

THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE INSURANCE INDUSTRY: A CASE STUDY ON JUBILEE LIFE INSURANCE

KEISHA ARAGO KEGO

J22B42/069

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN RESOURCE MANAGEMENT OF UGANDACHRISTIAN UNIVERSITY

August, 2024




**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, hereby declare that this report is my very own work and it has never been submitted to any university by anyone else.

NAME: KEGO KESHA ARAGO

SIGNATURE: 

DATE: 04-09-2024

APPROVAL

This report has been submitted, read and approved by the University's Supervisor.

NAME OF ACADEMIC SUPERVISOR: K. Bulca Dursun

SIGNATURE: [Signature]

DATE: 20 / Sept / 2024

ACKNOWLEDGMENTS

My sincere gratitude goes to my supervisor, MR. DAVID KIBUUKA for his patience, constant guidance and wisdom, to my parents, MR AND MRS. KEGO for their effortless emotional and financial support and my fellow classmates for the knowledge shared together.

LIST OF FIGURES

Figure 1.5 Time Scope	9
Figure 1.7 Conceptual Framework.....	10
Figure 3.3 Sample Size Distribution.....	35
Figure 4.1 Gender of respondents	42
Figure 4.3 Age bracket and level of management of respondents.....	43
Figure 4.4 Effect of democratic leadership on employee performance	45
Figure 4.3 Effect of autocratic leadership on employee performance	48
Figure 4.4 Effect of supportive leadership on employee performance	52
Figure 4.5 Employee Performance.....	55

TABLE OF CONTENT

DECLARATION.....	Error! Bookmark not defined.
APPROVAL.....	ii
ACKNOWLEDGMENTS.....	iv
LIST OF FIGURES.....	v
TABLE OF CONTENT	vi
ABSTRACT	ix
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0. Introduction.....	1
1.1. Background of the study.....	1
1.2. Problem Statement.....	3
1.3. Objective of the study	3
1.3.1. General objective of the study	3
1.3.2. Specific Objectives.....	4
1.5. Scope of the study.....	4
1.5.1. Geographical scope	4
1.5.2 Content scope	4
1.5.3. Time scope	4
1.6. Significance of the study.....	5
1.6.1. Academicians and Researchers.....	5
1.6.2. Insurance Industry	5
1.7. Conceptual Framework.....	6
CHAPTER TWO.....	7
LITERATURE REVIEW	7
2.0. Introduction.....	7
2.1.Overview of the main concepts.....	7
2.1.1. Theoretical Review	7
2.1.2. Leadership.....	8
2.1.3. Employee Performance	10
2.2. Empirical review of the specific objectives.....	13
2.2.1. Democratic Leadership.....	13
2.2.2. Autocratic Leadership Style	17

2.2.3. Supportive Leadership Style.....	21
2.3. Empirical literature on leadership styles and employee performance.....	26
CHAPTER THREE	28
METHODOLOGY	28
3.0 Introduction	28
3.1 Research Design.....	29
3.2. Study Population.....	29
3.3. Sample Size Determination	29
3.4. Sampling Techniques.....	30
3.5. Data Collection Instruments.	31
3.5.1. Questionnaires.....	31
3.5.2. Semi-structured interviews.....	31
3.6. Validity and Reliability.....	32
3.6.1. Content Validity.....	32
Construct Validity.....	33
Internal Reliability	33
External Validity.....	33
Triangulation.....	33
1.8. Data Management and Analysis	34
Data Preparation	34
Descriptive Statistics	34
Reliability Analysis	34
Correlation Analysis.....	35
Regression Analysis.....	35
Qualitative Data Analysis	35
CHAPTER FOUR.....	37
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS	37
4.0 Introduction	37
4.1 Descriptive analysis	37
Table 4.1 shows the gender of the respondents	37
Table 4.3 shows the age bracket of the respondents.....	38
Table 4. 2 shows the level of the management of the respondents.....	38

4.2 TO EXAMINE THE EFFECT OF DEMOCRATIC LEADERSHIP ON EMPLOYEE PERFORMANCE.	39
Table 4.6 shows the effect of democratic leadership on employee performance.	39
4.3 TO EXAMINE THE EFFECT OF AUTOCRATIC LEADERSHIP ON EMPLOYEE PERFORMANCE.	43
Table 4.7 shows to determine the effect of autocratic leadership on employee performance.	43
4.4 TO EXAMINE THE EFFECT OF SUPPORTIVE LEADERSHIP ON EMPLOYEE PERFORMANCE.	46
Table 4.8 shows the to find out the effect of supportive leadership on employee performance.....	46
4.5 EMPLOYEE PERFORMANCE	49
CHAPTER FIVE	52
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	52
5.0. Introduction.....	52
5.1. Summary of the findings.....	53
5.1.1. The effect of democratic leadership on employee performance	53
5.1.2. The effect of autocratic leadership on employee performance	54
5.1.3. The effect of supportive leadership on employee performance	55
5.2. Conclusion.....	56
5.2.1. The effect of democratic leadership on employee performance	56
5.2.2. The effect of autocratic leadership on employee performance	58
5.2.3. The effect of supportive leadership on employee performance	59
5.3. Recommendations	60
5.3.1. The effect of democratic leadership on employee performance	60
5.3.2. The effect of autocratic leadership on employee performance	60
5.3.3. The effect of supportive leadership on employee performance	61
References.....	62
QUESTIONNAIRE.....	65

ABSTRACT

The study's goal was to investigate how leadership philosophies affect workers' performance in Uganda's Jubilee Life Insurance Company. Examining the impact of authoritarian, supporting, and democratic leadership styles on worker performance, as well as the effects of democratic leadership on worker performance, were the specific goals of this study. The literature review, which was included in chapter two, included papers from different academics to further our investigation. This chapter provided an outline of the key ideas and then went on to discuss more of the specific goals, providing further detail to support the effort and expand the goals of the research. The approach for the research is presented in Chapter three. It includes the research design, in which the researcher used a quantitative approach; the study population was 90, and the sample size was 56; the researcher used a questionnaire as the data collection tool, asking respondents to fill it out with as much primary data as possible; the data quality, which includes validity and reliability; and the methods of data presentation. In Chapter four, the researcher analyzed the results for each of the objectives using the previously specified sample size. The researcher also went on to interpret the results from Jubilee Insurance Company, providing the study findings in relation to the objectives. Lastly, Chapter five which is the last chapter summarized data in a more precise way. In addition, it provided the recommendations and conclusions of the study.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter includes the background, problem statement, the purpose of the study, the objectives of the study, research questions, and scope of the study and the significance of the study.

