by discussing choices related to: Research Design, study population, sampling strategies data collection methods, instruments, data quality control, data analysis and procedure.

3.1 Research Design

The study was guided by a research survey design because of various characteristics of the different councils attached to Kampala city council. The study adopted a survey research design. This survey research design according to Amin (2005) was important in the city council helped the researcher attained systematic data on different sample respondents at different times. Simple random sampling of respondents was used to ensure that those employees found at their workplaces were the ones used for the study. This design was quantitative because it helped ensure that data collected was critical for analysis and descriptive interpretation.

3.2 Study population

The study was conducted among employees, casual workers, leaders, team leaders, and councilors of Kampala district council. The categories chosen were thought to be involved in the leadership management, decision making and forming for the city council. The study population was of 280 employees in Rubaga, Makidye and kampala divisions. From the above population of respondents, the researcher consulted the district speaker who helped him obtain a number of

permanent employees. The researcher obtained a number of 280 permanent employees in the study divisions.

3.3 Sample size

To avoid un-guided generalization, the researcher choose to sample as suggested Amin (2005), who suggested that sampling is important in selecting elements from a population in such a way that the sample elements selected represent the population. The researcher used a sample of 162 respondents drawn from the population of 280 permanent employees in the three sample divisions of Rubaga, Makidye and Kampala central. The determination of sample was made in consultation with Amin (2005) who (by help of kregcie and morgan (1970)), suggests the use of a sample table to determine which equivalent sample would ensure representation. The sample was further drawn from the large population due to the fact that this research was purely academic and was to be collected in a given period of time.

3.4 Sampling techniques

In quantitative researches, it is believed that if the sample is carefully obtained, it is then possible to generalize the results to the whole population as suggested by Amin (2005). The researcher used simple random sampling techniques where for each council (out of the three councils), the speaker was contacted first and lists of permanent employees were obtained through which employees in different departments were randomly chosen.

Data collection methods

3.5.1 Primary data collection

The primary data collection method explored the originality of data through gathering information relevant to the study. Primary data was obtained from respondents at Kampala city council head offices and its sampled divisions such as: Makindye, Rubaga and central. By use of the questionnaires and interview manuals, the research gathered data from the respondents which in fact was the primary concern of this survey design approach.

3.5.2 Secondary data collection

Secondary data collection explored methods supplementary to the above method where data was obtained from Kampala district council records (obtained from heads of various departments and speakers), dissertations, text books, the internet and other materials (such as journals, newspapers, etc.) as found useful to the study. This kind of data collection method was also important to the study especially in the literature review and chapter five of this study.

3.6 Research instruments

3.6.1 Questionnaire

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

expressed high levels of bias according to their departments. These factors tremendously reduced the actual sample size used for analysis to 97.

3.6.2 Interview Guide

Structured questions and open ended statements were used by the researcher in trying to interview councilors, leaders and supervisors at different local councils under Kampala district council. However the researcher noted considerable difficulty in contacting these respondents since most of them were busy politicians than workers of the district council. The researcher further noted that some respondents were not sincere, since they feared for their positions however the researcher had earlier assured them of absolute confidentiality.

3.7 Data Quality control

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

3.7.1 Validity

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

$$C V I = \frac{\text{Agreed items by all judges as suitable}}{\text{Total numbers of items being judged}}$$

Following the product statistics generated from Table 5.1 in Appendix D,

1. Thus the 0.845 calculated result was higher than 0.7, therefore the questionnaire items were considered valid for research.

2. And thus the 0.86 calculated value for the interviews was higher than 0.7, the interview items were considered valid for research.

3.7.2 Reliability

Reliability aimed at testing for how reliable were the instruments to the study (i.e. ability of instrument to test for the same results over time). To ensure reliability, the researcher carried out a pilot study where a few respondents were given questionnaires to rate them selves on the applicability of the instruments. And thus these responses were computed with the cronbach's formula below; thus item statistics were established as noted in the appendices. The researcher used cronbach's co-efficient Alpha (α) to further test for reliability as evidence below.

$$\alpha = \frac{K}{K-1} \left[\frac{1 - \sum SD^2}{\sum Dt^2} \right]$$

Where α = Reliability, $\sum SD^2$ = sum of the variance of the individual items in the questionnaire, $\sum Dt^2$ = variance of the entire questionnaire, and k = Number of items in the questionnaire. This method was selected because it is straight forward and appropriate for likert scale instruments and its ability to measure the reliability of such instruments. And thus the researcher used the above formulae in the SPSS program to generate the following reliability product and reliability statistics attached in the appendices (Appendix D) Since the computed statistics which was 0.821, which were higher than 0.7, which is the recommended value by Amin (2005), the instruments were considered reliable.

3.8 Data Analysis

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

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

The current chapter of this study was concerned with analyzing, interpreting and presentation of data. The study aimed at analyzing the effect of leadership styles on employee performance in Kampala District Council. This study was carried out along such objectives as follows.

1. To establish the relationship between corporate leadership and employee performance in Kampala District Council.
2. To establish the relationship between laissez-faire leadership and employee performance in Kampala District council.
3. To analyze the relationship between authoritative leadership styles on employee performance.

Data collected under the above objectives was presented in two sections: Section one of this chapter presented information on the background of the respondents, while section two provided information on how the hypotheses were tested.

4.1 SECTION ONE

BACKGROUND INFORMATION

On the background of the respondents, a number of variables were investigated. The researcher's interest here was to measure the level of attachment of the respondents to their organization. The results on the background information of the respondents are indicated in the following presentation.

4.1.1 Age Distribution of Respondents:

Age of respondents

	Frequency	Percent	Cumulative Percent
20-39	36	38.3	38.3
40-59	50	53.2	91.5
60-79	8	8.5	100.0
Total	94	100.0	

As observed from Table 4.1 above, it is clear that the majority of respondents, 50 (53.2%) were in the age range of 40-59, this was followed by 36 (38.3%) in the age range of 20-39, while the least age range was 60-79 which was represented by only 8 (8.5%). This meant that the majority of respondents (who took part in the study) were ages 40-59. During the interview sessions, it was noticed that employees in this age bracket (40-59) had more attachment to their organization and had hands-on experience in their respective departments. It was implied that such employees were more motivated to perform.

4.1.2 Distribution of Respondents by Sex.

4.2: Sex of the respondents

	Frequency	Percent	Cumulative Percent
Male	49	52.1	52.1
Female	45	47.9	100.0
Total	94	100.0	

The researcher's interest here was to establish a correlation of the sex of a respondent with performance. As observed from Table 4.2, it is clear that the majority of the respondents, 49 (52.1%) were male as opposed to females who were 45 (47.9%). This presupposes that generally, the margin between males and females is minimal. This implied that there was equal representation of the male and female employees in Kampala District council. During the face to face interviews, the researcher found out that gender biasness was insignificant to cause low performance in Kampala District Council hence such issues were never raised as some of the ailments affecting efficiency to perform.

4.1.3 Distribution of Respondents by level of Education

	Frequency	Percent	Cumulative Percent
Diploma	44	46.8	46.8
Graduate	32	34.0	80.9
Masters	18	19.1	100.0
Total	94	100.0	

Table 4.3: Respondents level of Education

The researcher's interest here was to establish any link between competence and performance in Kampala city council, and the best way to do so was to correlate educational levels of employees with their performance in Kampala city council. As observed from Table 4.3, it is observed that the majority of respondents 44 (46.8%) were diploma holders and yet 32 (34.0%) were graduates, and masters holders were the least represented with only 18 (19.1%) representation. This implied that most respondents in Kampala City Council are limited by qualifications to attain higher offices and indeed there was an observation made by the researcher during the interviews that there were high levels of incompetence attributed to low levels of education in Kampala District Council.

