

**THE EFFECT OF LEADERSHIP STYLES ON THE WELFARE OF INMATES IN
UGANDAN GOVERNMENT PRISONS: A CASE STUDY OF MALUKU
PRISONS INDUSTRIAL DIVISION MBALE CITY**

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J22/MUC/BSW/081

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL
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**UGANDA CHRISTIAN
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DECLARATION

I **KEMIREMBE REHEMA, J22/MUC/BSW/081** proudly declare that this is my original research report being submitted to Uganda Christian University, Mbale University College for the first time and has never been submitted to any other institution of higher learning.

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APPROVAL

I affirm that this research report has been carried out under my supervision and is now ready for submission to the board of examiners of Uganda Christian University for the intended award.

Signed: *Danny Wamakote*

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Date *30/08/2024*

DEDICATION

This research report is dedicated to my beloved husband and to all my offspring, may almighty God award you abundantly.

ACKNOWLEDGEMENT

This research report is dedicated to almighty God for his favor upon my life from the time I was born , I started school and the time of accomplishing this task of doing this report successfully ,therefore, thank him for his kind protection, love and grace . Special thanks to my supervisor Mr. Nabende W. Danny .at all levels and any other well-wishers during this period.

For their academic guidance and willingness to assist whenever approached has enabled me to accomplish this work

Am also thankful to staff of Uganda Christian University their tireless time, information, guidance and explanation that led me to come up with this research report.

My deep grant attitude goes to my husband Mr. Kavuma Edward with his support, love, care, prayers towards my academic journey, it would have been a mere dream, not forgetting my children Kavuma Jian, Kavuma Aila entire family members whose moral and financial support has made me strong and put me on the course of continuing with my academic career.

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LIST OF ABBREVIATIONS

ADBL	-	Autocratic, Democratic and Bureaucratic leadership
DRC	-	Democratic Republic of Congo
DV	-	Dependent Variables
EAOP	-	Employment Act and Organizational policies
GP	-	Government prisons
IDMC	-	Industrial Division Mbale City
IGG	-	Inspector General of Government
IV	-	Independent Variables
MP	-	Malukhu Prisons,
NBP	-	New Bilibid Prison's
NBP	-	National Blood Pressure
UGP	-	Ugandan Government Prisons
WWII	-	World War II

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ABSTRACT

This chapter provided the conceptual aspects of the report that assessed the effect of leadership styles of wardens on the welfare of inmates in Ugandan Government Prisons: A Case Study of Malukhu Prisons, Industrial Division Mbale City. The study was guided by the following objectives; To establish the effect of Democratic leadership style influences on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City. To establish how Autocratic leadership style influences the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City. To find out how laissez faire leadership style influences welfare of inmates in Malukhu Prisons, Industrial Division Mbale City. The study used a descriptive research design. The research population was 72 which comprised of Head of wardens, wardens, inmates, community members and Opinion leaders. The sample size was 61 people and the sample was population from each category divided by the overall population and multiplied by sample size, The target population was 72 which consisted of the Head of wardens, wardens, inmates, community members and Opinion leaders. A sample of 61 questionnaires was sent to the respondents out of which 56 responses were received, translating into 92% response rate. This chapter presents the data analysis, interpretation and discussions of the findings while answering the research question outlined in Chapter One.. The study captured different age brackets. Results from the study show that 38% of the respondents were in age group of 26-30 years, 23% of the respondents were between 31-35 years whereas 13% of the respondents were between 20-25 years of age. Nine - percent of the respondents were between 36-40 years and 7% of the respondents were between 41-45 years. Respondents with 56 years and above had lowest percentage representation of 1% . Lastly, findings from the study revealed that 64% of the respondents agreed with the opinion that there is delegation of duties and respond ability to lower staff whereas 36% of the respondents disagreed with the opinion (Table 4.6). This implies that this leadership is viewed as an important aspect of empowerment, teamwork and collaboration. The conclusions and recommendations are derived from the findings of the study which are presented in chapter four. Democratic leadership style has a favorable impact on the welfare of inmates in Malukhu Prisons. It promotes a more participatory, respectful, and supportive environment, which enhances inmate engagement and mental well-being. To maximize these benefits, it is essential for prison management to ensure consistent application of democratic principles and invest in leadership training. It was also concluded that there is a positive significant relationship between Democratic leadership and welfare of inmates of Malukhu Prisons, Industrial Division Mbale City and it is realized that employees are invited during decision making; employees are motivated to work hard by way of providing allowances and other benefits; staff meetings are held regularly; there is trust and respect of leaders; there is positive employee attitude towards work; and workers feel they control their own destiny. The study recommends that management of the Malukhu Prisons, Industrial Division Mbale City implements structures to ensure that every employee is consulted during formulation of policies because everyone is eventually affected by the passed policies, therefore there is need to consider the views aired out by all the employees in the organization. Study findings revealed that autocratic leadership ensures quick decision making.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provided the conceptual aspects of the report that assessed the effect of leadership styles of wardens on the welfare of inmates in Ugandan Government Prisons: A Case Study of Malukhu Prisons, Industrial Division Mbale City. These aspects included the background to the study, problem statement, objectives, scope, significance, and the conceptual framework of the study. This research report focused on the relationship of two variables. By implication, local leadership styles were the independent variable, while welfare of inmates was the dependent variable.

1.1 Background to the Study

Many leadership theories have been proposed in the last fifty years, which are claimed to have influenced the overall effectiveness of the organizations where they have been employed. In the competitive world with technological changes within the business environment, it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Maritz, 1995). Darke (2013), for example, examines inmate self-governance in Brazilian prisons. He claims that, because of chronic staff shortages, inmates manage themselves, maintain the prison facilities, run their own rehabilitation programs, and perform many of the administrative duties usually done by prison officials. In these prisons, ‘multi-occupancy’ type accommodation and other environmental conditions encourage the development of prison gangs and inmate self-governance. In extreme cases, even the prison gangs cannot provide adequate protection for inmates. In the Pedrinhas prison in northern Brazil, for example, the recent decapitation of several inmates draws attention to the lawlessness of the nation's correctional facilities.

According to Mazrui (2016), Africa for the new millennium demands exceptional leadership. The emergence of a new style of leadership is critical not only for global Africans, but also for a world confronting globalization. It is recognized that leadership, especially in Africa, is difficult.

There are many challenges, particularly of political, culture, poverty, illiteracy and disunity, yet Africans have come together in Mombasa (and earlier in Gaborone) to maximize and affirm the potential for positive leadership on our continent in achieving welfare and development (Rotberg, 2014). In New Bilibid Prison's (NBP) maximum security compound - one of the largest of its kind in the world the primary task for prison administrators is to prevent the prison from falling into disorder. This task is made difficult because the prison is severely overcrowded, outdated and under-funded. The inmate-to-prison-guard ratio is high, which means that the most basic correctional responsibilities of providing inmates with security and protection are not adequately met.

There is variety of hybrid management systems operating in Africa, some highly adaptive to the operating environment and successful, some maladaptive (Rotberg, 2014). These can be described by reference to three ideal type management systems: post-colonial (based on coercive leadership and alienative involvement); post-instrumental (based on remunerative reward and contractual involvement); a renaissance (based on normative leadership and moral involvement). African management systems appear currently to be predominantly results and control oriented (post instrumental and post-colonial), with some country differences (Rotberg, 2014). Democratic Republic of Congo is more control oriented. Mozambique, Rwanda, Burkina Faso and Botswana are more people (normative) oriented on the welfare of communities.

Malukhu Prison is one of the 225 prison units in Uganda. It has a prison population of about 41616 inmates of which 1814 are convicts. Rehabilitation/correctional programs are designed for the convicted inmates. As such, workshops, halls, and classes are built within the prison. Rehabilitation programs for prisoners in Uganda date as far back as 1969 when the Prisons welfare and Rehabilitation section was created by the first black Commissioner of Prisons Mr. Lawrence. P. Okware. They include Farming, Vocational Education and Functional Literacy (Omita 2019). The first workshops were established in Luzira Prisons by 1970, but it was not until 2000 that formal Education was introduced.

According to Prisons Act 2006, Prisons service obtained enabling Laws, Rules and Regulations to transform the service from a purely penal into a correctional service. Uganda Prisons has from time to time defined its policy approach to treatment and rehabilitation of prisoners under its

custody with a belief that offenders are responsible for their own behavior and have the potential to live as law abiding citizens. However, the effectiveness of corrections depends on the degree to which correctional systems are capable of responding to change and shaping the future (Etima 2016). Correctional programs form part of the core responsibilities of Uganda Prisons as stipulated in its mission statement. Rehabilitation activities conducted in Prisons more especially Malukhu Prison range from Education skills, Vocational skills to Religious and spiritual empowerment of the prisoners (Nsalasatta 2013). The table below shows recidivism rates at a national level between the years 2001-2009; steadily increasing from 21% in 2001 to 35% in 2014.

1.2. Statement of the problem

Effective leadership is critical to the achievement of welfare targets/goals and objectives in any institution (IGG Report, 2015). The Uganda government prisons are expected to perform effectively in welfare of inmates if the leadership of such prisons is very good. This performance depends on the quality of management of such leaders as their qualities affect the morale of staff negatively such that they end up getting discouraged and not performing their duties effectively.