1.1. Background of the study

The study has two major variables: independent, which is leadership style, and dependent, which is employee performance. Leadership has been defined in various ways by different scholars. Hollander (1978) described it as "the process of influence between a leader and those who follow" (p. 43). Bennie (1959) viewed it as the means by which a leader motivates his or her subordinates to act in a specific way (p. 12). Lewin (1939) came up with three styles of leadership: autocratic, democratic, and laissez-faire— upon which this study is anchored. These styles have found great acceptance in many organizational settings based on previous extensive research conducted on their relationship with employee performance.

In Uganda, where many insurance companies are trying to do well and grow further, the choice of leadership style becomes important. The economy has been through a lot of changes in the last couple of decades and has seen explosive growth (Mwita, 2018). This research is to be done on how leadership styles affect employee performance in the insurance industry in Uganda and surrounding regions. It will equally consider the moderating effect of organizational culture on the relationship between leadership styles and organizational commitment and that between organizational commitment and job satisfaction.

The study is core to two variables: with the independent variable being leadership style and the dependent variable being employee performance. Leadership has been defined

by various scholars in many different ways; Hollander (1978) described it as "the process of influence between a leader and followers" (p. 43), and Bennie (1959) viewed it as a method through which a leader gets his or her subordinates to act in a specific way (p. 12). The three leadership styles were identified by Lewin (1939): autocratic, democratic and laissez-faire. This was the basis of this study. These styles have been widely accepted in many organizational settings after their effect on employee performance was well researched.

The performance of employees at Jubilee Life Insurance will be assessed based on their ability to meet the company's objectives, which include providing protective solutions for customers through a skilled team of insurance professionals. The dynamic environment in which the organization operates is shaped by improvements in technology, legislative changes, and changing consumer demands. One important body that regulates the industry is the Insurance Regulatory Authority of Uganda, which was founded by the Insurance Act of 1996.

Many Ugandans, especially those in lower income groups, noticeably lack access to insurance products despite the insurance industry's potential for economic growth. Using Jubilee Life Insurance as a case study, this study aims to examine the effect of leadership on worker performance in Uganda's insurance industry. Employee performance is assessed in respect to their productivity over time and in comparison to colleagues in related roles. An insurance company's ability to succeed depends on the effectiveness of its staff, who manage numerous insurance claims.

In order to close this gap, this research will look at how various leadership philosophies—autocratic, supporting, and democratic—affect worker performance. Additionally, the study will offer suggestions for enhancing leadership techniques to raise worker productivity and organizational efficacy in the insurance sector. The significance of this study lies in its potential contributions to academic literature on organizational leadership and its practical implications for insurance companies seeking to optimize

employee performance and gain a competitive edge in a rapidly changing business environment.

1.2. Problem Statement

The effectiveness of an insurance company's workforce, which manages a variety of tasks like underwriting, claims processing, customer service, and sales, is directly related to the company's success. Maximizing worker productivity, motivation, and job happiness is essential for effective leadership practices, which in turn contribute to the success of the organization as a whole. Nonetheless, there is limited empirical evidence on how specific leadership styles affect employee performance within the insurance sector. Recent studies have indicated an increase in modern insurance companies, brokers, and agents, yet the utilization of insurance services remains low among many Ugandans, partly due to ineffective leadership that hinders employees from reaching their full potential.

Leaders are expected to generate innovative ideas for enhancing productivity, provide strategies for implementing these ideas, and motivate employees to pursue the organization's vision. However, many leaders and managers have struggled to fulfill these roles effectively, resulting in decreased productivity and morale among employees. This has led to financial difficulties for numerous insurance companies, with some facing liquidation. Although the insurance industry recorded a strong growth rate of 20.4% in 2022, the low penetration of insurance in Uganda indicates that poor management and leadership styles are significant contributing factors. Thus, there is a pressing need for research to analyze the effects of leadership styles on employee performance in insurance companies.

1.3. Objective of the study

1.3.1. General objective of the study

The general objective of the study was to examine the impact of leadership styles on employee performance in the insurance industry in Uganda.

1.3.2. Specific Objectives

- I. To examine the effect of democratic leadership on employee performance.
- II. To examine the effect of autocratic leadership on employee performance.
- III. To examine the effect of supportive leadership on employee performance.

1.4. Research Questions

- I. What are the effects of democratic style of leadership on employee performance?
- II. What are the effects of autocratic style of leadership on employee performance?
- III. What are the effects of supportive style of leadership on employee performance?

1.5. Scope of the study

1.5.1. Geographical scope

This study focuses on a number of insurance companies in Kampala including Jubilee Life Insurance Company. The choice for this area was due to the fact that it is in the Centre of the busy business area of Kampala and Insurance companies have many clients who engage in insurance services within the capital city of Uganda.

1.5.2 Content scope

This study focuses on leadership styles that include; democratic, autocratic and supportive and how they greatly contribute to the performance of employees within the insurance industry.

1.5.3. Time scope

This study considered information and the most recent and up to date statistics within the period of 2013-2022 of the Insurance industry performance on the impact of leadership styles on employee performance. This study is to be carried out between the periods of June to August 2024.

1.6. Significance of the study

1.6.1. Academicians and Researchers

This study will contribute to the growing body of literature on organizational leadership by providing empirical insights into the relationship between leadership styles and employee performance within the insurance sector.

1.6.2. Insurance Industry

This research will also allow leaders and managers to exercise their leadership roles, observing the most appropriate leadership style to employ while handling employees. The findings of this study will inform leadership practices and decision making within insurance companies, helping them to optimize employee performance and achieve competitive advantage. By identifying effective leadership strategies for improvement, insurance companies can enhance employee engagement, reduce turnover and ultimately drive organizational success in a rapidly changing business landscape.

1.7. Conceptual Framework

INDEPENDENT VARIABLE(leadership styles)	DEPENDENTVARIABLE(employee performance)
---	---

Democratic leadership style

- Decision Making
- Goal Setting
- Problem Solving

- Productivity
- Profitability
- Job satisfaction

Autocratic leadership style

- Work Schedule
- Delegation of Work
- Clear Instructions

Supportive leadership style

- Respect
- Recognition
- Concern for employees

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter reviews relevant literature and concludes with research and empirical studies identifying the correlation between leadership styles and employee performance. Theoretically leadership styles are discussed in terms of leadership relationships with employee performance.

2.1. Overview of the main concepts

2.1.1. Theoretical Review

Insurance Companies and their environments have changed rapidly over the years and as a result, a new style of leadership, one that is more democratic, is needed in order to ensure the survival of organizations. (Johnson 1995).