4.1.4 Distribution of Respondents by Marital Status

	Frequency	Percent	Cumulative Percent
Single	32	34.0	34.0
Married	62	66.0	100.0
Total	94	100.0	

Table 4.4: Respondents by Marital Status

The researcher's interest here was to investigate any correlates between stable employees and the unstable ones in an effort to establish whether there could be any problems arising from the status distributions. As observed above, Table 4.4 clearly shows that 62 (66.0%) of the respondents were married as compared to 32 (34.0%) who were single. This implied that most respondents in the study had high levels of maturity and integrity used in the execution of duties at Kampala City Council. And therefore the question of low maturity and instability in the execution of duties did not apply

4.1.5 Distribution of Respondents by Years of Service.

	Frequency	Percent	Cumulative Percent
1-10 years	30	31.9	31.9
11-12 years	18	19.1	51.1
21-30 years	46	48.9	100.0
Total	94	100.0	

Table 4.5: Table showing respondents distribution of their years of service

This distribution was intended to answer the question of experience and how it relates to the performance of duties in Kampala city council. As seen in the table above, most respondents to the study, 46 (48.9) had 21-30 years experience in Kampala District Council, yet 30 (31.9%) had in 1-10years experience and 18 (19.1) were in the category of 11-12years of service in Kampala District Council. The highest representation was (48.9%), which implied that most employees in Kampala city council had enough experience at their work stations to help them execute their duties satisfactorily. In analyzing employee performance and leadership styles, the question of less experience may not apply.

4.2 Section Two

Verification of Research Hypotheses

Before we dive into verifying research hypotheses for the study, it is important to establish how respondents rated themselves on job performance. The major aim for such representation is for the fact that: Employee performance was our said dependent variable which was affected by leadership styles. There may be critical problems/elements arising from Employee performance

that may be important to note: Therefore, the following are descriptive statistics showing how Employees rated themselves on performance.

Table 4.6 Responses on employee performance

Descriptive statistics on employee performance

	Frequency	Mean	Std. Deviation
I always report at work in time	94	2.41	1.371
It is necessary to come early	94	1.62	1.089
I am motivated to work	94	2.64	.971
My colleagues encourage me to perform	94	2.01	.956
There is teamwork in my department	94	2.31	.790
My supervisor is a team player	94	2.54	1.161
My performance is accessed daily by my supervisor	94	3.0319	.93270
My skills and abilities are fully utilized	94	2.40	.780

The aim of presenting this kind of data was to record how employees rated themselves on employee performance, given the different aspects of performance presented to them in the instrument. According to Table 4.6, respondents highly disagreed that most of them reported earlier at their work stations, with a frequency of 39 (41.5%) and 14 (14.9%). This strongly implies that most employees in Kampala city did not indeed arrive at work early. Perhaps this explains why performance has declined during the critical observations, the researcher noted

tendencies of leaving work early, going for lunch and coming back close to 3pm. The laxity at which Kampala City Council employees work calls for room to suspect that the leadership styles in Kampala City Council are not either effective or don't initiate a sense of individual urgency. Sincerely, the second statement supports the researcher's argument that most employees, 67 (71.3%) strongly disagree to the statement that "it is necessary to come early". When it came to actual performance, most employees were reluctant to agree that they were motivated to perform. Indeed most of them, 49 (52.1%) disagreed to that statement, implying that the majority of employees were not motivated to perform. This calls for two diversions in interpreting the data: One may want to believe that may be the employee's demotivation was caused by low motivational rewards employed by the district council but on the other hand, many employees that the researcher interacted with believed that management was affected by poor leadership which was manifested in bureaucracy, politics, and poor team leadership.

This implied that indeed such has reduced employee morale to work which has been noticed in the low collegial partnership since most respondents 43 (36.2%) and 33 (35.1%). It was noted by the researcher that when most employees were interviewed, employee relations were at the collapse. It is however true that some employees especially at the city council exhibited some level of relaxation but generally speaking, most employees believed that there was no employee relations in the city council. Consequently, this had also killed teamwork in the local council indeed, 66 (70.2%) of respondents believed there was no teamwork in their respective departments. The researcher observed that effective teamwork was noticed only during crucial work, but during normal performance, most departments lacked proper and organized teamwork. It was however noted that supervisors were team players, 27 (23.4%) meant that most

supervisors on the contrary were not team players since most respondents believe that their supervisors were team players, it was further noted that may be it was partly because most respondents believed that their performance was accessed daily by their supervisors, 37 (39.4%). However it was perplexing to note that most respondents believed that their skills and abilities were not fully utilized since 43 (45.7%) believed so.

4.2.1 Verification of Hypothesis One

The first hypothesis of the study emerged from the research question which stated that what is the relationship between corporate leadership and employee performance in Kampala District Council? Consequently the hypothesis that: The corporate leadership style positively affects employee performance. To verify this hypothesis, the researcher analyzed data by use of S.P.S.S and the following products were presented as observed below:

Table 4.7: Responses on corporate leadership

		Frequency	Percentage
I am friendly and approachable to my fellow employees	Strongly disagree	9	9.6%
	Disagree	1	1.1%
	Agree	6	6.4%
	Strongly agree	78	83.0%
I am consulted before my employer takes action	Strongly disagree	7	7.4%
	Disagree	35	37.2%
	Agree	43	45.7%
	Strongly agree	9	9.6%
My supervisor encourages delegation	Strongly disagree	8	8.5%
	Disagree	5	5.3%
	Agree	46	48.9%

	Strongly agree	35	37.2%
I act without consulting my supervisor	Strongly disagree	23	24.5%
	Disagree	53	56.4%
	Agree	12	12.8%
	Strongly agree	6	6.4%
I dialogue with my supervisor on a daily basis	Strongly disagree	5	5.3%
	Disagree	33	35.1%
	Agree	49	52.1%
	Strongly agree	7	7.4%
I am involved in performance appraisals to my department	Strongly disagree	7	7.4%
	Disagree	22	23.4%
	Agree	37	39.4%
	Strongly agree	28	29.8%
I am consulted by my supervisors in decision making	Strongly disagree	4	4.3%
	Disagree	53	56.4%
	Agree	21	22.3%
	Strongly agree	16	17.0%

According to Table 4.7, the highest response rate was noted on the first item, with frequency 3.63, respondents believed that they were friendly and approachable to fellow employees. This was noticed through the friendlier atmosphere in the different councils the researcher visited. It seems that most of these employees practiced better public relations in the City Council without the corporate leadership styles. It may not outstandingly imply that corporate leadership does exist in the City Council since employees were reluctant to the act without consulting their supervisors (as noted with means 2.01). Most of the above product means were answered not highly familiar with corporate leadership since such tendencies were unclear to the researcher, it was necessary to correlate corporate leadership with employee performance.

Table 4.5: Pearson's correlation between corporate leadership and employee performance

Table 4.8: Correlation between corporate leadership and employee performance

		Employee performance	Corporate leadership
Employee performance	Pearson Correlation	1	.443
	Sig. (2-tailed)		.000
	N	94	94
Corporate leadership	Pearson Correlation	.443	1
	Sig. (2-tailed)	.000	
	N	94	94

Table 4.8 Indicates that when corporate leadership was correlated with employee performance the significance value produced was 0.000. The significance value of 0.000 was lesser than 0.05, the research hypothesis is accepted: that corporate leadership style has a positive relationship with employee performance. The above data implies that the aspects of corporate leadership are important for employee performance. This data also implies that employees believe that they would want to experience aspects of improved responsibility, improved employee relations, increased consultation, dialogue between them and their supervisors, involvement in appraisals and consultations in decision making.

4.2.2 Verification of Research Hypothesis two

The second hypothesis was generated from the second research hypothesis was generated from the second research question which states that: What is the relationship between autocratic

leadership and employee performance? Following this research question, the hypothetical answer was that: there is a negative relationship between authoritative leadership style and employee performance. This hypothetical answer was yet to be put at test and the following are respondent frequencies and means generated from the respondents' answers in the questionnaire.