The welfare has, however, reportedly declined over the past years despite having leaders. The Staff Evaluation Report (2012) revealed that over 60% of the employees failed to meet their performance targets as observed from the poor feeding of the inmates, non- provision of basic necessities of life, no supply of safe water and sanitation, poor health services, discrimination and torture among others. The world prison Webometrics rankings (January 2016) ranked Uganda government prisons as among the poor prisons in terms of welfare in the whole world. Yet, considering the financial allocations to the prisons and the staff capacity at the prisons, the performance could have been better. The IGG Report (2015) attributed the decline in the Uganda government prisons welfare was as a result of poor leadership of the prison to poor leadership, inadequate funding, poor accommodation and corruption. No study bias focused on the leadership styles of wardens and the welfare of inmates. The study therefore will focus on establishing the effect of leadership styles of wardens on the welfare of inmates in government prisons in Malukhu Prison.

1.3. General objective

The study was set out to assess the effect of leadership styles of wardens on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City.

1.4 Specific objectives of the study

- i. To establish the effect of Democratic leadership style influences on the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.
- ii. To establish how Autocratic leadership style influences the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.
- iii. To find out how laissez faire leadership style influences welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.

1.5 Research Questions

- i. What is the effect of Democratic leadership style on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City.?
- ii. How does Autocratic leadership style influence the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City?
- iii. How does laissez faire leadership style influence welfare of inmates in Malukhu Prisons, Industrial Division Mbale City?

1.6 Scope of the Study

The scope covered the content, time, and geographical scope as follows:

1.6.1 Content scope

The study was limited on: finding out the effect of leadership styles of wardens on the welfare of inmates in Government prisons in Malukhu Prisons, Industrial Division Mbale City basing on the following objectives, to establish how Autocratic leadership style influences the welfare of inmate, to establish the effect of Democratic leadership style influences on the welfare of inmates and to find out how laissez faire leadership style influences welfare of inmates in Malukhu Prisons, Industrial Division Mbale City.

1.6.2: Geographical scope

The study was conducted in Malukhu Prison is a medium-security prison located in Mbale City, Uganda. It is situated at Malukhu ward in Industrial Division, bordered by Bukedea district in the Northwest, Sironko in the North, Budaka and Pallisa in the west, Tororo and Butaleja districts in the south-west, Manafwa in the east.

1.6.3 Time scope

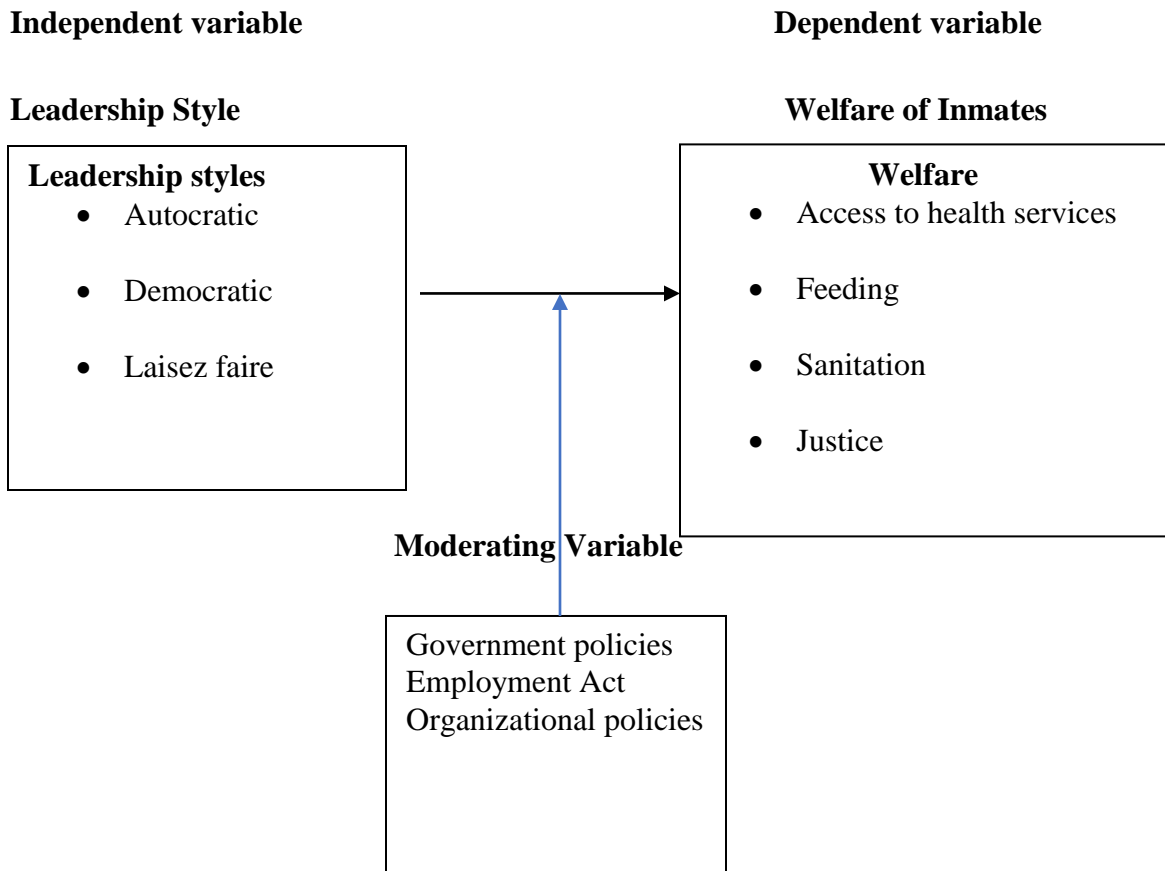
The period under study covered 3 years (from 2021 to 2023). This enabled the researcher to get detailed information and cover a wide range of period leading to a good report. This was because of limited resource as well as the experience to have a wide time range for the study.

1.7 Significance of the Study.

The findings from this study were expected to benefit various categories or strata of people as follows:-

- i. The study might provide more knowledge to the management of Malukhu Prisons, Industrial Division Mbale City about which leadership styles suit which category of employees and which ones to adopt for the best performance results of the whole institution at large.
- ii. The study may help Ugandan prisons, specifically Malukhu Prisons, Industrial Division Mbale City to comprehend the effect of leadership styles of wardens on the welfare of inmates in Government prisons in Industrial Division Mbale City.
- iii. Researcher; the research may of great significance to the researcher, as it may enable him to acquire more skills in research methodology and data analysis.
- iv. Academicians; the study also may be useful to academicians and researchers' analysis of the effect of leadership styles of wardens on the welfare of inmates in Government prisons in Industrial Division Mbale City.

1.8 Conceptual Frame Work



Source: Primary Data, (2024)

Figure 1: showing the conceptual framework

The conceptual frame work illustrates the relationship between leadership styles of wardens and on the welfare of inmates. leadership styles of wardens which was the independent variable was conceptualized in terms of Autocratic, Democratic and Laissez faire leadership styles. directly affect welfare of inmates. On the other hand, welfare of inmates which was the dependent variable was conceptualized as improved health services of the inmates, access to justice and good sanitation, access to information among others. Nevertheless, on the other hand there are moderating variables conceptualized with reliable parameters of, Government policies, Employment Act and Organizational policies. Therefore, whereas the IV influences the DV either positively or negatively, the outcome of the relation is dependent on the response of the intervening variable in how they play their given roles, if the roles are played effectively, then the relation between the DV and IV will be positive and vice versa

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study was about the effect of leadership styles of wardens on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City. This chapter reviewed the literature related to the effect of leadership styles of wardens on the welfare of inmates. The work of different authors and researchers who wrote on the field of leadership styles of wardens and on the welfare of inmates was reviewed.

2.1 Effect of Democratic leadership style influences on the welfare of inmates

Research indicates that the leadership style within correctional facilities can profoundly impact the mental health of inmates. Democratic leadership, by fostering a sense of respect and dignity, may contribute to a reduction in stress and anxiety among inmates. Studies suggest that when inmates perceive fairness and inclusivity in the decision-making processes of the institution, they are more likely to exhibit positive mental health outcomes (Johnston, 2018). Furthermore, the open communication channels characteristic of democratic leadership can help address inmates' grievances more effectively, reducing the prevalence of mental health issues. When employees contribute their ideas and perspectives, organizations benefit from a broader range of viewpoints, which can lead to more creative and effective decisions. This approach not only improves the quality of decisions but also enhances the organization's adaptability to change.

According to Beck, et al., (2013) democratic leadership style is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group. The manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager would characteristically lay the problem before the subordinates and invite discussion. In this respect the manager's role is to be a conference leader rather than that of decision taker. The manager allows the decision to emerge out of the process of the group discussion, instead of imposing it on the group as a boss (Mullins, 2002). This leadership style is appropriate only in instances where the nature of the responsibility associated with the decision is such that group members are willing to share with their manager, or

alternatively the manager is willing to accept responsibility for decisions, which he or she has not made personally.

A study by Crewe et al., (2014) revealed that although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what is going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward. In addition, it can be most suitable where team-working is essential and quality is more important than speed or productivity (Crewe et al., 2014). However, as employee participation takes time, this style can lead to things happening more slowly than an autocratic approach and ends up affecting the performance of an institution, though often the end result is better. In fact, recent studies (Kasenene, 2015) have observed that this style of leadership gives much freedom to employees and they end up not performing their duties, thus leading to poor performance of their institutions.