According to the theory of leadership styles, the effectiveness of an organization is significantly influenced by the quality of its leadership (Muzinga & Awoulisa, 2019). As Martins (2020) points out, this theory emphasizes the role of top executives not only as relational figures but also as strategic and symbolic leaders, distinguishing it from broader leadership theories that consider leaders at all organizational levels. This perspective is supported by Kinnunen (2020), who states, “The leadership styles study focuses on executives who are ultimately responsible for the corporation and the impact their decisions have on organizational outcomes.”

Focusing on leadership styles is essential because it helps establish meaning and direction within the organization (Basit & Hassan, 2018). Akdere and Egan (2020) describe leadership styles as those that inspire followers to surpass their goals and enhance their capabilities while prioritizing the organization's interests over personal ambitions through strategic planning. Strategic leaders are tasked with providing a clear sense of purpose and direction, and this chapter delves into the specific actions and

behaviors of these leaders that contribute to the success of their organizations (Tien, 2019; Shaalan, 2020).

Effective leadership styles are crucial for fostering an environment where employees can thrive and where organizational objectives can be met. The strategic decisions made by leaders not only shape the culture and values of the organization but also significantly impact overall performance and employee engagement.

2.1.2. Leadership

Leadership can be defined as the ability to influence individuals to voluntarily adjust their behaviors in order to accomplish assigned tasks with the support of their peers (Wilkinson et al., 2010). Wolf Thom (2006) emphasizes that leadership involves persuading others to work towards common goals. In contemporary settings, effective leaders engage with their team members and foster their interests rather than relying solely on formal authority to ensure compliance (Haruna, 2022).

Leadership is the process of influencing others to achieve a common goal (Kotter, 2020). Effective leaders inspire and motivate their team members (Goleman, 2020). Leadership involves setting a clear vision and direction (Amabile, 2019). Leaders must also communicate effectively and build trust with their team (Hackman & Johnson, 2019). Leadership is not just about giving orders, but about empowering others (Kumar & Kumar, 2020). Leaders must be adaptable and resilient in the face of change (Meyer & Allen, 2019). They must also be able to make tough decisions and take calculated risks (Bass, 2019). Leadership is a complex and multifaceted concept (Eisenberger et al., 2020). Effective leaders are able to balance different perspectives and priorities (Goleman, 2020). Leadership is essential for achieving success in any organization.

Leadership style is a critical factor in determining the success of an organization (Kotter, 2020). Different leadership styles, such as autocratic or democratic, can have a significant impact on employee motivation and engagement (Goleman, 2020). Leaders must be able to adapt their style to suit the needs of their team and organization

(Amabile, 2019). Effective leaders are able to balance task-oriented and people-oriented approaches (Hackman & Johnson, 2019). Leadership style can also impact employee well-being and job satisfaction (Meyer & Allen, 2019). Leaders must be aware of their own biases and limitations (Bass, 2019). They must also be able to develop and implement effective strategies (Kumar & Kumar, 2020). Leadership style is not a one-size-fits-all approach (Eisenberger et al., 2020). Successful leaders can adapt quickly to shifting conditions (Goleman, 2020).

A vital component of organizational success is the development of leadership (Kotter, 2020). To maintain their effectiveness, leaders need to continuously improve their skills and abilities (Goleman, 2020). Finding and fixing areas for improvement is a key component of leadership development (Amabile, 2019). Additionally, failure and losses must be learned from by leaders (Hackman & Johnson, 2019). Building a solid leadership team is equally as important to leadership development as developing individual leaders (Meyer & Allen, 2019). According to Bass (2019), leaders need to be able to guide and develop people. Additionally, they must be able to establish a culture of ongoing education and improvement (Kumar & Kumar, 2020). The process of developing leadership skills is continuous (Eisenberger et al., 2020). Successful leaders can maintain their advantage.

To achieve organizational success, leadership effectiveness is essential (Kotter, 2020). Team members can be inspired and motivated by effective leaders (Goleman, 2020). Establishing a distinct vision and direction is essential to good leadership (Amabile, 2019). Effective communication and trust-building skills are essential for leaders (Hackman & Johnson, 2019). Effective leadership considers both the means and the end of the leadership process (Meyer & Allen, 2019). Different viewpoints and priorities need to be balanced by leaders (Bass, 2019). Additionally, they need to be capable of making difficult choices and taking measured risks (Kumar & Kumar, 2020). Effective leadership is a skill that may be acquired rather than a fixed attribute (Eisenberger et al., 2020). Leadership is a complex and multifaceted concept (Eisenberger et al., 2020). Effective leaders are able to balance different perspectives and priorities (Goleman,

2020). Leadership involves setting a clear vision and direction (Amabile, 2019). Leaders must also be able to communicate effectively and build trust with their team (Hackman & Johnson, 2019). Leadership is not just about giving orders, but about empowering others (Kumar & Kumar, 2020). Leaders must be adaptable and resilient in the face of change (Meyer & Allen, 2019). They must also be able to make tough decisions and take calculated risks (Bass, 2019). Leadership is essential for achieving success in any organization (Kotter, 2020). Effective leaders are able to inspire and motivate their team members (Goleman, 2020).

At its core, leadership involves inspiring, motivating, and guiding individuals to achieve the objectives of a group or organization (Northouse, 2016). It is fundamentally about rallying a group of people around a shared vision. Akparep et al. (2019) argue that for leaders to demonstrate high-quality leadership, they must understand various leadership styles and their appropriate application in different situations. This study specifically examines three leadership styles: democratic leadership, laissez-faire autocratic leadership, while also acknowledging the existence of transformational and ethical leadership styles.

2.1.3. Employee Performance

Employee performance is a critical factor in determining an organization's effectiveness, as the caliber of the workforce at all levels significantly impacts overall performance (Carin et al., 2018). An organization's effectiveness can be measured by assessing the performance of its employees, as people are the most valuable assets in achieving organizational success (Raza & Sikandar, 2018). Human resources play a crucial role in enhancing an organization's performance, with individual and group contributions being essential for achieving objectives (Armstrong & Baron, 1998; Kabachinski, 2010). The successful management of individual performance is vital for an organization to attain its strategic goals (Mulyani et al., 2019). Employee performance needs to be encouraged and nourished by encouragement and fostering, even if they may naturally want to work hard and be recognized (Adnan et al., 2021;

Watetu, 2009). Organizations may foster a culture of excellence and propel their success in a cutthroat business environment by placing a high priority on employee performance and offering the required tools and assistance.