Table 4.9 showing statistics on authoritative leadership

Table 4.9: Responses on authoritative leadership

		Frequency	Percentage
Leadership rules are designed by superiors.	Strongly disagree	39	41.5%
	Disagree	14	14.9%
	Agree	4	4.3%
	Strongly agree	37	39.4%
My performance is assessed by my supervisor alone.	Strongly disagree	5	5.3%
	Disagree	24	25.5%
	Agree	28	29.8%
	Strongly agree	37	39.4%
Performance requirements are designed according to the council's needs.	Strongly disagree	10	10.6%
	Disagree	43	45.7%
	Agree	34	36.2%
	Strongly agree	7	7.4%
I am involved in the planning activities of the organization	Strongly disagree	14	14.9%
	Disagree	39	41.5%
	Agree	24	25.5%
	Strongly agree	17	18.1%
My supervisor imposes policies on me	Strongly disagree	23	24.5%
	Disagree	13	13.8%
	Agree	17	18.1%
	Strongly agree	41	43.6%

Table 4.9 Descriptive statistics on Authoritative leadership

According to the product means generated from the above table, employees highly believed that their performance was assessed by their performance was assessed by their supervisors alone which was proved by the means 3.0319, since all employees (94) agrees to this statement, the researcher had no room to think otherwise since even through the interviews, most respondents/managers believed that performance measurement was conducted the authoritative way where a few or no employees are consulted when the supervisors are conducting performance appraisals. This was supported by the means presented in 4.5 on the statement that I am involved in performance appraisals to my department (2.91). The above can be supplemented/ supported by looking at the other item that was highly answered with the means 2.414. The statement that leadership rules are designed by supervisors was evident enough for the researcher since all (94) employees believed so. This implied that in Kampala city council, employees' performance was not shared between the supervisors and the employees. Therefore employees lacked the liberty to know where they went wrong since supervisors only returned with compliments. This was authoritative to the extent that employees who were taken as poor performers would be surprised with letters of termination of work. Most of the employees would wonder what to do with such authoritative measures. There was however need to find out whether authoritative leadership really affected employee performance. Following the above, the authoritative leadership was correlated with employee performance using Pearson's correlative and the following table presents the products.

Table 4.10: Pearson's correlation between authoritative and employee performance

		Employee performance	Authoritative leadership
Employee performance	Pearson Correlation	1	-.422
	Sig. (2-tailed)		.000
	N	94	94
Authoritative leadership	Pearson Correlation	-.422	1
	Sig. (2-tailed)	.000	
	N	94	94

The products of Pearson's correlation between authoritative leadership and employee performance produced a product of 0.000 which is less than 0.05. This implied that the hypothetical assertion that: Authoritative leadership style has a positive relationship with employee performance was accepted. Even though such results were presented, the researcher believed that on this hypothesis, most data presented the implication that employees would be coerced to perform for the organization. During the interview sessions, most employees believed that authoritative leadership brought about performance the autocratic way, yet other forms of leadership would approach the employee from a more humanistic manner.

4.2.3 Verification of Hypothesis Three

The Third research hypothesis came from the third research question which stated that: What is the relationship between laissez-faire leadership styles and employee performance? This research

question was hypothetically answered by stating that: There is a positive relationship between laissez-faire leadership style and employee performance. To prove this assertion, the employees' answers were presented in the following Table 4.11.

Table 4.11: Responses on Laissez-faire Leadership style

		Frequency	Percentage
There is leadership freedom in my department	Disagree	46	48.9%
	Agree	15	16.0%
	Strongly agree	33	35.1%
My department performs with no leadership barriers	Strongly disagree	52	55.3%
	Disagree	31	33.0%
	Agree	1	1.1%
	Strongly agree	10	10.6%
I communicate properly with my employer	Strongly disagree	6	6.4%
	Disagree	27	28.7%
	Agree	27	28.7%
	Strongly agree	34	36.2%
I communicate properly with fellow employees	Strongly disagree	2	2.1%
	Disagree	46	48.9%
	Agree	1	1.1%
	Strongly agree	45	47.9%
The employer allows me to express my views openly	Strongly disagree	3	3.2%
	Disagree	31	33.0%
	Agree	27	28.7%

	Strongly agree	33	35.1%
Whenever i have a different view from that of my employee am not mistreated	Strongly disagree	5	5.3%
	Disagree	16	17.0%
	Agree	52	55.3%
	Strongly agree	21	22.3%
The manager attends to my problems	Strongly disagree	32	34.0%
	Disagree	19	20.2%
	Agree	23	24.5%
	Strongly agree	20	21.3%
I share my own ideas	Strongly disagree	28	29.8%
	Disagree	5	5.3%
	Agree	34	36.2%
	Strongly agree	27	28.7%
I encourage others to do things my way	Strongly disagree	24	25.5%
	Disagree	3	3.2%
	Agree	10	10.6%
	Strongly agree	57	60.6%

Table 4.11 Showing descriptive statistics on Laissez-faire leadership.

The product responses in Table 4.11, represented the fact that most employees 46 (48.9%) disagreed that there was leadership freedom in their departments. This implied that in most departments, there was less liberty to have flexible leadership prevailing in the different departments. Additionally, most employees almost busted into laughter when the researcher asked them about the use of laissez-faire leadership by their employers. Interestingly, when the researcher assessed responses on whether their respective departments performed with no

leadership barriers, 52 (55.3%) the majority respondents strongly disagreed. During the interview process, most employees narrated numerous problems associated with leadership in Kampala District Council. This also implied that it is not surprising that most employees in the departments visited agreed that their bosses were either very arrogant or did not care about important performance measurements. Most departments that practiced the laissez-faire leadership style had huge presence of corruption to the extent that no one cared about what the real rules of performance were but the ability to satisfy the supervisor's needs. It is obvious that in some departments where the laissez-faire leadership style was habitant, there were high levels of daily performance. Such departments were mostly the profitable departments such as the lands department; "money deals" were flourishing the employee's "urgency glands" to perform maximally. However the researcher wanted to further test whether there was any relationship between the laissez-faire style of leadership and employee performance, to do so, the researcher used Pearson's co-relation co-efficient Alpha to test for the hypothesis as seen below:

Table 4.12: Correlations between Laissez-faire leadership and Employee Performance

		Employee performance	Laissez faire
Employee performance	Pearson Correlation	1	.479
	Sig. (2-tailed)		.000
	N	94	94
Laissez faire	Pearson Correlation	.479	1
	Sig. (2-tailed)	.000	
	N	94	94

As witnessed in table 4.11, the correlation between laissez-faire leadership and employee performance produced the significance value of 0.000 which fare leadership style has a positive relationship with employee performance is accepted. The researcher was further convinced beyond reasonable doubt that this kind of revelation tallied with the interviews. Since most employees believed that they would rather be made comfortable at work rather than coarse them around like kids. Infact this was eminent in some departments that supervisors or managers where naturally approachable, friendly and not arrogant at employees. Since the correlation shows that laissez-faire leadership leads to performance, this implied that that in these departments performance actually existed however on a slow pace, rather than in the authoritative leadership which was filled with Tension.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter was concerned with analyzing presenting and interpreting data got from employees in Kampala District Council. This chapter therefore is concerned with the consequent discussion, conclusions and recommendations of the three hypotheses of the study which arose from the study research questions. This chapter was presented in sections that include discussions, conclusions and recommendations as noticed below.

5.2 Discussion

The discussion section is sub-divided into three sub-sections that originate from the three hypotheses. The researcher discussed the findings of the study in guidance with the research hypotheses of the study as witnessed below:

5.2.1 Discussion of Results on research Hypothesis one

The research hypothesis which originated from the researcher question that: what is the relationship between authoritative leadership and employee performance led to the hypothesis that there was a negative relationship between authoritative leadership and employee performance was accepted. This meant that authoritative leadership affected individual performance in a way that compromised the efficiency to work, individual innovation and creativity in Kampala city council. The results were further discussed in relation to other scholars such as: North house (2002), who notes that all around the world in matters of

decentralization just like how Kirega (2006) noted. Even apart from the widely debated issues of subsidiarity and devolution in the European Union and states' rights in the U.S., it has been at the center stage of policy experiments in the last two decades in a large number of developing and transition economies in Latin America, Africa and Asia. However, The World Bank, for example, has embraced it as one of the major governance reforms on its agenda (many of the World Development Reports of recent years as well as other Bank documents give the matter a great deal of criticism) since it breeds of mostly authoritative structures that promote poor governance and reduce the free transition of power.