Johnston, (2019) the study findings revealed that democratic leadership style involves the leader including one or more employees in the decision-making process (determining what to do and how to do it). However, the leader maintains the final decision-making authority. Using this style is not a sign of weakness; rather it is a sign of strength that your employees will respect you (Johnston, 2019). This is normally used when you have part of the information, and your employees have other parts. Note that a leader is not expected to know everything; this is why you employ knowledgeable and skillful employees. Using this style is of mutual benefit; it allows them to become part of the team and allows you to make better decisions. One of the participative leadership styles at the University the researcher noticed was the contribution given by the supervisor to the subordinates at the landscaping unit (Johnston, 2019). The author goes ahead to assert that it is healthy for subordinates to be involved in decision making, though he does not specify at which stage of decision-making they should stop. In addition, involving employees in top-level institutional decisions may affect the company as they may pass confidential company information to competitors.

According to Thomas, & Taylor, (2020) their findings revealed that a relationship between commitment and Democratic leadership style was reported in prior studies. Several studies found a positive relationship between the two variables. For instance, Lo *et al.* (2010) concluded that the leadership styles of supervisors are main dimensions of the social context because they shape subordinates organizational commitment in various ways. Similarly, Ponnu and Tennakoon (2009) found that where the leaders were morally upright it will influence employee organizational commitment in a positive manner and raise the employee's confidence in their leadership. This leads to the improvement of the welfare of the organization.

According to Wright & Saylor (2021) they carried out a study on the impact of prison leadership on inmate morale and behavior. Their findings demonstrated that the point of focus is sharing: the manager shares decision-making with the subordinates. Even though he or she invites contributions from the subordinates before making a decision, he or she retains the final authority to make decisions (consultative). The manager may also seek discussion and agreement with teachers over an issue before a decision is taken (consensus). He or she may allow the subordinates to take a vote on an issue before a decision is taken (democratic). He or she coaches subordinates and negotiates their demands

Crewe (2021) revealed that this leadership is viewed as an important aspect of empowerment, teamwork and collaboration. It has been observed that an organization is more effective when those who will be affected by the organization's decisions are fully involved in the decision-making process. It is believed that subordinates share a sense of responsibility for the organisation when they are allowed to participate actively in decision-making. Good as it is, the concern expressed that the participative style of leadership wastes time due to endless meetings and may lead to confusion and lack of direction. By implication, it is not appropriate for use in times of crisis when the situation demands on-the-spot decision. Seeking advice from an uninformed or incompetent group of subordinates may lead to disaster. However, Goleman et al. (2014) posit that a democratic leader keeps staff morale high and therefore positive climate prevails in the organisation. There are significant similarities between this style and Likert's systems III and IV leadership styles.

Supportive leadership style is more of a relationship-oriented style. It requires the leader to be approachable and friendly. He/she displays concern for the well-being and personal needs of the subordinates. He/she creates an emotionally supportive climate. This style is effective when subordinates lack self-confidence, work on dissatisfying or stressful tasks and work does not provide good welfare (Wright& Saylor, 2021). In addition, they stated that effective delegation not only relieves managers from excessive workload but also enhances the skills and confidence of subordinates. Delegation involves assigning responsibility to subordinates for certain tasks while retaining overall accountability, which allows for better time management and focus on strategic goals.

Waterman and Peters (2015) 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 is dependent on their styles to fit the context. Today, leaders are the essential drivers of good and quality performance especially in public institutions; and for them to be able to achieve that; they must be equipped with appropriate skills and knowledge. Mangan (2002) points out that the role of a leader cannot be overlooked if their effectiveness is to be improved to promote welfare change; adding that policy structures should be accompanied by a supportive process intended to strengthen the role of leaders.

In his discussion of leadership style, Tisdale (2014) noted that the democratic leadership style can be sub--divided into two styles one of which is the directive democratic style which involves making decisions in the participative manner and close supervision of group members. The other is the permissive democratic leadership style which involves making decisions in the participative manner and giving group members latitude in carrying out their work. Flickety and RajDahal (2014) further observe that democratic leadership style involves motivating organizational members to do assigned work by ensuring that their welfare is well catered for. It also ensures that members participate in the planning of an organization through consulting them and giving them freedom to share ideas on how the organization should be managed. However, the dilemma is that different people have different motivational facets. At times, what fits a particular group of employees might not fit the other group, thus creating conflicts in organizations especially if one group is satisfied at the expense of another. In addition, it is difficult to tell what kind of motivation to give which group of employees.

Democratic leadership also plays a vital role in the rehabilitation process. When inmates are given opportunities to participate in decision-making, they are more likely to engage in rehabilitation programs and educational activities (Cullen et al., 2017). This active involvement helps in developing critical thinking, problem-solving skills, and a sense of responsibility, which are essential for their reintegration into society (Mears et al., 2013). Studies have shown that democratic leadership can significantly impact the psychological well-being of inmates. In a democratic leadership environment, inmates often feel more respected and valued, leading to reduced stress levels and improved mental health (Beck et al., 2013). The inclusion of inmates in discussions and decisions related to their daily routines or rehabilitation programs provides them with a sense of control, which is often lacking in correctional settings (Clear & Frost, 2014).

Kouzes & Posner, (2017), the interplay between trust and respect creates a positive feedback loop where trust enhances respect, and respect further strengthens trust. Leaders who are both trusted and respected are more likely to influence their followers effectively, lead by example, and foster a positive organizational culture. However, a lack of trust or respect can lead to increased turnover, reduced morale, and overall organizational inefficiency. Respect for leaders, on the other hand, is closely associated with perceived fairness and the ethical behavior of leaders. Leaders who are perceived as fair and ethical earn respect from their followers, which can lead to a more harmonious and productive work environment. Respect fosters a culture of open communication, collaboration, and mutual understanding, which are crucial for effective leadership

2.2 How Autocratic leadership style influences the welfare of inmates

Hesselink, & Herbig, (2018) in their study on analysis of autocratic and democratic leadership in prisons revealed that autocratic leadership in correctional facilities often manifests through strict regulations, rigid hierarchies, and a top-down approach to decision-making. Leaders operating under this style exert significant control over the day-to-day activities within the facility, often prioritizing order and security over individual welfare. Such leadership can create an environment where inmates have limited autonomy and are subject to the will of those in authority.

According to Haney, (2018) the physical welfare of inmates under autocratic leadership can also be compromised. Facilities led by autocratic leaders often prioritize order and discipline over the provision of adequate healthcare, nutrition, and living conditions. The emphasis on strict adherence to rules may result in punitive measures that can harm inmates physically, such as excessive use of solitary confinement or inadequate medical care. Furthermore, the suppression of inmate grievances in autocratic environments can lead to unaddressed health concerns, ultimately affecting inmates' overall physical welfare.

In autocratic leadership, the manager retains most authority for himself and makes decision with the mind that subordinates will implement it. He is not bothered about attitudes of the subordinates toward a decision; he is rather concerned about getting the task done. He tells the staff what to do and how to do it, asserts himself and serves as an example for the subordinates. This style is viewed as task-oriented (McGuire, 2019). This style is similar to Likerts I and II leadership styles. Leadership is perhaps the most thoroughly investigated organisational variable that has a potential impact on employee performance (McGuire, 2019). Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions, and relationships. The study mentions the connection between leadership traits or leadership behaviours and employee performance. However, they stress that the literature was not based on empirical evidence and therefore has become discredited over time (McGuire, 2019).

According to Cherry (2010), the autocratic leader alone determines policy and assigns tasks to individuals without any consultation with them. Subordinates are expected to carry out the leader's directives without question and the leader rules by decree. This type of leadership is also known as coercive, dictatorial, directive, dominating or authoritarian. In an incidence where employees are sidelined in decision-making processes, they feel demoralized and demotivated since they develop an attitude that they are not part of the organization. However, this may bring about resentment and resistance by employees if decisions are made secretly and just imposed on to them as this discourages them and they feel they are not part of the organization, thus affecting the performance of the institution. Further when employees feel undervalued and are not involved in decision-making, they are more likely to experience job dissatisfaction, leading to increased absenteeism and turnover

With the authoritarian style, the focus of power is more with the manager, and all interactions within the group also move towards the manager. According to McGuire, (2019) the manager solely exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, and control of rewards or punishments. However, this style would be most appropriate in emergency situations, and would normally be considered justified by the group, that is, where the general climate of the group is supportive and mature. Research into organisational behaviour in different environments found that transformational leadership has a positive influence on employee performance, and therefore organisational performance.

Tisdale (2012) also subdivided the autocratic leadership style into two sub-styles one of which is the directive autocratic style, which involves overly task-minded unilateral decision making and close supervision of group members to ensure that assigned tasks are accomplished as desired. The other sub-style is the permissive autocratic style which involves making decisions unilaterally and giving group members some latitude in carrying out their work. What should be noted, however, is that Tisdale (2012:45) discussed these leadership styles while correlating leadership styles and organizational performance in Ugandan prison's. The style bases itself on employee direction, however, too much strict direction of employees also demotivates them and reduces their morale at work, which eventually leads to performance decline.