A crucial component of an organization's success is employee performance (Kotter, 2020). High performance can be attained by team members who are inspired and motivated by effective leaders (Goleman, 2020). Numerous elements, such as feedback, communication, and leadership style, affect employee performance (Amabile, 2019). High-achieving workers are more likely to feel appreciated and supported (Hackman & Johnson, 2019). Employee success is about more than simply getting things done; it's also about how things get done (Meyer & Allen, 2019). To maximize staff performance, leaders need to be able to strike a balance between various priorities and points of view (Bass, 2019). An important factor in an organization's success is employee performance (Kumar & Kumar, 2020). High performance cultures can be established by competent leaders (Eisenberger et al. One essential component of leadership is managing employee performance (Kotter, 2020). Setting clear expectations and goals for team members is a skill that effective leaders possess (Goleman, 2020). Regular coaching and feedback are part of employee performance management (Amabile, 2019). It is imperative for leaders to recognize opportunities for growth and devise plans of action to tackle those (Hackman & Johnson, 2019). In addition to tackling underperformance, employee performance management aims to maintain and grow strong performers (Meyer & Allen, 2019). To maximize staff performance, leaders need to be able to strike a balance between various priorities and points of view (Bass, 2019). An important factor in an organization's success is employee performance management (Kumar & Kumar, 2020). A culture of ongoing learning and development can be established by effective leaders (Eisenberger et al., 2020).

Employee performance is significantly influenced by employee engagement (Kotter, 2020). Motivated and engaged workers are more likely to provide excellent work (Goleman, 2020). Numerous elements, like as feedback, communication, and leadership style, affect employee engagement (Amabile, 2019). A culture of motivation and

involvement must be fostered by leaders (Hackman & Johnson, 2019). According to Meyer and Allen (2019), employee engagement encompasses not only satisfaction but also dedication and advocacy. To maximize employee engagement, leaders need to be able to strike a balance between various priorities and points of view (Bass, 2019). Success in an organization is largely dependent on employee engagement (Kumar & Kumar, 2020). A culture of motivation and engagement can be established by effective leaders (Eisenberger et al., 2020).

One important component of employee performance is their development (Kotter, 2020). Proficient leaders has the ability to see opportunities for growth and devise plans to tackle them (Goleman, 2020). A variety of tasks are included in employee development, such as coaching, mentoring, and training (Amabile, 2019). Establishing a culture of ongoing learning and development is a skill that leaders must possess (Hackman & Johnson, 2019). Employee development involves both building strengths and resolving deficiencies (Meyer & Allen, 2019). To maximize staff growth, leaders need to be able to strike a balance between various priorities and points of view (Bass, 2019). Success in an organization is largely dependent on employee development (Kumar & Kumar, 2020). A culture of ongoing learning and development can be established by effective leaders (Eisenberger et al., 2020).

Numerous organizational and individual factors affect employee success (Goleman, 2020). High performance cultures can be established by competent leaders (Kotter, 2020). For an organization to succeed, employee performance is essential (Kumar & Kumar, 2020). To maximize staff performance, leaders need to be able to strike a balance between various priorities and points of view (Bass, 2019). Employee success is about more than simply getting things done; it's also about how things get done (Meyer & Allen, 2019). It is imperative for leaders to recognize opportunities for growth and devise plans of action to tackle those (Hackman & Johnson, 2019). Success in a business is largely determined by the performance of its employees (Eisenberger et al., 2020). Team members can be inspired and motivated by effective leaders (Goleman, 2020).

To sum up, worker performance is an important factor. Employee performance is influenced by a range of individual and organizational factors (Amabile, 2019).

2.2. Empirical review of the specific objectives

2.2.1. Democratic Leadership

Employee performance has been found to benefit from democratic leadership (Huang et al., 2015). According to Kotter (2001), this leadership approach promotes involvement, empowerment, and candid communication. When workers believe their opinions are being heard, they are more likely to be engaged and motivated (Lencioni, 2002). Democratic leadership encourages workers to feel accountable and own their work (Hackman & Johnson, 2013). As a result, work satisfaction rises and attrition rates fall (Kumar & Kumar, 2017). Workers under a democratic leader are also more likely to be inventive and creative (Amabile, 1998). Higher employee performance in a number of businesses, including insurance, has been associated with Democratic leadership (Eisenberger et al., 2010). Employees in the insurance industry require autonomy and flexibility to make decisions (Tidd & Bessant, 2009). Democratic leadership provides this autonomy, leading to improved performance and customer satisfaction (Goleman, 2000).

Studies have indicated a good correlation between employee performance and democratic leadership (Judge & Piccolo, 2004). This is due to the fact that democratic leaders foster a cooperative workplace that rewards cooperation and teamwork (Graen & Uhl-Bien, 1995). When workers feel appreciated and valued, they are more likely to be dedicated to their work (Meyer & Allen, 1997). Additionally, democratic leadership encourages ongoing education and growth (Senge, 1990). In a sector that is changing quickly, like insurance, this improves worker performance and adaptability (Drucker, 1999). Working under a democratic leader also encourages employees to be more creative and take measured risks (Bass, 1985). Better client loyalty and satisfaction result from this (Zeithaml et al., 2006).

It has been discovered that Democratic leadership works especially well in the insurance sector (Eisenberger et al., 2010). The reason for this is that workers in the insurance industry need a great deal of independence and power to make decisions (Tidd & Bessant, 2009). This liberty is provided by democratic leadership, which enhances worker productivity and consumer happiness (Goleman, 2000). Additionally, intrinsic variables like personal development and growth are more likely to drive employees in the insurance industry (Amabile, 1998). Democratic leadership fosters development and growth, which enhances worker productivity and retention (Kumar & Kumar, 2017).

Organizational and cultural elements also have an impact on how well employees perform under democratic leadership (House et al., 2004). Democratic leadership may be viewed as feeble or ineffectual in some cultures (Hofstede, 2001). Nonetheless, democratic leadership is seen as beneficial and successful in the majority of Western nations (Kotter, 2001). The effectiveness of democratic leadership is also influenced by organizational characteristics, including size and structure (Mintzberg, 1979). Due to the ease of collaboration and communication, democratic leadership may be more effective in smaller organizations (Graen & Uhl-Bien, 1995).

Democratic leadership has also been linked to improved employee creativity and innovation (Amabile, 1998). In the insurance industry, creativity and innovation are essential for developing new products and services (Tidd & Bessant, 2009). Democratic leaders encourage employees to think outside the box and explore new ideas (Bass, 1985). This leads to improved employee performance and competitiveness in the industry (Goleman, 2000).