However on account of its many failures, Daniel (2002) states that the centralized states everywhere have lost a great deal of legitimacy since the authoritative leadership style in local governments has widely compromised a range of benefits. Similarly, as Henderson (1998) noted, it is often suggested as a way of reducing the role of the state in general, by fragmenting central authority and introducing more intergovernmental competition and checks and balances. It is viewed as a way to make government more responsive and efficient. Technological changes have also made it somewhat easier than before to provide public services (like computer information based systems) relatively efficient in smaller market areas, and the lower levels of government have now a greater ability to handle certain tasks.

The above was in line with study findings where through interviews, the researcher noticed rampant internal conflicts and in the protest to diffuse these social and political tensions, the district council developed authoritative-based management strategies in ensuring local cultural and political autonomy, Kampala district council encouraged authoritative approach to

management. These potential benefits have maintained the system of most local councils in the use of authoritative leadership to employee performance yet have significantly reduced collective performance in Kampala district council. This was synonymous with Kirega (2006)'s belief that; Even those administrators in Kampala District Council who are still convinced of the pervasiveness to the government as a resolution to the government at the local level, where the transaction costs are relatively low and that alone contributes to central government's failure to integrate new systems that would allow effective performance and local council productivity.

The above results are joined by a diverse array of social thinkers: post-modernists, multicultural advocates, grassroots environmental activists and supporters of the cause of indigenous peoples and communities. In the absence of a better unifying administrative structure reduces control to local self governing communities Adair (2002). As is usually the case when a subject draws advocates from sharply different viewpoints, different people mean different things by decentralization. However decentralization in developing (and transition) economies, the devolution of political decision-making power to local-level small-scale entities. In countries with a long history of centralized control (as in the old empire-states of Russia, China or India) public administrators often mean by decentralization the dispersion of some responsibilities to regional branch offices at the local level of implementation on a particular project. For the purpose of discussion in this paper we shall distinguish decentralization in the sense of devolution of political decision-making power from such mere administrative delegation of functions of the central government to their local branches. We should also separate the political and administrative aspects of decentralization from those of fiscal decentralization, and in the latter, the more numerous cases of decentralization of public expenditure from those involving

decentralization of both tax and expenditure assignments. We shall include cases where local community organizations get formally involved in the implementation of some centrally directed or funded projects. Not all these aspects of decentralization operate simultaneously in any particular case and it is quite possible that a given economy may be de-centralized in some respects, not in others. It should also be clear that the effects of a policy of deliberate decentralization--which is our concern here--can be qualitatively different from those following from an anarchic erosion of central control (either due to the collapse of the state, as has happened in some countries in Africa, or lack of administrative or fiscal capacity on the part of the central authority leading to abandonment of social protection functions, as has happened in some transition economies).

For example, the World Bank report (1999) noted that; In some international organizations pushing structural adjustment and transitional reform for better local council administration, decentralization has sometimes been used almost as a synonym for privatization; similarly, in the literature of Maurik (2001) on informal decentralized system of individual decisions coordinated by a price mechanism is pitted against a system of central commands and plans. The territorial domain of sub-national governments, of course, varies enormously from country to country. A typical province in India or China is larger (in size of population) than most countries in the world, and so federalism in the sense of devolution of power to the provincial state governments may still keep power over people petty centralized. Unfortunately, data below the provincial government level are often very scarce, and most quantitative studies of decentralization (for example, those based on share of the central government in total expenditure or revenues) do not pertain to the issues at the local community level (even apart from the fact that the share of

expenditure or revenues is not a good index of decision-making authority). Even at the latter level the units are diverse (ranging from megacities to small villages) and the boundaries are often determined by accidents of history and geography, not by concerns of decentralization of administration. In this paper we shall in general confine the analytical focus of decentralization to the governing authority at the local community level (say, village, municipality or county levels of administration).

The researcher tried to give the flavor of some new theoretical models that extend the discussion to political agency problems that may resonate more in the context of developing and transition economies. We then refer to some of the ongoing empirical work in evaluating the impact of decentralization on delivery of public services and local business development.

5.2.2 Discussion of results on research Hypothesis Two

Hypothesis two stated that corporate leadership style is important and used in the performance of employees in Kampala District Council. Following analysis of the results on research hypothesis two, it was found out that corporate leadership does not influence employee performance and few employees really understood the practice of corporate leadership. This consequently meant that hypothesis two was rejected. It was further noted by the researcher through interviews with supervisors, department heads and team leaders at the different councils (e.g Rubaga, Makidye, kawempe etc) that the administrative structure put in place is not flexible to the extent where the corporate culture can breed freely. It was further noted that due to the influx of policies in Kampala City Council, most councilors, mayors and speakers do not practice corporate leadership because of the phobia to challenge them by employees. When interviewed, most

speakers were reluctant to strongly believe that district councils could upgrade to a more corporate image where: Transparency, accountability, employee empowerment and collegial relationship could be cherished.

Similarly, Nkata (2004) notes that the importance of corporate leadership by having team work and team building require the creation of a climate in which productive and harmonious relationship can thrive and be maintained through partnership between management and employees team to flourish. In Kampala City Council, corporate leadership important in fostering change management through the use of strategic approaches to

5.2.3 Discussion of research hypothesis Three

This research hypothesis originated from the research question that stated that: what is the relationship between laissez-faire leadership style and employee performance? Thus the research hypothesis was tested and was accepted that laissez-faire leadership positively affects employee performance. This kind of revelation was also reflected in the interviews conducted at the different councils, where the researcher noticed that most employees enjoyed less authority from their supervisors, this however compromised employee performance in the departments that had supervisors and managers who practiced laissez-faire leadership. Well as employees enjoyed this kind of leadership, Mulins (2002) argues that during the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership, Perhaps the most prominent reason for this interest is the widespread belief that leadership can affect the performance of organizations.

The style of leadership adopted is considered by some researchers (e.g. Nkata and Maicibi 2001) to be particularly important in achieving organizational goals, and in evoking performance among subordinates. Despite the widespread acknowledgment of the importance and value of leadership, when studying the leadership literature, it was striking that the concept of leadership lacked coherence and agreement in Kampala city council, some thing that led to some departments adopting the laissez-faire approach in management. Most of the leadership literature confuses the definition of effective leadership by failing to make clear distinctions in some definitions, such as between leaders and non-leaders, effective and ineffective leaders, as well as overlooking the definition of the levels of leadership as noted by Fisher (1995), Further noted that laissez-faire leadership may have its advantages where both employer and the employee are given an opportunity to engage in the participation of performance schedules to the point where both share equal responsibility in deriving work requirements. However Fredrick Feidler's contingency theory suggests that effective group performance depends on the proper match between the leader's style when interacting with the subordinates and the degree to which the leader controls and influences situations. Though Fiedler made an important contribution towards understanding leadership effectiveness, his theory failed to include additional contingency variables such as leadership participation in organisations king about leadership, rather that different kinds of leadership reflect social and historical roots, depending on the context This implies that different leadership paradigms could affect performance differently, depending on the context. Thus, when researching the leadership-performance relationship, the context needs to be taken into account and more paradigms need to be considered. Moreover, there are methodological problems with most existing studies.