Lambert & Hogan (2023) their study revealed that success of an organisation is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership. The style has its roots in the transactional theory, which accentuates the relationships that exist between leaders and their followers. The disadvantages of the autocratic leadership style appear to outweigh the advantages. For that reason, the autocratic leadership style is not popular among employees (and colleagues) in most organisations. If used in organisations, the leaders may apply it accidentally.

Autocratic Leadership refers to an extreme form of transactional leadership, where a leader exerts high levels of power over his or her employees or team members (Kates, (2007). People within the team are given few opportunities to make suggestions, even if these would be in the team's or organization's interest. Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost. For some routine and unskilled jobs, however, this style can remain effective where the advantages of control outweigh the disadvantages (Lawler, 2021). However, in institutions that do not encourage such forms of dictatorship, this style of leadership may not apply hence the dilemma is how to know which style to adopt for different organizational setups.

The Authoritarianism concept was developed by the psychologist Adorno during World War II to measure susceptibility to autocratic, fascistic or anti-democratic appeals. After that, the concept was extended to the human personality. According to Adorno, "This concept refers to a belief that there should be status and power differences among people in organizations." Authoritarians tend to place high moral value on their beliefs and are strongly oriented towards conformity of rules and regulations (Nkonge, 2008). They naturally prefer stable and structured work environments which are governed by clean rules and procedures. Further, they believe obedience and respect for authority and blind acceptance of authority. These people are generally conservatives concerned with toughness and power, are close-minded and generally less educated. But because of their belief in acceptance of authority they make good followers, work better under directive supervision and are more productive within authoritarian organizational structure (Nabayego, 2011). However, it is not known to which kind of organizations such style is applicable, though Karanja (2014) asserts that autocratic style of leadership is suitable for firms like manufacturing, military institutions, among others.

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use it are when you have all the information to solve the problem; you are short on time; and your employees are well motivated. Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not

the authoritarian style, rather it is an abusive, unprofessional style called bossing people around. It has no place in a leader's repertoire (Lawler, 2021). The authoritarian style should normally only be used on rare occasions. Though the dilemma is in determining which rare occasions to apply it or when not to apply it as it may not be applicable for most occasions. Although good leaders use all three styles of Autocratic, Democratic and Beuareaucratic leadership, with one of them normally dominant, bad leaders tend to stick to one style. On the other hand, this style of leadership demands total control of subordinates but in actual sense some employees need not to be controlled hence this may lead to poor welfare are a result that. (Lawler, 2021).

Graham, & Wooldredge (2022), The overall climate of a prison, including the relationships between staff and inmates, is significantly influenced by leadership style. Autocratic leadership tends to foster a climate of fear and distrust, where communication is limited, and punitive measures are emphasized. This environment can contribute to tensions between inmates and staff, increasing the likelihood of conflicts and violence. Additionally, the lack of open communication and collaboration can lead to inefficiencies in prison management and a reduced capacity to address inmate needs effectively.

Petersilia, (2022) further revealed that when compared to more democratic or participative leadership styles, autocratic leadership is often found to be less effective in promoting inmate welfare. Democratic leadership, which involves more collaborative decision-making and greater involvement of both staff and inmates, has been associated with better psychological outcomes, improved rehabilitation efforts, and a more positive prison climate. The comparative analysis highlights the limitations of autocratic leadership in achieving the broader goals of the correctional system. In addition, Petersilia, (2022) revealed that Autocratic leadership can lead to a rigid and punitive environment, where the focus is on control rather than rehabilitation (Steiner, 2008). This can have negative implications for inmate welfare, as it may hinder the development of trust and communication between inmates and prison staff

2.3 How laissez faire leadership style influences welfare of inmates

Studies have shown that the laissez-faire leadership style can contribute to increased levels of stress and anxiety among inmates due to the perceived lack of structure and support from prison staff (Smith et al., 2023). The absence of clear leadership can exacerbate feelings of neglect and

abandonment, leading to negative psychological outcomes. In addition, Jones & Miller,(2022) revealed that the effectiveness of rehabilitation programs within correctional facilities is closely linked to the leadership style of the institution. Research indicates that under laissez-faire leadership, inmates may receive inconsistent access to educational and vocational training programs, which are critical for their reintegration into society (Jones & Miller, 2022). The lack of proactive leadership can result in missed opportunities for inmate development and rehabilitation.

Rafiq Awan and Mahmood (2010) examined the link between leadership style, organisational culture and employee commitment in university libraries. Their findings demonstrated that the leadership style, particularly autocratic and laissez-faire, did not have any influence on the commitment of employees in university libraries. On the contrary, the majority of library professionals tended to be extremely committed to their institutions because they appreciated a result-oriented culture. Also, recorded that the leadership style aspect, a bureaucratic environment, frequently resulted in a lower level of employee commitment and performance, whereas Hunt and Liesbscher (2000) found a negative relationship between these two variables.

Engagement is often lower in organizations with laissez-faire leadership. The absence of regular communication and feedback can lead to employees feeling disconnected from their work and the organization (Parker & Smith, 2024). This disengagement can result in lower morale, higher turnover rates, and a decline in the overall workplace atmosphere. Laissez-faire leadership can negatively impact team dynamics, particularly in collaborative environments. Without a leader to mediate conflicts and provide direction, teams may experience increased tension and a lack of cohesion (Garcia & Lee, 2023). This can further affect the well-being of employees, as a dysfunctional team environment can lead to stress and job dissatisfaction.

A study by Brown and Davis (2021) found that prisons with minimal oversight from leadership experienced higher rates of inmate violence and misconduct. This is attributed to the lack of clear rules and the absence of authoritative figures to enforce discipline. The safety and security of inmates can be compromised in environments where laissez-faire leadership is prevalent. Laissez-faire leadership can lead to strained relationships between prison staff and inmates. Without strong leadership, staff may become disengaged, leading to a decline in the quality of

care and support provided to inmates (Garcia & Lee, 2023). This can further deteriorate the overall environment within the facility, negatively impacting inmate welfare. The welfare of inmates is closely linked to the behavior and consistency of the staff. In a laissez-faire environment, the lack of leadership can lead to varying degrees of care and supervision provided to inmates (Brown and Davis (2021)).

Bučiūnienė and Škudienė (2008) examined the relationship between employees' organisational commitment dimensions and leadership styles. The study found a positive relationship between a transformational leadership style and affective and normative employee commitments. On the other hand, a laissez-faire leadership style emerged as negatively associated with employee affective commitment. Davenport (2010) conducted a study that sought to determine the relationship between leadership style and organisational commitment as moderated by followers locus of control. The study recorded that leadership style and locus of control were key drivers of organisational commitment.

Adams & Roberts (2024) describes laissez-faire style as genuine and it is where the manager observes subordinates" working well on their own. The manager consciously makes a decision to delegate the focus of power to subordinates, and allow them freedom of action „to do as they think best“ and not to interfere; but is readily available if help is needed. According to Mullins, there is often confusion over this style of leadership behaviour. The word „genuine“ described by Mullins (2006) is emphasised because it is to be contrasted with the manager who could not care, or who deliberately keeps away from the trouble spots and does not want to get involved. Furthermore, the manager allows subordinates to get on with their work at hand, and again they are left to face decisions, which rightly belong with the manager. The manager gives almost all authority and control to subordinates. There is no person of authority in the organisation.

According to Henderson & Bailey, (2023) the manager leads the organisation indirectly, he or she does not make decisions; rather he or she abides by popular decisions. There is no setting of goals and objectives by the manager. Tasks are done the way the manager thinks it should be done, but he or she gets involved on request and this may lead to digression from broad organisational policy. Thus, this style of leadership may be effective with well-motivated and experienced employees, but could lead to failure when subordinates are deceptive, unreliable and

untrustworthy. It is good to mention that this style is the extreme a manager can go. However, while one is not denying the possibility of having this type of leadership in some outfits, it is probably rare to come across it.

According to Grimsley (2014), employee commitment reflects the quality of leadership in the organization. Therefore, it is logical to assume that leadership behaviour would have significant relationship with organizational commitment. Previous research suggests a positive direct relationship between leadership behaviour and organizational behaviour (Boldman et al, 2003). However, it is not only leadership that determines employee commitment to the organization, both authors agree that leadership influences employee commitment but other factors such salary, work environment, among others, influence employee commitment. Thus, supportive leaders are always paid back in form of commitment from staff since this improves overall work environment and eventually leads to improved organizational performance. Further research indicates that laissez-faire leadership can lead to low staff turnover in some cases, particularly where employees are highly skilled, motivated, and capable of working independently (Yukl, 2013).

A study by Adams and Brown (2021) found that employees under laissez-faire leadership reported higher levels of work-related stress and a greater incidence of burnout compared to those under more engaged leadership styles. This is particularly evident in high-pressure environments where the absence of leadership can lead to uncertainty and increased job demands. The lack of direction and support inherent in laissez-faire leadership can contribute to stress and anxiety among employees. Laissez-faire leadership can have mixed effects on employee productivity. While some employees may thrive in an autonomous environment, others may struggle without clear goals and feedback. Research by Evans and Williams (2023) indicates that productivity often declines in teams led by laissez-faire managers, especially when tasks are complex and require coordination. The lack of leadership can result in poor decision-making, missed deadlines, and decreased overall performance.