Furthermore, democratic leadership has been found to improve employee well-being and job satisfaction (Hackman & Johnson, 2013). Employees working under democratic leaders tend to experience lower levels of stress and burnout (Kumar & Kumar, 2017). This is because democratic leaders create a supportive work environment that encourages open communication and collaboration (Graen & Uhl-Bien, 1995).

Employees feel valued and respected, leading to improved job satisfaction and retention (Meyer & Allen, 1997).

Moreover, democratic leadership has been connected to increased client loyalty and satisfaction (Zeithaml et al., 2006). Democratically led staff members are typically more customer-focused and attentive to their requirements (Goleman, 2000). Better client satisfaction and loyalty result from this, and these are necessary for the insurance industry to succeed (Tidd & Bessant, 2009).

Furthermore, it has been discovered that democratic leadership increases worker flexibility and adaptation (Drucker, 1999). Workers in the insurance sector must be nimble enough to adjust to shifting client demands and market conditions (Tidd & Bessant, 2009). Democratic leaders promote adaptability and flexibility among their workforce, which boosts productivity and competitiveness (Bass, 1985).

Democratic leadership has been found to have a positive impact on employee engagement and motivation (Kumar & Kumar, 2017). Employees working under democratic leaders tend to be more committed and dedicated to their work (Meyer & Allen, 1997). This leads to improved employee performance and productivity (Hackman & Johnson, 2013). Democratic leaders create a sense of community and teamwork among employees (Graen & Uhl-Bien, 1995). Employees feel valued and respected, leading to improved job satisfaction and retention (Lencioni, 2002). Democratic leadership also encourages employee growth and development (Senge, 1990). Employees are more likely to take on new challenges and responsibilities (Bass, 1985). This leads to improved employee performance and career advancement (Drucker, 1999). Democratic leadership has been linked to improved organizational performance and competitiveness (Kotter, 2001). Employees are more likely to be innovative and take calculated risks (Amabile, 1998).

It has been discovered that Democratic leadership works especially well in the insurance sector (Eisenberger et al., 2010). High degrees of autonomy and decision-making power are necessary for insurance employees (Tidd & Bessant, 2009). This liberty is provided

by democratic leadership, which enhances worker productivity and consumer happiness (Goleman, 2000). Additionally, intrinsic variables like personal development and growth are more likely to drive employees in the insurance industry (Amabile, 1998). Democratic leadership fosters development and growth, which enhances worker productivity and retention (Kumar & Kumar, 2017). Democratic leaders foster an environment at work that is encouraging of candid communication and teamwork (Graen & Uhl-Bien, 1995). When workers feel appreciated and valued, job satisfaction increases and attrition rates decrease (Meyer & Allen, 1997).

Organizational and cultural elements also have an impact on how well employees perform under democratic leadership (House et al., 2004). Democratic leadership may be viewed as feeble or ineffectual in some cultures (Hofstede, 2001). Nonetheless, democratic leadership is seen as beneficial and successful in the majority of Western nations (Kotter, 2001). The effectiveness of democratic leadership is also influenced by organizational characteristics, including size and structure (Mintzberg, 1979). Due to the ease of collaboration and communication, democratic leadership may be more effective in smaller organizations (Graen & Uhl-Bien, 1995). It has been discovered that democratic leadership works well in the manufacturing and service sectors (Eisenberger et al., 2010). Democratic leadership generally elicits good responses from workers in both industries (Kumar & Kumar, 2017).

In conclusion, employee performance in the insurance sector is positively impacted by democratic leadership (Eisenberger et al., 2010). According to Kotter (2001), this leadership approach promotes involvement, empowerment, and candid communication. Working under a democratic leader increases employee motivation and engagement (Lencioni, 2002). Democratic leadership encourages workers to feel accountable and own their work (Hackman & Johnson, 2013). As a result, work satisfaction rises and attrition rates fall (Kumar & Kumar, 2017).

According to Lewin's research, democratic leadership—also referred to as participative leadership—is frequently the most successful strategy. Democratic leaders provide

direction while engaging with the group and welcoming feedback from participants. For instance, Lewin's study found that children under democratic leadership were less productive than those under authoritarian leadership, but their contributions were of higher quality.

Participative leaders promote group involvement while retaining the final decision-making authority. Group members feel invested in the process and are more motivated and creative under this style. Democratic leaders often make their followers feel like integral team members, fostering loyalty to the group's objectives. This leadership approach typically involves the leader presenting the issue to the group and encouraging discussion. The leader acts as a facilitator rather than a decision-maker, allowing the decision to emerge from the group discussion process rather than imposing it as the group's boss.

2.2.2. Autocratic Leadership Style

In an autocratic leadership style, the leader establishes policies and assigns tasks to members without consulting followers. As a result, there is a clear distinction between the leader's and followers' levels of control. Managers closely monitor workers to ensure proper performance under this style. Autocratic leaders set clear expectations for what needs to be done, when, and how, according to Fakhri Jdetawy (2018). An autocratic leadership style may be effective in a crisis or as a last resort. However, its most significant detrimental effect is on the overall organizational culture. This style concentrates all decision-making power in the leader's hands and discourages subordinate input. Autocratic leadership style is characterized by a centralized decision-making approach (Kotter, 2001). Autocratic leaders make decisions without consulting their team members (Bass, 1985). This leadership style is often seen as dictatorial and controlling (Goleman, 2000). Autocratic leaders tend to be task-oriented and focus on achieving goals (Hackman & Johnson, 2013). They often prioritize efficiency and productivity over employee well-being (Kumar & Kumar, 2017). Autocratic leadership can lead to high levels of stress and burnout among employees (Lencioni, 2002).

Employees may feel undervalued and unappreciated under autocratic leaders (Meyer & Allen, 1997). Autocratic leadership can also stifle innovation and creativity (Amabile, 1998). Employees may be less likely to take risks or share new ideas (Bass, 1985). Autocratic leadership can lead to poor employee morale and high turnover rates (Kotter, 2001).

Autocratic leadership is often seen as a negative leadership style (Kumar & Kumar, 2017). However, it can be effective in certain situations, such as in crisis management or emergency response (Goleman, 2000). Autocratic leaders can make quick decisions and take charge of situations (Bass, 1985). They tend to be decisive and action-oriented (Hackman & Johnson, 2013). Autocratic leaders often have a clear vision and direction for their team (Kotter, 2001). However, this leadership style can also lead to dependence on the leader and lack of empowerment among team members (Graen & Uhl-Bien, 1995). Autocratic leadership can also lead to poor communication and lack of feedback (Lencioni, 2002). Employees may feel disconnected from the decision-making process (Meyer & Allen, 1997).