The majority of field studies have been cross-sectional in design, and the common-method bias often has been a problem when performance has been measured. The quality of performance measurement is critical to determining outcomes about whether leadership matters and not all studies have been well designed (Debuschis., 2002). For example, when selecting measurements of performance, many researchers (e.g. Hofmann and Jones, 2005; Keller, 2006; Lim and Ployhart, 2004 as cited by Milgron and Holmstran 1991) neglected to focus on the correlation between financial performance and customer satisfaction and employee satisfaction, employing either financial measurements or non-financial measurements rather than employing all three in order to enhance the validity of the research. Therefore, closer attention is needed to ensuring that the measures of organizational performance are adequate and sufficient. Graver and Austin (1995) writing on “Current Trends in Leadership Thinking” suggests that the “big man” model of corporate leadership has collapsed astonishingly quickly. Instead leaders are being encouraged to develop their emotional intelligence so as to enhance teamwork and build the effectiveness of others. If local government leaders are to succeed in meeting the diverse expectations of communities they are elected to serve, then they must reject the big man model of leadership and enhance their emotional intelligence.

5.3 Conclusions

1. The first conclusion echoed the first objective and it was concluded that employees expressed the desire to execute duties under the corporate settings rather than the existing leadership styles.

2. Similarly, following the second objective, the researcher further concluded that authoritative leadership created dislike to work and reducing the inherent motivation to work freely.
3. Further still, in respect of the third objective, the researcher concluded that laissez-faire leadership was mostly applied to lower departments that had no formal work procedures of performance.

5.4 Recommendations

1. In respect of the above conclusions, the corporate leadership style in Kampala District council would further empower their employees by developing teams and according some measure of power and authority to these teams. In this way, employees would ignite their potentials, feel part of the organization and perform maximally for the organization.
2. Following the second conclusion, the District council would immediate reduce the practice of authoritative leadership, hence the District council would advocate for better leadership styles that suite different situations so as to reduce the dominance of authoritative leadership unless in situations where it is necessary.
3. The researcher further recommended that it was important for the District council to reduce laissez-faire leadership by designing performance procedures that promote professional performance guidelines that create a sense of responsibility to employees.

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APPENDIX A

QUESTIONARRES FOR TEACHERS ON THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN KAMPALA CITY COUNCIL. BACKGROUND VARIABLES

In this section you are kindly requested to tick the alternative that fits your opinion.

1. Age

1. 20-39 ☐ 2. 40-59 ☐ 3. 60-79 ☐

2. Sex

Male ☐ Female ☐

3. Level of education

1. Diploma ☐ 2. Graduate teachers ☐ 3. Masters degree ☐

4. Marital status

Single ☐ Married ☐

5. How long have you served as an employee

1-10 years ☐ 11-12years ☐ 21-30 ☐

INDEPENDENT VARIABLES: LEADERSHIP STYLES.

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

	STATEMENT	SA	A	D	SD
	Corporate leadership				
1	I am friendly and approachable to my fellow employees.				
2	I am consulted before my employer takes action.				
3	My supervisor encourages delegation.				
4	I act without consulting my supervisor.				
5	I dialogue with my supervisor on a daily basis				
6	I am involved in performance appraisals to my department				
7	I am consulted by my supervisors on decision making.				
	Authoritative leadership.				
8	My performance is limited by poor leadership from my supervisor.				
9	My performance is not limited by leadership.				
10	Leadership rules are designed by superiors.				
11	My performance is assessed by my supervisor alone.				
12	Performance requirements are designed according to the council's needs.				

	Laissez-faire leadership				
14	My supervisor does not impose policies on me.				
15	There is leadership freedom in my department.				
16	My department performs with no leadership barriers.				
17	I communicate properly with my employer.				
18	The employer allows me to express my views openly.				
19	Whenever I have a different view from that of my employee am not mistreated				
20	The manager attends to my problems				
21	I share my own ideas				
22	I encourage others to do things my way				
23	My supervisor relies on his /her own judgement when passing on performance requirements.				

EMPLOYER PERFORMANCE

	STATEMENT	SD	D	A	SA
	I always report at work in time				
	It is not necessary to come early				
	I am motivated to work				
	My colleagues encourage me to perform				
	There is team work in my department.				
	My supervisor is a team player				
	I am given the needed support by my supervisor				

	to meet my duties.				
	My performance is accessed daily by my supervisor.				
	My performance is limited by poor leadership of my supervisor.				
	I am comfortable with my supervisor's leadership styles.				

APPENDIX B

STRUCTURED INTERVIEWS FOR MANAGERS AND HEAD OF DEPARTMENTS

WHO ARE INVOLVED IN LEADERSHIP OF EMPLOYEES IN KAMPALA CITY

COUNCIL

Instructions

Please answer the following statements as understood or practiced by you

1. In your own understanding, please explain leadership as used by you and your

portfolio.....
.....
.....
.....

2. Briefly state any leadership styles employed by

you.....
.....
.....
.....

3. What is cooperate

leadership?.....
.....

4. Is cooperative leadership important for employee performance?

.....

.....

.....

b) Support your

answer.....

.....

.....

.....

5. What is authoritative leadership

style?.....

.....

.....

b). Is authoritative leadership important in employee performance?

.....

c). Support your answer

above.....

.....

.....

.....

6. What is laissez-faire leadership style?

.....

.....

b). Is laissez-faire leadership important for employee

performance?.....

.....

c). Support your answer

above.....

.....

.....

.....

7. What is employee

performance?.....

.....

8. Is employee performance based on leadership?

.....

b). Why?.....

.....

.....

9. How can leadership limit successful employee

performance?.....

.....

.....

.....

10. What kind of leadership styles do you recommend for your department?

.....

.....

.....

b). Why?

.....

.....

.....

.....

.....

APPENDIX C

DESCRIPTIVE STATISTICS DERIVED FROM THE THREE HYPOTHESES

Descriptive statistics and t-test results on how employee performance varied with gender

Sex	N	Mean	Std. Deviation	t	Sig-value
Male	49	20.6531	3.22459	-1.193	.236
Female	45	21.4444	3.20196		

Descriptive statistics and ANOVA results on how employee performance varied with age

	N	Mean	Std. Deviation	Std. Error	F	Sig-value
20-39	36	20.8611	2.92919	.48820	.630	.535
40-59	50	20.9600	3.53963	.50058		
60-79	8	22.2500	2.31455	.81832		
Total	94	21.0319	3.22107	.33223		

Descriptive statistics and ANOVA results on how employee performance varied with age

	N	Mean	Std. Deviation	F	Sig-value
Diploma	44	19.9773	3.44720	4.994	.009
Graduate teachers	32	22.1563	2.82967		
Masters degree	18	21.6111	2.54694		
Total	94	21.0319	3.22107		

Descriptive statistics and t-test results on how employee performance varied with marital status

Marital status	N	Mean	Std. Deviation	t	Sig-value
Single	32	20.8750	2.77953	-.338	.736
Married	62	21.1129	3.44562		