The welfare of inmates is directly influenced by the leadership style adopted by correctional officers and facility management. Laissez-faire leadership can lead to an environment where employees do not receive adequate support or guidance, which can impact their ability to

perform their duties effectively. This, in turn, affects the welfare of inmates, as they rely on staff for security, order, and rehabilitation services (Northouse, 2018). One of the major challenges of laissez-faire leadership in prisons is the potential for decreased accountability among staff. As McGregor (2015) points out, without clear direction and oversight, employees may become complacent, leading to a decline in the quality of care and services provided to inmates. This can result in increased tension and conflict within the facility, negatively impacting inmate welfare.

Haney (2015) suggests that inflexible and highly controlled environments can lead to feelings of helplessness and powerlessness, exacerbating mental health issues among inmates. The lack of supportive leadership further intensifies these feelings, leading to decreased morale and a sense of alienation. Effective leadership in correctional facilities often requires a balance between control and flexibility. While strict rules are necessary for maintaining order, there must also be room for individualized treatment and support

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the methodology that was used in the study. It included the research design, study population, sample size, sampling techniques, sources of data, research instruments, data collection procedure, data processing and analysis, quality control methods that is validity and reliability and ethical considerations.

3.1 Research Design

The study design used in this study was descriptive research design where qualitative and quantitative approaches were used, opinions, and suggestions on the effect of leadership styles of wardens on the welfare of inmates. The design was used because it was a method of investigation in which self-report data collection from samples of pre-determined interests was done (Cress well, 2008).). Both qualitative and quantitative approaches were used to collect data using information collected at theoretical and practical levels. Qualitative tools were used to collect and analyze quantifiable data while the qualitative approach was used to complement quantitative methods as a way of obtaining in-depth information beyond an ordinary survey can elicit. The quantitative approach enabled the variables to be easily measured and analyzed in form of numbers and as well as the qualitative approach helped to determine how respondents feel about the topic being explored.

3.2 Population of the Study

The research population was 72 which comprised of Head of wardens, wardens, inmates, community members and Opinion leaders. A Population was generally large and, because of numerous practicalities that were into play (economy, time, and ethics), the researcher did not afford to study all members of interesting population as seen above.

3.3 Sample Size

The sample size was got from the population of 72 people and this was determined using Slovene's formula shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = sample size

N = population

e = level of significance = 0.05 in social science research

$$n = \frac{72}{1 + 72(0.05)^2}$$

$$n = \frac{72}{1 + 0.18}$$

$$n = \frac{72}{1 + 72(0.0025)}$$

$$n = \frac{72}{1.18}$$

n = 61 respondents.

The sample size was 61 people and the sample was population from each category divided by the overall population and multiplied by sample size

Table 1: showing distribution of respondents in the sample

Category	Population	Sample	Technique
Head of wardens	5	4	Purposive sampling
Wardens	15	13	Simple random sampling
Inmates,	25	21	Simple random sampling
Community members	19	16	Simple random sampling
Opinion leaders	8	7	Purposive sampling
Total	72	61	

Source: Researcher 2024

3.4 Sampling Techniques

The study employed both random and purposive sampling techniques as explained below:

3.4.1 Random Sampling:

Simple random sampling (SRS):

The researcher used simple random sampling technique (randomization) as it ensured that each member of the target population had an equal and independent chance of being included in the sample. Therefore, the researcher made a random survey in selecting the Wardens, inmates and community members to get the required sample.

Simple random sampling gave a potential participant an equal opportunity to take part in the research study. In this, the researcher obtained a list of the Wardens, inmates and community members. He wrote their names on the list of small papers (each name on its own paper), folded them and poured them in a box. The researcher then shook the box vigorously before picking out a paper at random after which the researcher noted down the name on that paper on a separate sheet of paper and notebook.

The researcher then folded the paper and put it back into the box to maintain the probability and ensured the equal chance aspect. The same criterion was repeated from the part of picking out a paper until the required sample was obtained. Thus, the researcher therefore used the people whose names appear on the separate sheet of paper as the sample respondents during the study.

3.4.2 Purposive Sampling

Head of head of wardens and opinion leaders were purposively sampled because they are knowledgeable about the research problem. Their participation was pre-arranged in advance to benefit from their rich knowledge. They filled questionnaires given the nature of their work and they freely filled them at their own convenience as it selected typically and useful cases only and also saved time this was because purposive sample selects typical and useful information saves time.

3.5 Data Collection tools

Data is anything given or admitted as a fact on which a research inference will be based. The researcher used questionnaire and interview guide for data collection.

3.5.1 Administering questionnaires

Sanga (1991) defined questionnaire as a self-administered schedule of questions and statements. The research used this method as it helped to collect a lot of information over a short period of time. This was because the population was literate, large and time was limited and the information needed could easily be described in writing.

The researcher designed questionnaires to be distributed to the required persons from whom she got information from. The questionnaires were both open and close ended and structured. This tool was used in order to collect a lot of information hence questionnaires could be distributed to many people. The researcher administered questions to the officer in charge, wardens, inmates, people in the prison barrack and opinion leaders commonly known as visiting justices.

3.5.2 Interview

This involved presentation of oral/ verbal stimuli and reply in terms of oral responses. It involved the researcher or interviewer asking questions to the respondent who was expected to give an answer immediately. It may be personal or through telephone and this was used by the researcher because the information needed was got very first because respondents were anxious to reply. This was because the information obtained cannot be directly observed, it's historical and you can gain control over the line of questioning. The researcher interviewed the staffs of Malukhu Prisons, Industrial Division Mbale City

3.5.3 Documentary Review

This method involved delivery of information by carefully studying written documents, and visual information from sources called documents. These were financial reports, newspapers, articles, speeches, reports and minutes of meetings. It involved critical examination of public and private recorded information related to the issue under investigation. Documentation was used to obtain the language and words of the informants, access data at researchers own convenience, obtain unobtrusive information, obtain data that are thoughtful in that the informants have given attention to compiling them, it saved time and expenses in transcribing.

3.6 Validity and Reliability

In order to reduce the possibility of getting the wrong answer, attention was kept to the particulars on the research design, reliability and validity (Saunders et. al; 2003).

3.6.1 Validity

The researcher validated the tools by pre-test the contents whether they are in relation to the variables, removed in appropriate questions and streamlined them before using them in the field. This was through pre-requisites by rating the information as very relevant (VR) relevant (R) not relevant (NR). This made them free from being bias and valid hence collecting authentic data. This subsequently made the study a success because of dependable responses and this was done using content validity index (CVI) which was calculated by the formula;

$$CVI = \frac{R}{R+IR+NR}$$

According to George and Mallery (2003) if the CVI got is less than 0.7 this was not acceptable and therefore the instrument was not used because it was not going to give what was intended

3.6.2 Reliability

Reliability refers to the consistency of the survey results. Brennan (2001) on the other hand defines reliability as the degree to which an assessment tool produces stable and constant results. If the results obtained after a correlation coefficient was undertaken and it revealed an answer that was greater than 0.7 then the researcher accepted the questions and if the result was below 0.7 then the items was increased to improve on the reliability therefore the researcher will use test -retest reliability which is a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals, the scores from the first and second can then be correlated in order to evaluate the test for stability over time.

3.7 Data Processing and analysis

The researcher used both qualitative and quantitative methods which took the form of the tabulation and summarization of data, therefore due to the nature of the data, quantitative data was analyzed using exploratory approaches therefore the researcher employed methods like

determination of the mean, median, mode, range and standard deviation and this was done through the use of computer packages like excel and therefore interpreted the data in the form of graphs and charts and the qualitative data was analyzed manually using the reflective analysis where by the data was analyzed through the use of judgment of the researcher to make conclusions on the study being conducted.

3.8 Limitations and delimitation of the study

The expected limitations to the study are:

- Unwillingness of some respondents to give necessary information hindered the study exercise. Therefore, this was solved by providing the consent form to show that its really for education purposes
- The research was so costly due to more expenses involved in the exercise like formulation of questionnaires, phone calls among others, the researcher solved this by reducing on the number of phone calls to the field and disturbing questions at once and collecting them also at once.
- There was a problem of misinterpretation of the questions by the respondents hence resulting to inadequate and irrelevant information to the researcher, the researcher made sure that the questions were simple and straight forward.

3.9 Ethical consideration.

This was an accumulation of values and principal that address questions of what is good or bad in human affairs.

- The researcher used the introductory letter from the social science faculty of Uganda Christian University, Mbale campus that introduced him to the relevant authorities (management of Malukhu Prisons, Industrial Division Mbale City) who granted him permission to legally carryout the research activities.
- The researcher explained to the respondents equipping them with the full knowledge of their need to participate in the study.
- Confidentiality of the respondents' information was upheld and anonymity was fully observed during the research study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the data analysis, interpretation and discussions of the findings while answering the research question outlined in Chapter One. The main rationale of this chapter is to present the analyzed data and its interpretation. The presentation was organized around the demographic characteristics and the research questions which guided the study and the result is presented below.

4.1 Response rate

The target population was 72 which consisted of the Head of wardens, wardens, inmates, community members and Opinion leaders. A sample of 61 questionnaires was sent to the respondents out of which 56 responses were received, translating into 92% response rate. The response was considered appropriate since Sekaran, (2008) argues that any response above 75% is classified as best.