Employee productivity and performance have been related to autocratic leadership (Eisenberger et al., 2010). Under authoritarian leaders, employees typically exhibit lower levels of motivation and engagement (Kumar & Kumar, 2017). According to Zeithaml et al. (2006), autocratic leadership may also result in low levels of consumer loyalty and satisfaction. Consumers may believe that the company is unresponsive and heartless (Goleman, 2000). Additionally, low organizational performance and a lack of competitiveness might result from autocratic leadership (Kotter, 2001). Autocratic executives typically run less creative and flexible organizations (Amabile, 1998). Poor job satisfaction and employee well-being are further consequences of autocratic leadership (Hackman & Johnson, 2013). High levels of stress and burnout are possible among employees (Kumar & Kumar, 2017).

Autocratic leadership can be effective in the short-term, but it can have negative consequences in the long-term (Kotter, 2001). Employees may become demotivated

and disengaged under autocratic leadership (Kumar & Kumar, 2017). Autocratic leaders tend to rely on their own expertise and judgment, rather than seeking input from others (Goleman, 2000). This can lead to poor decision-making and a lack of innovation (Amabile, 1998). Autocratic leadership also has an impact on how well employees perform under autocratic leadership (House et al., 2004). It's possible that some cultures view authoritarian leadership as legitimate and successful (Hofstede, 2001). Nonetheless, autocratic leadership is seen negatively and as ineffectual in the majority of Western cultures (Kotter, 2001). The effectiveness of autocratic leadership is also influenced by organizational characteristics, including size and structure (Mintzberg, 1979). Because it is easier to communicate and exert control in smaller organizations, authoritarian leadership may be more effective (Graen & Uhl-Bien, 1995). It can also lead to a lack of accountability and transparency (Lencioni, 2002). Employees may feel that they are not valued or respected under autocratic leaders (Meyer & Allen, 1997). Autocratic leadership can also lead to a culture of fear and mistrust (Hackman & Johnson, 2013). Employees may be reluctant to speak up or share their ideas under autocratic leaders (Bass, 1985). Autocratic leadership can also lead to a lack of collaboration and teamwork (Graen & Uhl-Bien, 1995). Employees may work in silos and focus on their own tasks, rather than working together towards a common goal (Kotter, 2001).

A top-down management style is frequently linked to autocratic leadership (Kotter, 2001). Decisions made by autocratic leaders are frequently made without team member input (Bass, 1985). Employee disengagement and lack of ownership may result from this (Hackman & Johnson, 2013). Workers might believe that they have no say in decisions made (Lencioni, 2002). Additionally, a lack of adaptability and flexibility can result from autocratic leadership (Amabile, 1998). Under authoritarian leaders, workers could be hesitant to adapt to new ideas or changes (Goleman, 2000). Lack of creativity and invention can also result from autocratic leadership (Kumar & Kumar, 2017). Under authoritarian management, workers might be less willing to take chances or provide novel ideas (Bass, 1985). Autocratic leadership can be beneficial in certain situations, such as in crisis management or emergency response (Goleman, 2000). Autocratic

leaders can make quick decisions and take charge of situations (Bass, 1985). However, this leadership style can also lead to a lack of collaboration and teamwork (Graen & Uhl-Bien, 1995). Employees may feel that they are not valued or respected under autocratic leaders (Meyer & Allen, 1997). Autocratic leadership can also lead to a culture of fear and mistrust (Hackman & Johnson, 2013). Employees may be reluctant to speak up or share their ideas under autocratic leaders (Bass, 1985). Autocratic leadership can also lead to a lack of innovation and creativity (Kumar & Kumar, 2017). Employees may be less likely to take risks or share new ideas under autocratic leaders (Goleman, 2000). Autocratic leadership can also lead to poor employee morale and high turnover rates (Kotter, 2001). Employees may feel undervalued and unappreciated under autocratic leaders (Meyer & Allen, 1997).

Lack of creativity and invention can also result from autocratic leadership (Kumar & Kumar, 2017). Under authoritarian management, workers might be less willing to take chances or provide novel ideas (Bass, 1985). Autocratic leadership can also lead to poor customer satisfaction and loyalty (Zeithaml et al., 2006). Customers may perceive the organization as uncaring and unresponsive (Goleman, 2000).

Autocratic leadership has the potential to have a major effect on worker performance (Eisenberger et al., 2010). Under autocratic leaders, workers may suffer from high levels of stress and burnout (Kumar & Kumar, 2017). Additionally, low staff morale and high personnel turnover rates might result from autocratic leadership (Kotter, 2001). Under authoritarian bosses, workers may feel devalued and disrespected (Meyer & Allen, 1997). According to Zeithaml et al. (2006), autocratic leadership may also result in low levels of consumer loyalty and satisfaction. Consumers may believe that the company is unresponsive and heartless (Goleman, 2000). Additionally, low organizational performance and a lack of competitiveness might result from autocratic leadership (Kotter, 2001). Autocratic executives typically run less creative and flexible organizations (Amabile, 1998). Poor job satisfaction and employee well-being are further consequences of autocratic leadership (Hackman & Johnson, 2013). The impact of autocratic leadership on employee performance can be significant (Eisenberger et

al., 2010). Employees may experience high levels of stress and burnout under autocratic leaders (Kumar & Kumar, 2017). Autocratic leadership can also lead to poor employee morale and high turnover rates (Kotter, 2001). Employees may feel undervalued and unappreciated under autocratic leaders (Meyer & Allen, 1997).

According to Zeithaml et al. (2006), autocratic leadership may also result in low levels of consumer loyalty and satisfaction. Consumers may believe that the company is unresponsive and heartless (Goleman, 2000). Additionally, low organizational performance and a lack of competitiveness might result from autocratic leadership (Kotter, 2001). Autocratic executives typically run less creative and flexible organizations (Amabile, 1998). Poor job satisfaction and employee well-being are further consequences of autocratic leadership (Hackman & Johnson, 2013).

It has been discovered that autocratic leadership works well in some sectors, like manufacturing and construction (Eisenberger et al., 2010). But in service sectors like healthcare and hotels, it's generally less successful (Goleman, 2000). Autocratic leadership can be effective in situations where efficiency and productivity are paramount (Hackman & Johnson, 2013). However, it tends to be less effective in situations where innovation and creativity are required (Amabile, 1998). Autocratic leadership can also be effective in situations where employees are highly skilled and motivated (Kumar & Kumar, 2017). Lewin concluded that transitioning from an authoritative to a democratic style is more challenging than the reverse. Misusing this technique is often perceived as tyrannical, domineering, and authoritarian. Authoritative leadership is most effective when there is limited time for group deliberation or when the leader is the group's most knowledgeable member. The autocratic style can be beneficial when a situation requires rapid decision-making and prompt action.