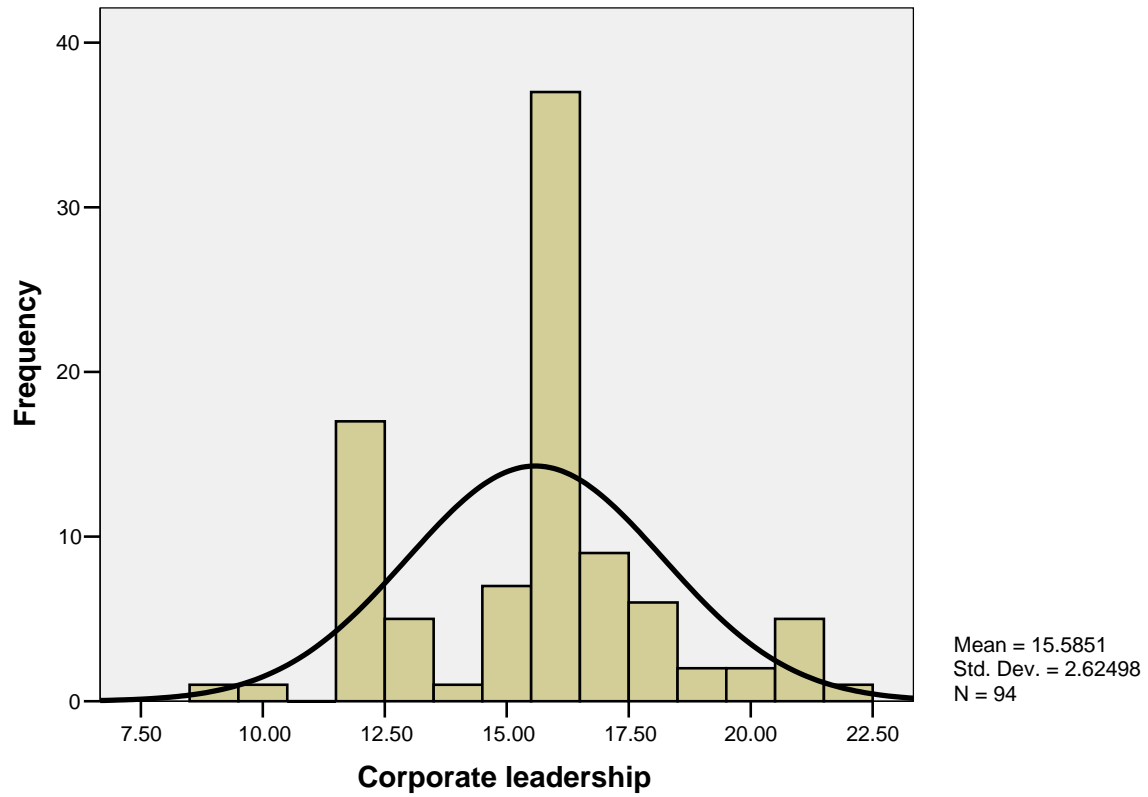
Descriptive statistics and ANOVA results on how teacher performance varied with years of service

	N	Mean	Std. Deviation	F	Sig-value
1-10 years	30	21.4667	2.52891	3.290	.042
11-12 years	18	22.3333	3.51468		
21-30 years	46	20.2391	3.34787		
Total	94	21.0319	3.22107		

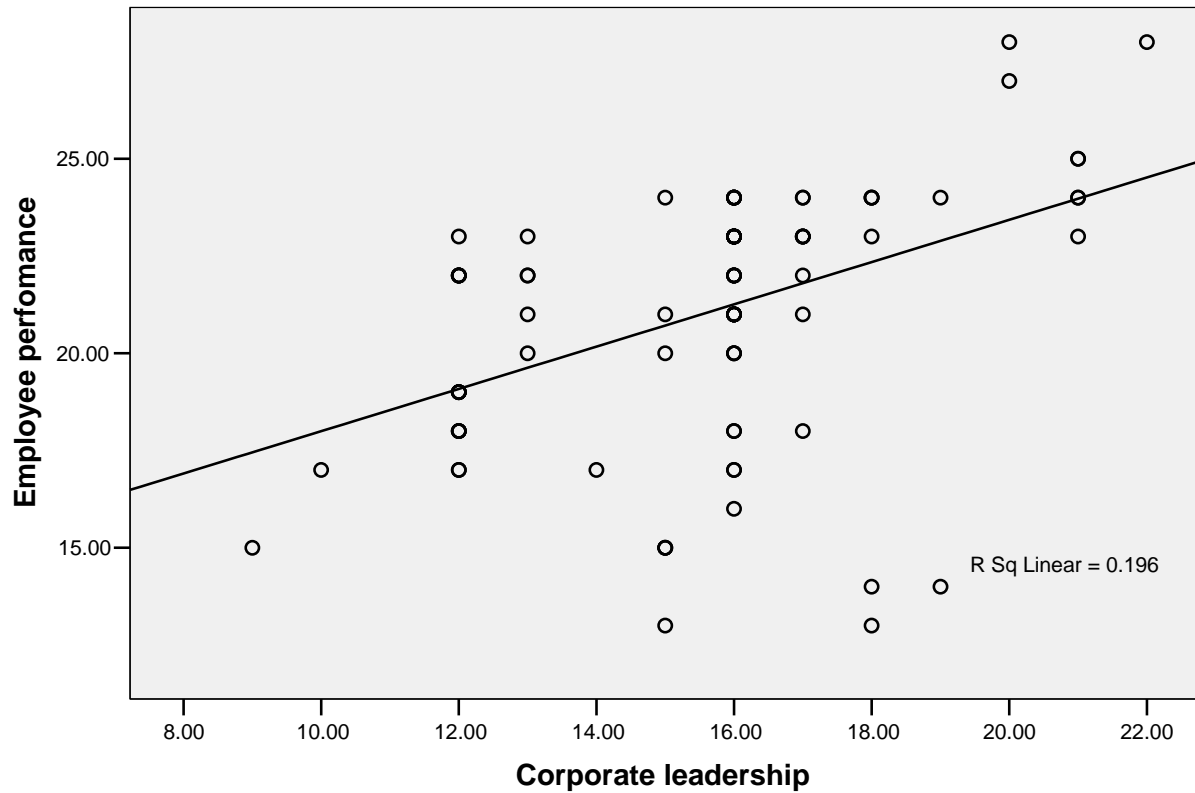
Descriptive statistics on corporate leadership

	Frequency	Mean	Std. Deviation
I am friendly and approachable to my fellow employees	94	3.63	.916
I am consulted before my employer takes action	94	2.57	.769
My supervisor encourages delegation	94	3.15	.867
I act without consulting my supervisor	94	2.01	.796
I dialogue with my supervisor on a daily basis	94	2.62	.705
I am involved in performance appraisals to my department	94	2.91	.912
I am consulted by my supervisors in decision making	94	2.52	.826

Histogram on the index of corporate leadership



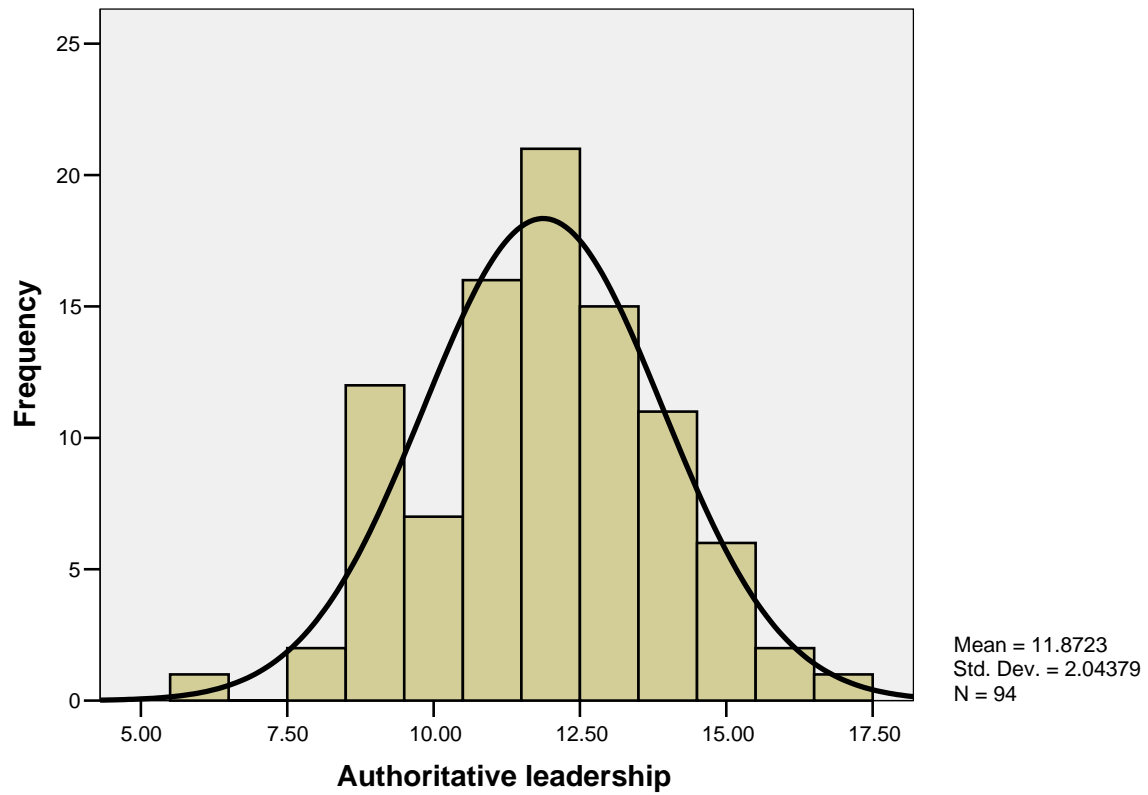
Linear relationship between corporate leadership and employee performance