4.2.1 Gender of respondents.

Table 4.1 Gender of the respondents

Gender	Frequency	Percentage
Male	31	55
Female	25	45
Total	56	100

Source: Primary data (2024)

The study captured gender of respondents in order to establish the most prevalent group, the respondents were asked to state their gender. The findings from the study revealed that 55% were male whereas 45% were female. This implies that there was fairness in acquiring information from both genders.

4.2.2 Age of the respondents

Table 4.2 Age of the respondents

Age	Frequency	Percentage
20-25	7	13
26-30	21	38
31-35	13	23
36-40	5	9
41-45	4	7
46-50	3	5
51-55	2	4
Above 56	1	1
Total	56	100

Source: Primary data (2024)

The study captured different age brackets. Results from the study show that 38% of the respondents were in age group of 26-30 years, 23% of the respondents were between 31-35 years whereas 13% of the respondents were between 20-25 years of age. Nine - percent of the respondents were between 36-40 years and 7% of the respondents were between 41-45 years. Respondents with 56 years and above had lowest percentage representation of 1%

4.2.3 Education background of the respondents

Table 4.3 Education background of the respondents

Educate background	Frequency	Percentage
Primary	3	5
O' Level	4	7
A' Level	15	27
Certificate	6	11
Diploma	10	18
Degree	13	23
None	5	9
Total	56	100

Source: Primary data (2024)

The education background among the respondents varied (Table 4.3). Results from the study indicate that 27% of the respondents had attended A' Level, 23% had Degrees, 18% had Diploma's, 11% had certificates, 9% had none while 7% had attended O level and 5% had attended primary. This implied that the respondents had adequate knowledge about the topic under study.

4.2.4 Marital status of the respondents

Table 4.4 Marital status of the respondents

Marital status	Frequency	Percentage
Single	15	27
Married	27	48
Widower	4	7
Divorced	2	4
Separated	8	14
Total	56	100

Source: Primary data (2024)

Majority of the respondents (48%) were married whereas 27% of the respondents were single. The findings from the study also revealed that 14% of the respondents had separated while 7% were widowers and 4% of the respondents were divorced. This implies that the respondents were knowledgeable of the study and also responsible respondents.

4.3 Effect of Democratic leadership style on the welfare of inmates

The focus of this objective was on assessing the effect of Democratic leadership style influences on the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City. In order to determine the effect, the descriptive statistics on effect of Democratic leadership style influences on the welfare of inmates were generated by SPSS. Table 4.5 presents descriptive statistics on effect of Democratic leadership style influences on the welfare of inmates.

Table 4.5, findings on the effect of Democratic leadership style on the welfare of inmates

Responses	SD	D	N	A	SA	Mean	Comment
We are invited during decision making	14	19	4	34	29	3.4	High
There is commitment from subordinates	16	21	0	38	25	3.3	High
There is full trust and respect for leaders	18	29	3	30	20	3.1	High
I am part of the decision-making team	18	14	5	40	23	3.4	High
There is delegation of duties and responsibilities to lower staff	13	23	0	45	19	3.4	High

Source: Primary data (2024)

Legend

- 0 – 1.0 - Very low/ strongly disagree
- 1.1 – 2.0 - Low / disagree
- 2.1- 3.0 - Moderate /Neutral
- 3.1 – 4.0 - High / agree
- 4.1 – 5.0 - Very high / strongly agree

Results from the study revealed that 63% agreed with the opinion and 33% disagreed. Most of the respondents were in agreement with the argument that they are invited during decision making. This was in line with the literature review by Kouzes *et al*, (2003) who said that although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. Therefore, this not only increases job satisfaction by involving employees or team members in what is going on, but it also helps to develop people's skills.

Findings from the study show that 63% of respondents were in agreement with the argument that there is commitment from subordinate whereas 37% of the respondents disagreed. This implied that leadership focuses on change, visionary leadership and enhancing individual and organizational outcomes. This was in line (Vigoda-Gadot, 2017) who in their findings revealed that members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making. It is arguably more efficient than autocratic leadership

The study findings showed that 50% of the respondents agreed with the opinion that there is full trust and respect for leaders while 47% of the respondents disagreed and 3% were not sure respectively. This implied that Trust and respect are foundational elements in leadership

dynamics and organizational success. The relationship between leaders and followers is significantly influenced by the level of trust and respect perceived by subordinates. This was in line with (Kouzes & Posner, 2017) who stated the interplay between trust and respect creates a positive feedback loop where trust enhances respect, and respect further strengthens trust. Leaders who are both trusted and respected are more likely to influence their followers effectively, lead by example, and foster a positive organizational culture.

One of the respondents (J) who was interviewed was quoted saying;

“ leadership to focus on building and maintaining trust and respect through transparent communication, ethical behavior, and consistent actions. Efforts to bridge the gap between those who trust and respect their leaders and those who do not will be crucial in fostering a more unified and supportive environment.”

Majority of respondents (63%) agreed that there they are part of the decision-making team while 32% disagreed and 5% were not sure (Table 4.6). This suggests a strong presence of participatory management practices within the organization. The involvement of a majority in decision-making likely contributes to a positive work environment, where employees feel valued and empowered to contribute to organizational success. This was in line with Johnston, (2018) who stated that when employees contribute their ideas and perspectives, organizations benefit from a broader range of viewpoints, which can lead to more creative and effective decisions. This approach not only improves the quality of decisions but also enhances the organization's adaptability to change.

Lastly, findings from the study revealed that 64% of the respondents agreed with the opinion that there is delegation of duties and respond ability to lower staff whereas 36% of the respondents disagreed with the opinion (Table 4.6). This implies that this leadership is viewed as an important aspect of empowerment, teamwork and collaboration. It has been observed that an organisation is more effective when those who will be affected by the organisations decisions are fully involved in the decision-making process. This was in line with Wright& Saylor, (2021). They stated that effective delegation not only relieves managers from excessive workload but also enhances the skills and confidence of subordinates. Delegation involves assigning responsibility to subordinate for certain tasks while retaining overall accountability, which allows for better time management and focus on strategic goals.

4.4 Effect of autocratic leadership styles on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City.

The focus of this objective was on assessing the effect of autocratic leadership styles on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City, the respondents were presented with questions and their responses were analyzed and presented as displayed below;

Table 4.6, Indicators of autocratic leadership styles on the welfare of inmates in Bukedea prison.

Indicators	SD	D	N	A	SA	Mean	Comment
We are given few opportunities to make suggestions	16	18	4	36	26	3.4	High
There are high levels of staff absenteeism and turnover	39	23	7	20	11	2.4	Moderate
We are not consulted on policy determination	13	21	2	43	21	3.34	High
There is no staff motivation	17	20	0	52	11	3.2	High
The leaders take full control and authority over subordinates	5	9	4	45	37	4.0	High

Source: Primary data (2024)

Legend

- 0 – 1.0 - Very low/ strongly disagree
- 1.1 – 2.0 - Low / disagree
- 2.1- 3.0 - Moderate /Neutral
- 3.1 – 4.0 - High / agree
- 4.1 – 5.0 - Very high / strongly agree

Majority of the respondents (62%) agreed that they are given few opportunities to make suggestions while 34% disagreed and 4% were not sure respectively (Table 4.5). This was in line with the literature review by Dubrin (2000) who said that in autocratic leadership, the manager retains most authority for himself and makes decision with the mind that subordinates will

implement it. He is not bothered about attitudes of the subordinates toward a decision; he is rather concerned about getting the task done.

The study also revealed that 62% the respondents disagreed with the opinion that there existed high levels of staff absenteeism and turnover whereas 31% of the respondents agreed with the opinion and only 7% of the respondents were no sure (Table 4.5). This implied that majority do not perceive high levels of absenteeism and turnover suggests that the autocratic leadership style in this context may be functioning effectively to maintain staff stability. This was in line with Cherry (2010) who stated that when employees feel undervalued and are not involved in decision-making, they are more likely to experience job dissatisfaction, leading to increased absenteeism and turnover.

Another respondent (F) interviewed was quoted saying;

“In an incidence where employees are sidelined in decision-making processes, they feel demoralized and demotivated since they develop an attitude that they are not part of the organization”.

Most (64%) of the respondents agreed with the opinion that there are not consulted on policy determination whereas 34% of the respondents disagree with the opinion (Table 4.5). This was in line with the literature review by Cherry (2010), who said that the autocratic leader alone determines policy and assigns tasks to individuals without any consultation with them. Subordinates are expected to carry out the leader’s directives without question and the leader rules by decree.

Further 63% of the respondents were in agreement with the opinion that there was no staff motivation whereas 27% of the respondents disagree with the opinion. The overwhelming agreement on the lack of motivation highlights a critical area for improvement in leadership practices to enhance both staff and inmate welfare. This was in line with Petersilia, (2022) revealed that Autocratic leadership can lead to a rigid and punitive environment, where the focus is on control rather than rehabilitation (Steiner, 2008). This can have negative implications for inmate welfare, as it may hinder the development of trust and communication between inmates and prison staff.

Majority of the respondents (82%) were in agreement with the argument that the leaders take full control and authority over subordinate whereas 14% disagreed with the opinion and 4% were not sure. This was in line with those who were interviewed and the literature review by Mullins (2002), who said that the manager solely exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, and control of rewards or punishments.