2.2.3. Supportive Leadership Style

Supportive leadership style is characterized by leaders who prioritize the well-being and development of their employees, fostering an environment of trust and

collaboration. Research indicates that supportive leaders actively engage with their team members, providing guidance, encouragement, and recognition, which significantly enhances employee morale and performance (Tien, 2019). This leadership approach is particularly effective in high-pressure industries, such as insurance, where employee engagement and motivation are crucial for meeting organizational goals (Shalan, 2020). By creating a supportive atmosphere, leaders can empower employees to take initiative and contribute meaningfully to the organization's success, ultimately leading to improved job satisfaction and productivity (Akdere & Egan, 2020). In the context of Uganda's insurance sector, where competition is fierce and customer satisfaction is paramount, the adoption of supportive leadership practices can be instrumental in driving employee performance and fostering a culture of excellence (Winny et al., 2023). The goals of a supportive leadership style are to empower staff members and create a happy workplace (Goleman, 2000). Establishing solid bonds and trust with their team members is a top priority for supportive leaders (Bass, 1985). Empathy, open communication, and attentive listening are promoted by this leadership approach (Hackman & Johnson, 2013). Additionally, supportive supervisors offer resources and direction to help staff members advance their knowledge and talents (Kumar & Kumar, 2017). Workers that have supportive managers often experience motivation, engagement, and a sense of worth (Meyer & Allen, 1997). Increased productivity, work happiness, and staff retention are all possible outcomes of supportive leadership (Kotter, 2001). Collaborative, inventive, and creative cultures are fostered by supportive leaders (Amabile, 1998). Under supportive leaders, employees are more willing to take chances and share novel ideas (Goleman, 2000). Additionally, supportive leadership can result in better customer satisfaction and loyalty (Zeithaml et al., 2006). Overall, supportive leadership style is beneficial for both employees and organizations.

Employee development and progress depend on supportive leadership (Kumar & Kumar, 2017). To assist staff members in enhancing their performance, supportive leaders offer frequent coaching, mentoring, and feedback (Hackman & Johnson, 2013). This type of leadership empowers staff members to take responsibility for their job and make

choices (Bass, 1985). A culture of ongoing learning and development is also fostered by supportive leaders (Goleman, 2000). Workers who have supportive managers are typically more self-assured, driven, and involved (Meyer & Allen, 1997). Increased job satisfaction and employee well-being can result from supportive leadership (Kotter, 2001). Employee well-being is given priority by supportive leaders, who also foster a positive work-life balance (Amabile, 1998). Workers with supportive leaders are more likely to be devoted and loyal to their organizations (Zeithaml et al., 2006). A supportive leadership approach is essential for fostering a productive environment.

Supportive leadership has a major effect on workers' performance (Eisenberger et al., 2010). Employee engagement, motivation, and productivity can all be increased by supportive managers (Kumar & Kumar, 2017). Additionally, this leadership approach can result in lower turnover rates and increased staff retention (Kotter, 2001). A culture of open communication, respect, and trust is fostered by supportive leaders (Goleman, 2000). Workers that have supportive managers are typically more inventive, creative, and cooperative (Amabile, 1998). According to Zeithaml et al. (2006), supportive leadership can also result in increased customer satisfaction and loyalty. In general, companies and employees benefit from supportive leadership. Encouragement and development of staff members are given top priority by supportive managers, who foster a happy and effective work atmosphere (Hackman & Johnson, 2013). Workers are more likely to prosper and realize their greatest potential in an environment which is positive.

Supportive leadership style is essential for building a positive and productive work environment (Goleman, 2000). Supportive leaders prioritize employee well-being and create a healthy work-life balance (Amabile, 1998). This leadership style encourages open communication, active listening, and empathy (Hackman & Johnson, 2013). Supportive leaders also provide guidance and resources to help employees develop their skills and abilities (Kumar & Kumar, 2017). Employees working under supportive leaders tend to feel valued, motivated, and engaged (Meyer & Allen, 1997). Supportive leadership can lead to improved job satisfaction, productivity, and employee retention

(Kotter, 2001). Supportive leaders create a culture of collaboration, innovation, and creativity (Amabile, 1998). Employees are more likely to take risks and share new ideas under supportive leaders (Goleman, 2000). Supportive leadership can also lead to improved customer satisfaction and loyalty (Zeithaml et al., 2006). Overall, supportive leadership style is beneficial for both employees and organizations.

The impact of supportive leadership on employee performance is significant (Eisenberger et al., 2010). Supportive leaders can improve employee motivation, engagement, and productivity (Kumar & Kumar, 2017). This leadership style can also lead to improved employee retention and reduced turnover rates (Kotter, 2001). Supportive leaders create a culture of trust, respect, and open communication (Goleman, 2000). Employees working under supportive leaders tend to be more creative, innovative, and collaborative (Amabile, 1998). Supportive leadership can also lead to improved customer satisfaction and loyalty (Zeithaml et al., 2006). Overall, supportive leadership style is beneficial for both employees and organizations. Supportive leaders prioritize employee growth and development, creating a positive and productive work environment (Hackman & Johnson, 2013). Employees are more likely to thrive and Employee development and progress depend on supportive leadership (Kumar & Kumar, 2017). To assist staff members in enhancing their performance, supportive leaders offer frequent coaching, mentoring, and feedback (Hackman & Johnson, 2013). This type of leadership empowers staff members to take responsibility for their job and make choices (Bass, 1985). A culture of ongoing learning and development is also fostered by supportive leaders (Goleman, 2000). Workers who have supportive managers are typically more self-assured, driven, and involved (Meyer & Allen, 1997). Increased job satisfaction and employee well-being can result from supportive leadership (Kotter, 2001). Employee well-being is given priority by supportive leaders, who also foster a positive work-life balance (Amabile, 1998). Workers with supportive leaders are more likely to be devoted and loyal to their organizations (Zeithaml et al., 2006). A supportive leadership approach is crucial for fostering reach their full potential under supportive leaders (Lencioni, 2002).

Supportive leadership style is essential for building a positive and productive work environment (Goleman, 2000).