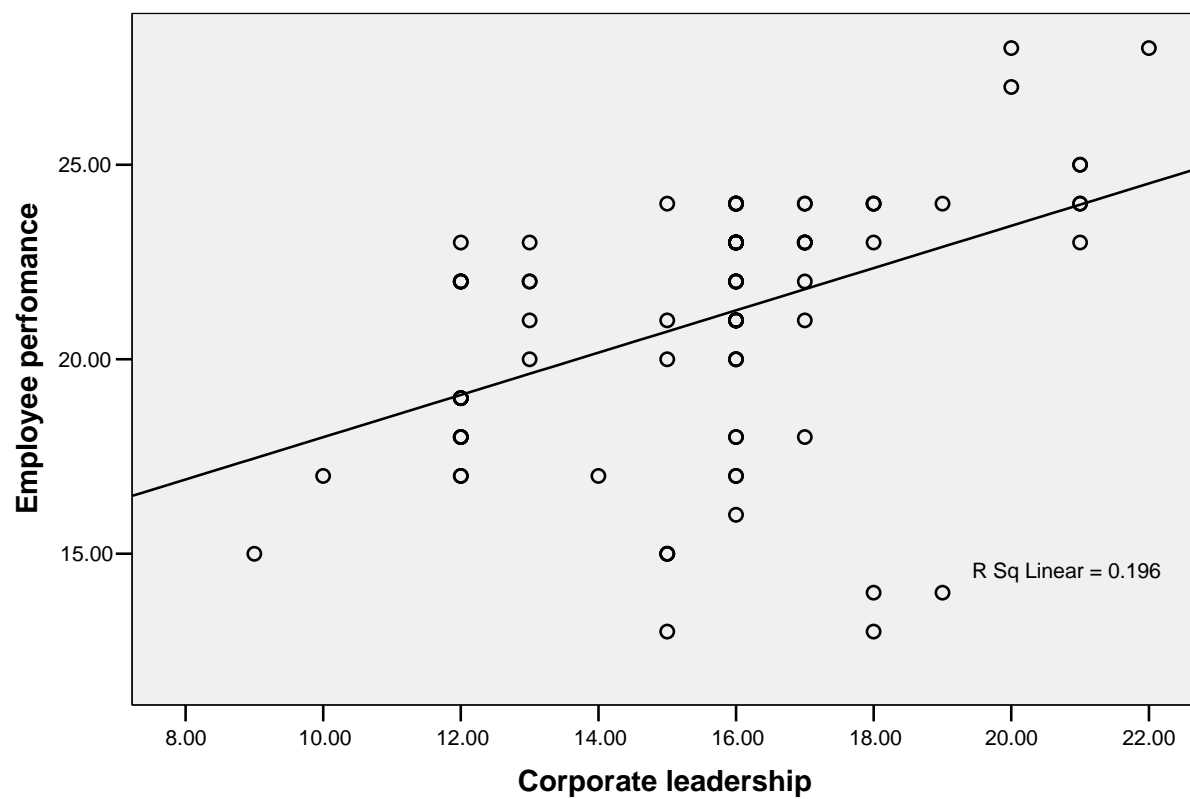
Descriptive statistics on authoritative leadership

	Frequency	Mean	Std. Deviation
Leadership rules are designed by superiors.	94	2.4149	1.37105
My performance is assessed by my supervisor alone.	94	3.0319	.93270
Performance requirements are designed according to the council's needs.	94	2.4043	.78039
I am involved in the planning activities of the organization	94	2.47	.958
My supervisor imposes policies on me	94	2.81	1.238

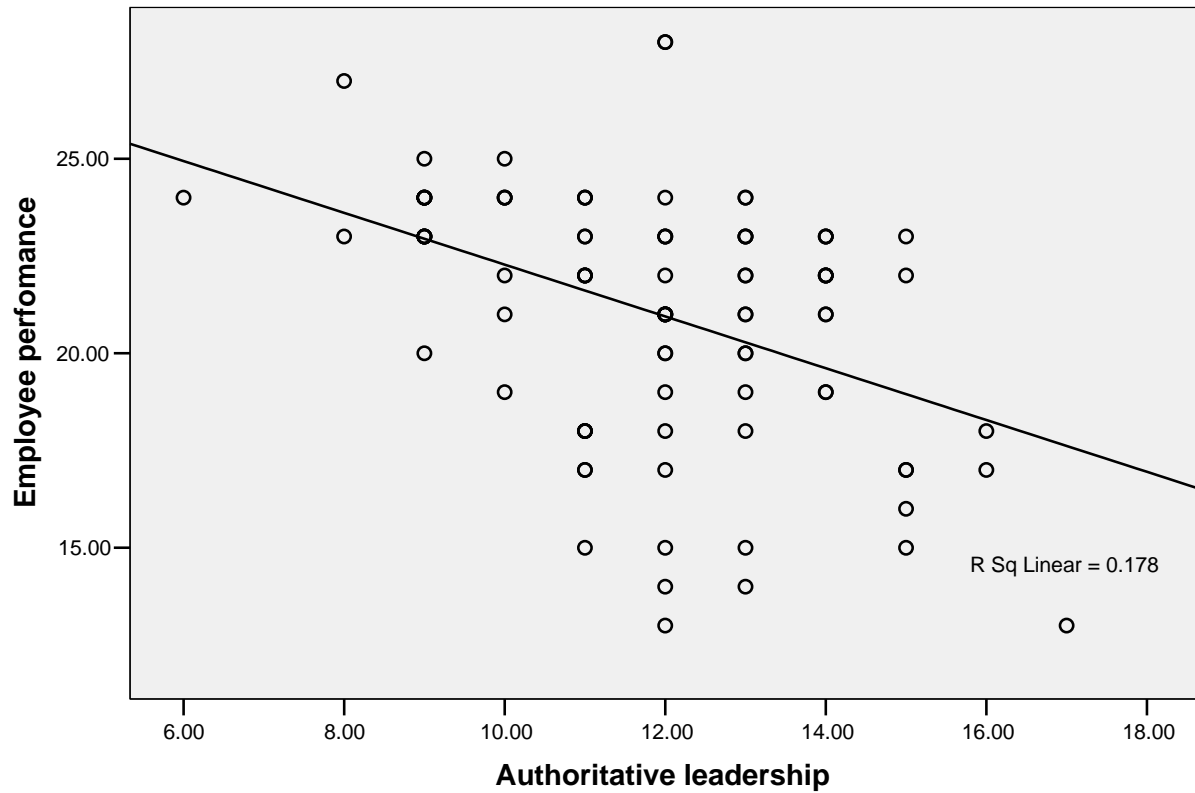
Histogram on the index of authoritative leadership