4.5 Effect of laissez faire leadership style on welfare of inmates

The focus of this third objective was on assessing the effect of laissez faire leadership style on welfare of inmates in Malukhu Prisons, Industrial Division Mbale City, the respondents were presented with questions and their responses were analyzed and presented as displayed below;

Table 4.7, findings on the effect of laissez faire leadership style on welfare of inmates

Response	SD	D	N	A	SA	Mean	Comment
There is no total respect for rules and regulations	7	14	4	46	29	3.8	High
Employees do not follow routine and repetitive task performance	27	41	0	18	14	2.5	Moderate
Employees do not follow established directions	34	48	0	18	0	2.0	Low
We are demoralized by the inflexibility and high control levels by our leaders	20	7	0	50	23	3.8	High
There is high staff turnover and low performance	32	36	4	20	8	2.4	Moderate

Source: Primary data (2024)

Legend

- 0 – 1.0 - Very low/ strongly disagree
- 1.1 – 2.0 - Low / disagree
- 2.1- 3.0 - Moderate /Neutral
- 3.1 – 4.0 - High / agree
- 4.1 – 5.0 - Very high / strongly agree

Majority (75%) of the respondents were in agreement that there is no total respect for rules and regulations whereas 25% were not sure and disagreed with the opinion (Table 4.7). This was in line with the literature review by Mullins (2006) who describes laissez-faire style as genuine and it is where the manager observes subordinates working well on their own

Findings from the study revealed that 68% of the respondents disagreed that employees do not follow routine and repetitive task performance where as 32% of the respondents agreed with the opinion. This implied that a majority of employees disagree with the notion of neglecting routine tasks under laissez-faire leadership could indicate that, in this particular setting, the staff is competent and responsible enough to maintain standards without constant oversight. This was in line with Brown and Davis (2021) who stated that the welfare of inmates is closely linked to the behavior and consistency of the staff. In a laissez-faire environment, the lack of leadership can lead to varying degrees of care and supervision provided to inmates

Majority 82% of the respondents disagreed with the opinion whereas 18% of the respondents agreed with the opinion that employees do not follow established directions. This implied that the overwhelming disagreement suggests that despite the laissez-faire approach, employees still adhere to established directions, possibly due to a strong underlying organizational culture or the nature of correctional work, which demands adherence to rules and procedures. This was in line with McGregor (2015) who points out, without clear direction and oversight, employees may become complacent, leading to a decline in the quality of care and services provided to inmates. This can result in increased tension and conflict within the facility, negatively impacting inmate welfare.

One of the respondents (V) who was interviewed was quoted that;

“ One of the major challenges of laissez-faire leadership in prisons is the potential for decreased accountability among staff. The respondents further said that potential benefits are often overshadowed by the risks of poor coordination and lack of consistency in decision-making, which are particularly detrimental in environments that require strict control and supervision”.

Majority (73%) of the respondents were in agreement that they are demoralized by the inflexibility and high control whereas 27% of the respondents disagreed with the opinion. The overwhelming agreement on the issue suggests that there is a need for a more balanced leadership approach that combines necessary control with supportive and flexible management practices. This was in line with Haney (2015) who suggested that inflexible and highly controlled environments can lead to feelings of helplessness and powerlessness, exacerbating mental health issues among inmates

Majority 68% of respondents disagreed with the opinion that there is high staff turnover and low performance whereas 22% of the respondents agreed with the opinion. This implied that staff members in this environment may be sufficiently autonomous and self-motivated to function effectively without significant leadership intervention. It may also suggest that the staff is well adapted to a more hands-off leadership approach, possibly due to adequate training, clear institutional policies, or strong informal leadership structures that mitigate the potential downsides of a laissez-faire style. This was also in line with Yukl, (2013) who stated that laissez-faire leadership can lead to low staff turnover in some cases, particularly where employees are highly skilled, motivated, and capable of working independently

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the conclusion and recommendations of the study. The conclusions and recommendations are derived from the findings of the study which are presented in chapter four.

5.1 Summary of the findings

Below is the summary of the findings in accordance to the objectives of the study.

5.1.1 Effect of Democratic leadership style on the welfare of inmates

The study revealed that most of the agreed that they are invited during decision making. This was in line with the literature review by Kouzes *et al*, (2003) who said that although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. Therefore, this not only increases job satisfaction by involving employees or team members in what is going on, but it also helps to develop people's skills; 63% of respondents agreed that there is commitment from subordinate whereas 37% of the respondents disagreed. This implied that leadership focuses on change, visionary leadership and enhancing individual and organizational outcomes. This was in line (Vigoda-Gadot, 2017) who in their findings revealed that members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making. It is arguably more efficient than autocratic leadership; 50% of the respondents agreed that there is full trust and respect for leaders. This implied that Trust and respect are foundational elements in leadership dynamics and organizational success. The relationship between leaders and followers is significantly influenced by the level of trust and respect perceived by subordinates. This was in line with (Kouzes & Posner, 2017) who stated the interplay between trust and respect creates a positive feedback loop where trust enhances respect, and respect further strengthens trust. Leaders who are both trusted and respected are more likely to influence their followers effectively, led by example, and foster a positive organizational culture.

Majority of respondents agreed that there they are part of the decision-making. This suggests a strong presence of participatory management practices within the organization. The involvement of a majority in decision-making likely contributes to a positive work environment, where

employees feel valued and empowered to contribute to organizational success. This was in line with Johnston, (2018) who stated that when employees contribute their ideas and perspectives, organizations benefit from a broader range of viewpoints, which can lead to more creative and effective decisions. This approach not only improves the quality of decisions but also enhances the organization's adaptability to change and lastly, most of the respondents agreed that there is delegation of duties and respond ability to lower staff. This implies that this leadership is viewed as an important aspect of empowerment, teamwork and collaboration. It has been observed that an organisation is more effective when those who will be affected by the organisations decisions are fully involved in the decision-making process. This was in line with Wright& Saylor, (2021). they stated that effective delegation not only relieves managers from excessive workload but also enhances the skills and confidence of subordinates. Delegation involves assigning responsibility to subordinate for certain tasks while retaining overall accountability, which allows for better time management and focus on strategic goals.

5.1.2 Effect of autocratic leadership styles on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City.

Majority of the respondents agreed that they are given few opportunities to make suggestions. This was in line with the literature review by Dubrin (2000) who said that in autocratic leadership, the manager retains most authority for himself and makes decision with the mind that subordinates will implement it. He is not bothered about attitudes of the subordinates toward a decision; he is rather concerned about getting the task done; 62% the respondents disagreed that there existed high levels of staff absenteeism and turnover. This implied that majority do not perceive high levels of absenteeism and turnover suggests that the autocratic leadership style in this context may be functioning effectively to maintain staff stability. This was in line with Cherry (2010) who stated that when employees feel undervalued and are not involved in decision-making, they are more likely to experience job dissatisfaction, leading to increased absenteeism and turnover; Most of the respondents agreed that there are not consulted on policy determination. This was in line with the literature review by Cherry (2010), who said that the autocratic leader alone determines policy and assigns tasks to individuals without any consultation with them. Subordinates are expected to carry out the leader's directives without question and the leader rules by decree.

Majority of the respondents agreed that there was no staff motivation. The overwhelming agreement on the lack of motivation highlights a critical area for improvement in leadership practices to enhance both staff and inmate welfare. This was in line with Petersilia, (2022) revealed that Autocratic leadership can lead to a rigid and punitive environment, where the focus is on control rather than rehabilitation (Steiner, 2008). This can have negative implications for inmate welfare, as it may hinder the development of trust and communication between inmates and prison staff and (82%) of the respondents agreed that the leaders take full control and authority over subordinate. This was in line with those who were interviewed and the literature review by Mullins (2002), who said that the manager solely exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, and control of rewards or punishments.

5.1.3 Effect of laissez faire leadership style on welfare of inmates

The research findings showed that majority of the respondents agreed that there is no total respect for rules and regulations. This was in line with the literature review by Mullins (2006) who describes laissez-faire style as genuine and it is where the manager observes subordinates working well on their own; 68% of the respondents disagreed that employees do not follow routine and repetitive task performance. This implied that a majority of employees disagree with the notion of neglecting routine tasks under laissez-faire leadership could indicate that, in this particular setting, the staff is competent and responsible enough to maintain standards without constant oversight. This was in line with Brown and Davis (2021) who stated that the welfare of inmates is closely linked to the behavior and consistency of the staff. In a laissez-faire environment, the lack of leadership can lead to varying degrees of care and supervision provided to inmates; Majority 82% of the respondents disagreed that employees do not follow established directions. This implied that the overwhelming disagreement suggests that despite the laissez-faire approach, employees still adhere to established directions, possibly due to a strong underlying organizational culture or the nature of correctional work, which demands adherence to rules and procedures. This was in line with McGregor (2015) who points out, without clear direction and oversight, employees may become complacent, leading to a decline in the quality of care and services provided to inmates. This can result in increased tension and conflict within the facility, negatively impacting inmate welfare.