Linear relationship between authoritative leadership and employee performance



Linear relationship between authoritative leadership and employee performance

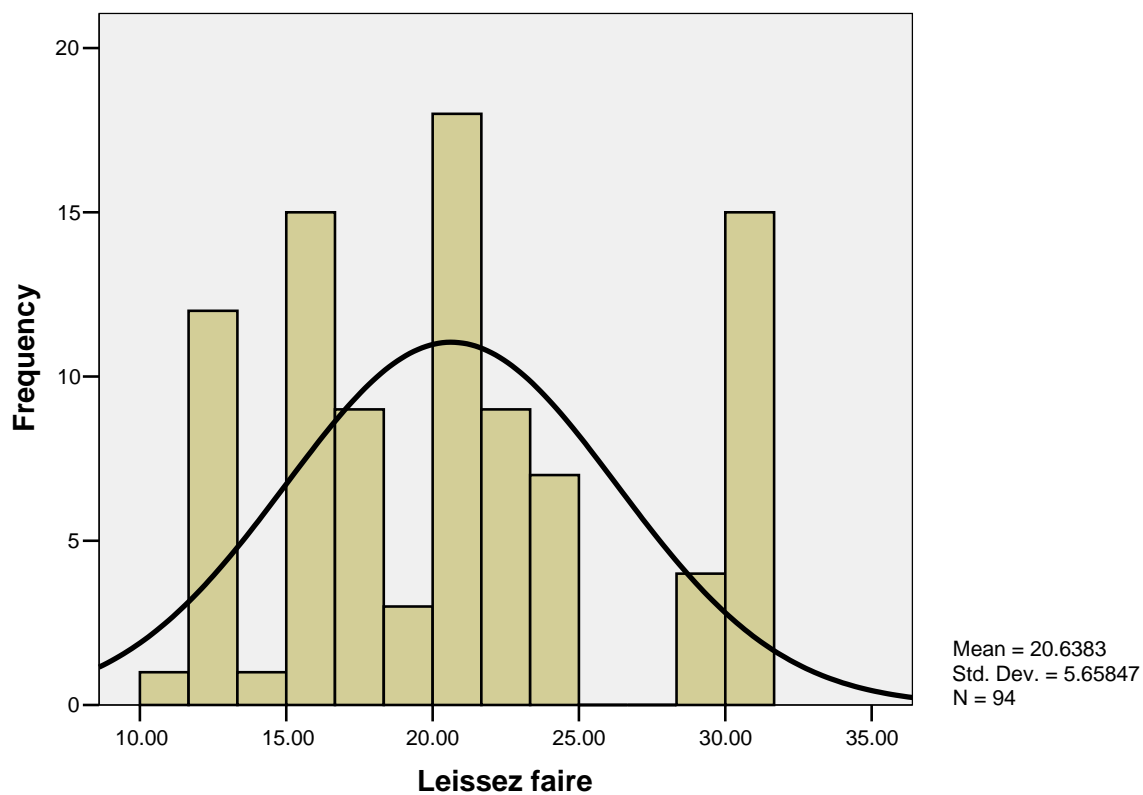


Descriptive statistics on Laissez faire leadership style

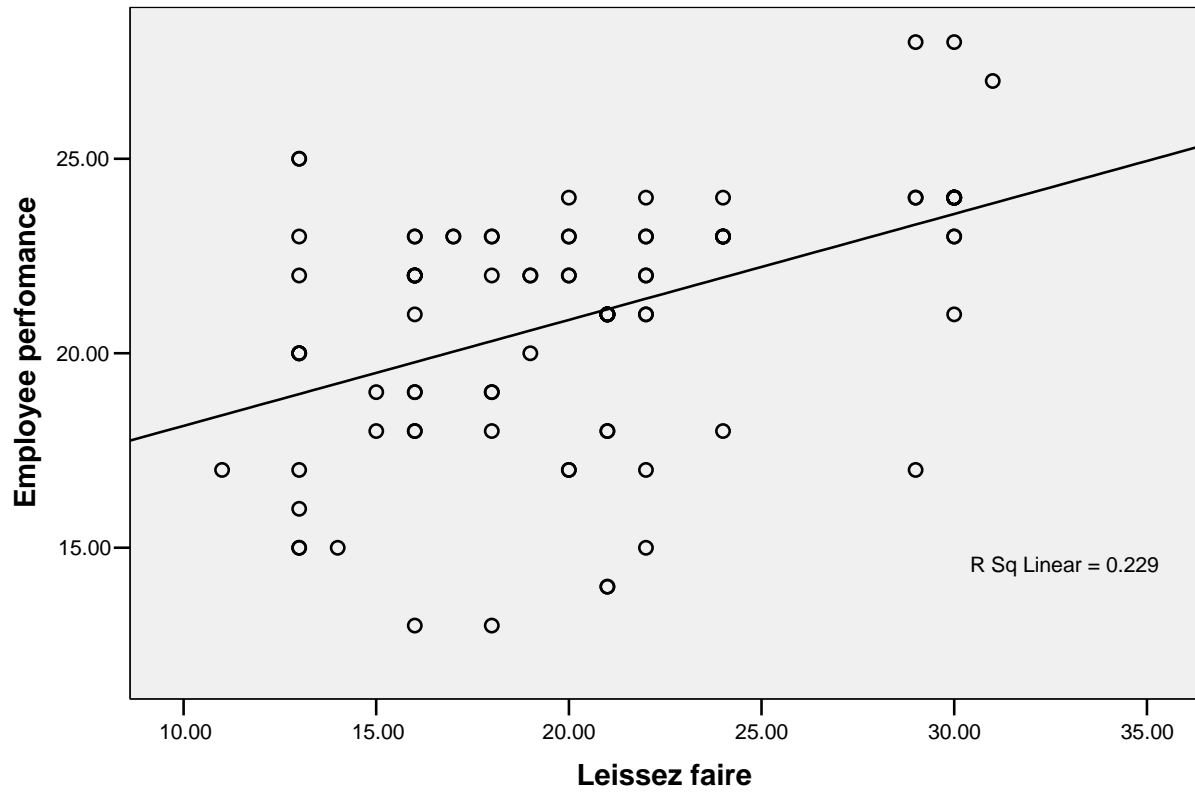
	Frequency	Mean	Std. Deviation
There is leadership freedom in my department	94	2.86	.911
My department performs with no leadership barriers	94	1.67	.943
I communicate properly with my employer	94	2.95	.955
I communicate properly with fellow employees	94	2.95	1.030
The employer allows me to express my views openly	94	2.96	.903

Whenever i have a different view from that of my employee am not mistreated	94	2.95	.781
The manager attends to my problems	94	2.33	1.158
I share my own ideas	94	2.64	1.190
I encourage others to do things my way	94	3.06	1.294

Histogram on the index of laissez faire leadership



Linear relationship between Laissez faire leadership and employee performance



APPENDIX D

RELIABILITY AND VALIDITY TESTS

Reliability Statistics

Cronbach's Alpha	N of Items
.821	46

Validity Statistics

Table.5.1 Showing the suitability of questionnaire and interview items.

Respondent	Number of items		Relevant	
	Questionnaire	Interview	Questionnaire	Interview
Respondent 1	46	15	40	11
Respondent 2	46	15	42	13
Respondent 3	46	15	39	10
Respondent 4	46	15	45	13
Respondent 5	46	15	38	14
Respondent 6	46	15	40	15
Respondent 7	46	15	42	13
Respondent 8	46	15	43	11
Respondent 9	46	15	23	14
Respondent 10	46	15	37	15
Total	460	150	389	129

$$1. \text{ Hence C V I for Questionnaire} = \frac{40 + 42 + 39 + 45 + 38 + 40 + 42 + 43 + 23 + 37}{10 \times 46} = 389$$

$$10 \times 46$$

$$\text{Therefore } \frac{389}{460} = 0.845$$

$$460$$

$$2. \text{ The C V I for interview items} = \frac{11 + 13 + 10 + 13 + 14 + 15 + 13 + 11 + 14 + 15}{10 \times 15} = 129$$

$$10 \times 15$$

$$\text{Therefore } \frac{129}{150} = 0.86$$

$$150$$

APPENDIX E

LETTER OF AUTHORISATION TO COLLECT DATA