Majority of the respondents agreed that they are demoralized by the inflexibility and high control. The overwhelming agreement on the issue suggests that there is a need for a more balanced leadership approach that combines necessary control with supportive and flexible management practices. This was in line with Haney (2015) who suggested that inflexible and highly controlled environments can lead to feelings of helplessness and powerlessness, exacerbating mental health issues among inmates and 68% of respondents disagreed with the opinion that there is high staff turnover and low performance. This implied that staff members in this environment may be sufficiently autonomous and self-motivated to function effectively without significant leadership intervention. It may also suggest that the staff is well adapted to a more hands-off leadership approach, possibly due to adequate training, clear institutional policies, or strong informal leadership structures that mitigate the potential downsides of a laissez-faire style. This was also in line with Yukl, (2013) who stated that laissez-faire leadership can lead to low staff turnover in some cases, particularly where employees are highly skilled, motivated, and capable of working independently

5.2 Conclusions

The conclusions are presented in relation to research objectives of the study.

5.2.1 Effect of Democratic leadership style influences on the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.

Democratic leadership style has a favorable impact on the welfare of inmates in Malukhu Prisons. It promotes a more participatory, respectful, and supportive environment, which enhances inmate engagement and mental well-being. To maximize these benefits, it is essential for prison management to ensure consistent application of democratic principles and invest in leadership training.

It was also concluded that there is a positive significant relationship between Democratic leadership and welfare of inmates of Malukhu Prisons, Industrial Division Mbale City and it is realized that employees are invited during decision making; employees are motivated to work hard by way of providing allowances and other benefits; staff meetings are held regularly; there is trust and respect of leaders; there is positive employee attitude towards work; and workers feel they control their own destiny.

5.2.2 How Autocratic leadership style influences the welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.

In conclusion, while autocratic leadership can ensure order and control within Malukhu Prisons, its adverse effects on inmate morale, rehabilitation opportunities, and overall well-being suggest that a more balanced approach to leadership may be beneficial. Adopting leadership styles that incorporate aspects of democratic and participative approaches could enhance the welfare of inmates, promoting a more supportive and rehabilitative environment.

5.2.3 How laissez faire leadership style influences welfare of inmates in in Malukhu Prisons, Industrial Division Mbale City.

In conclusion, while laissez-faire leadership can offer benefits in terms of autonomy and personal responsibility, it is essential for correctional facilities to balance this with sufficient oversight and support. Effective leadership in a prison setting requires a careful blend of autonomy and structured guidance to ensure the well-being of inmates and the smooth functioning of the institution. Further research and practical adjustments are recommended to address the identified challenges and enhance the overall impact of leadership styles on inmate welfare.

5.3 Recommendations

The following are the recommendations presented in accordance to the objectives of the study.

- The study recommends that management of the Malukhu Prisons, Industrial Division Mbale City implements structures to ensure that every employee is consulted during formulation of policies because everyone is eventually affected by the passed policies, therefore there is need to consider the views aired out by all the employees in the organization.
- Study findings revealed that autocratic leadership ensures quick decision making. However, such decision making should not come at the expense of the subordinates. Thus, efficient and effective systems must be implemented to ensure that the decisions made are fair and are passed after consultations have been made with all the stakeholders including employees of the Malukhu Prisons, Industrial Division Mbale City

- Management should create opportunities for more informal time for employees to interact with managers. Employees are often hesitant to interrupt their busy bosses for small things such as information needs.
- There is need to communicate frequently. Most employees appreciate transparent management because it keeps them informed of executive decisions that may affect their jobs. Consistent corporate communication helps minimize negative rumors that would otherwise damage employee loyalty.
- There is need to encourage total respect for rules and regulations by all the staff. Many employees end up under-performing because they do not adhere to set rules and regulations which are supposed to guide them. When employees adhere to the rules and regulations, they will be able to put their minds together and even be innovative which a great achievement Malukhu Prisons, Industrial Division Mbale City. Employees who feel that they are contributors to the Malukhu Prisons, Industrial Division Mbale City strategic direction may feel greater ownership of their work, which often leads to enhanced commitment.

5.4 Further Research

This study only focused on three categories of leadership styles as the determinants of welfare of inmates in Malukhu Prisons, Industrial Division Mbale City and according to the findings, leadership styles contribute only 41% of the variations in welfare of inmates at Malukhu Prisons, Industrial Division Mbale City (Autocratic leadership takes up 31%, Democratic leadership takes up 9% and Laissez faire leadership style takes up 1%). This implies that there are other determinants of welfare of inmates at Malukhu Prisons, Industrial Division Mbale City other than Autocratic leadership, Democratic leadership and Laissez faire leadership. Therefore, future research should focus on these other determinants which affect the welfare of inmates like motivation of employees, organizational culture, working environment and organizational policies, among others. Secondly, since only one prison was focused on, the study can be carried out by other researchers to other prisons just to equally find out the influence the above-mentioned set of factors on their welfare of inmates

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APPENDIX I
QUESTIONNAIRE

Dear Sir/Madam

My name is Kemirembe Rehema, Reg No: J22/MUC/BSW/081 pursuing a Bachelors' Degree in social Work and Social Administration of Uganda Christian University. I am carrying out research on the; *“Effect of leadership styles of wardens on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City”*. Therefore, you have been identified as potential respondent to this study. I kindly request you for Maximum Corporation that you answer the questions that will be asked to you in this questionnaire, Information given will be treated with the highest degree of confidentiality.

You have been selected to take part in this research study entitled. The information you provide will be treated with utmost confidentiality. Therefore, answer these questions to the best of your knowledge and ability.

Please tick where boxes are provided and write where blank spaces have been left.

PART I: BACKGROUND INFORMATION

1. Gender

Male [] Female []

2. Age

20-25 [] 26-30 [] 31-35 [] 36-40 []

41-45 [] 51-55 [] 56-60 [] above 60 []

3. Educational back ground

Primary [] O 'level [] A 'level [] Certificate []

Diploma [] Degree [] None []

4. Marital

Single [] Married [] Widower [] Divorced []

Separated []

PART II: Effect of Democratic Leadership Style on the Welfare of Inmates in Malukhu Prisons, Industrial Division Mbale City.

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3= Not sure, 4 = Agree and 5= strongly agree.

No,	Response	1	2	3	4	5
1	We are invited during decision making					
2	There is commitment from subordinates					
3	There is full trust and respect for leaders					
4	I am part of the decision-making team					
5	There is delegation of duties and responsibilities to lower staff					

PART III: How Autocratic Leadership Styles influences the Welfare of Inmates in Malukhu Prisons, Industrial Division Mbale City.

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3= Not sure, 4 = Agree and 5= strongly agree.

No.	Response	1	2	3	4	5
1	We are given few opportunities to make suggestions					
2	There are high levels of staff absenteeism and turnover					
3	We are not consulted on policy determination					
4	There is no staff motivation					
5	The leaders take full control and authority over subordinates					

PART IV: How Laissez Faire Leadership Style influences the Welfare of Inmates in Malukhu Prisons, Industrial Division Mbale City.

For this please put a tick according to the level of agreement where 1=strongly disagree, 2=disagree, 3= Not sure, 4 = Agree and 5= strongly agree.

No.	Response	1	2	3	4	5
1	There is no total respect for rules and regulations					
2	Employees do not follow routine and repetitive task performance					
3	Employees do not follow established directions					
4	We are demoralized by the inflexibility and high control levels by our leaders					
5	There is high staff turnover and low performance					

THANK YOU FOR YOUR TIME

APPENDIX II
INTERVIEW GUIDE

Dear Sir/Madam

My name is Kemirembe Rehema, **Reg No: J22/MUC/BSW/081** pursuing a Bachelors' Degree in social Work and Social Administration of Uganda Christian University. I am carrying out research on the; *“Effect of leadership styles of wardens on the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City”*. Therefore, you have been identified as potential respondent to this study. I kindly request you for Maximum Corporation that you answer the questions that will be asked to you in this questionnaire, Information given will be treated with the highest degree of confidentiality.

1. What is autocratic leadership?
2. Please make suggestions on any other ways how autocratic leadership styles of warden's influences the welfare of inmates in Malukhu Prisons, Industrial Division Mbale City?
3. Is there any relationship between autocratic leadership style of wardens and the welfare of inmates?
4. What is a democratic leadership style?
5. How does democratic leadership style of wardens influence the welfare of inmates?
6. What is lairsez faire leadership style?
7. Please suggest any other ways how lairsez faire leadership style of wardens influences the welfare of inmates?

Thank you for your participation

INTRODUCTORY LETTER



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa
MBALE UNIVERSITY COLLEGE.

Office of the Academic Registrar

To THE OFFICE OF COMMISSIONER
GENERAL OF PRISON

Dear Sir/Madam,

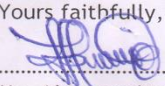
Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. KEMIREMBE DEHEMA
Of Registration Number J22/MUC/B311/081 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
BACHELOR'S DEGREE IN SOCIAL WORK & SOCIAL ADMINISTRATION
He/ she is required to carry out academic research on the topic
THE EFFECT OF LEADERSHIP STYLES ON THE WELFARE
OF INMATES IN UGANDA GOVERNMENT PRISONS
and thereafter produce a well bound hard cover research report (MAROON) in color for
undergraduate and three (BLACK)copies for Postgraduate students as a university
requirement for the award of a degree/diploma in the academic discipline that he /
she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.

Yours faithfully,


Mr. Akampurira Timothy
Academic Registrar



A Complete Education for a Complete Person

P.O Box, Mbale, Uganda, email: academicregistrar@mbale.uwu.ac.ug