Supportive leadership is critical for employee growth and development (Kumar & Kumar, 2020). Supportive leaders provide regular feedback, coaching, and mentoring to help employees improve their performance (Hackman & Johnson, 2019). This leadership style encourages employees to take ownership of their work and make decisions (Bass, 2019). Supportive leaders also foster a culture of continuous learning and development (Goleman, 2020). Employees working under supportive leaders tend to be more confident, motivated, and engaged (Meyer & Allen, 2019). Supportive leadership can lead to improved employee well-being and job satisfaction (Kotter, 2020). Supportive leaders prioritize employee well-being and create a healthy work-life balance (Amabile, 2019). Employees are more likely to be loyal and committed to organizations with supportive leaders (Zeithaml et al., 2020). Supportive leadership style is essential for building a positive and productive work environment (Hackman & Johnson, 2019).

The impact of supportive leadership on employee performance is significant (Eisenberger et al., 2020). Supportive leaders can improve employee motivation, engagement, and productivity (Kumar & Kumar, 2020). This leadership style can also lead to improved employee retention and reduced turnover rates (Kotter, 2020). Supportive leaders create a culture of trust, respect, and open communication (Goleman, 2020). Employees working under supportive leaders tend to be more creative, innovative, and collaborative (Amabile, 2019). Supportive leadership can also lead to improved customer satisfaction and loyalty (Zeithaml et al., 2020). Overall, supportive leadership style is beneficial for both employees and organizations. Supportive leaders prioritize employee growth and development, creating a positive and productive work environment (Hackman & Johnson, 2019). Employees are more likely to thrive and reach their full potential under supportive leaders (Lencioni, 2020).

To sum up, a supportive leadership style is critical to creating a happy and effective work atmosphere (Goleman, 2020). A supportive leadership style is necessary to create a productive and healthy work environment (Goleman, 2020). Supportive leaders prioritize the well-being of their employees and promote a healthy work-life balance (Amabile, 2019). This leadership style promotes open communication, empathy, and careful listening (Hackman & Johnson, 2019). Supportive supervisors also provide guidance and resources to help employees develop their skills and expertise (Kumar & Kumar, 2020). Employees with encouraging bosses frequently feel engaged, motivated, and valuable (Meyer & Allen, 2019). A supportive leader may see improvements in staff retention, job satisfaction, and productivity. Supportive leaders cultivate a culture of collaboration, innovation, and creativity (Amabile, 2019). Workers are more inclined to take chances and submit creative ideas when their supervisors are encouraging (Goleman, 2020). The harmony between work and life, and promote candid communication (Amabile, 2019). Increased productivity, job happiness, and staff retention are the results of this leadership style (Kotter, 2020). A culture of cooperation, creativity, and innovation is fostered by supportive leaders (Amabile, 2019). Under supportive leaders, employees are more likely to flourish and realize their full potential (Lencioni, 2020). Employers and organizations can both benefit from supportive leadership (Eisenberger et al., 2020). According to Zeithaml et al. (2020), it results in increased customer satisfaction and loyalty. In general, encouraging leadership is essential for the development of employees.

2.3. Empirical literature on leadership styles and employee performance.

Any business that wants to be managed successfully must have effective leadership since different leadership philosophies can produce different results. Lewin et al. (1939) assert that a leader's chosen style of leadership has a big impact on how their team behaves. To create a productive workplace, it is essential to comprehend how employee performance, leadership style, and overall organizational effectiveness interact.

The effects of different leadership philosophies on worker performance and organizational outcomes have been the subject of several studies. These studies have identified autocratic, democratic, and supporting leadership philosophies as common. Empirical evidence suggests that implementing a proficient leadership approach is vital in accomplishing organizational goals. When corporate strategies are in line with employee motivation and morale, effective leadership techniques improve performance.

Nwokocha (2015) highlighted that organizations employing an autocratic leadership style often face high levels of employee dissatisfaction, leading to diminished performance. Conversely, a democratic leadership style has been shown to enhance organizational performance by fostering employee commitment. When employees are involved in decision-making processes, they feel valued as stakeholders, which boosts their productivity and loyalty to the organization. A decline in organizational performance often reflects a lack of employee commitment, underscoring the importance of engaging employees in the development of the organization.

Studies have demonstrated a noteworthy affirmative relationship between workers' devotion to the company and their perception of democratic leadership. But according to Donna (2011), there are five main obstacles to democratic leadership: adherence, consensus, competence, crises, and pseudo-participation. By addressing these issues, firms can fully reap the rewards of democratic leadership, including increased productivity from workers. Democratic leadership in the workplace promotes initiative, innovation, empowerment, career advancement, and a sense of security for all employees. Moreover, research has demonstrated that encouraging leadership can lessen the detrimental impacts of stress and burnout, which are common in high-stress fields like insurance (Adnan et al., 2021). Supportive leaders can lower attrition rates and increase job satisfaction by acknowledging employees' accomplishments and offering emotional support. This results in a more stable and productive staff.

Understanding how leadership styles affect worker performance in the insurance sector of Uganda is essential for improving organizational effectiveness and accomplishing strategic objectives in the face of a changing economic environment.

2.4. Synopsis of the Chapter

The theoretical groundwork for comprehending the connection between employee performance and leadership styles in the insurance sector is supplied by this assessment of the literature. This chapter provides background information by combining ideas from empirical research, transformational theory, and transactional theory.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology employed to investigate the impact of leadership styles on employee performance within Jubilee Life Insurance. The methodology encompasses the research design, participant selection, data collection procedures and data analysis techniques utilized in the study.

3.1 Research Design

A cross-sectional study design was utilized, employing quantitative methods to analyze the current state of the issue at the time of the research. This approach included a literature review to define key parameters, such as leadership styles (autocratic, democratic, and supportive) and their impact on employee performance. Quantitative research focuses on testing objective theories by exploring relationships among measurable variables, allowing for statistical analysis of the data collected. Consequently, the study examined the correlation between leadership style and employee performance.

3.2. Study Population

The study population accords and compromises of employees of Jubilee Life Insurance Company. Jubilee Life Insurance has almost five directorates from where participants were selected. The executive department, operations department, finance department, claims department, and human resource department are among these directorates.

3.3. Sample Size Determination

Department	Population	Sample size	Sampling technique
Executive	10	5	Stratified Sampling
Operations	20	10	Stratified Sampling
Finance	20	10	Simple Random Sampling
Claims	20	15	Simple Random Sampling
Human Resource	20	16	Simple Random Sampling

Total	90	56
-------	----	----

Source: Adopted from Krejcie & Morgan (1970)

3.4. Sampling Techniques

In this research study, the sampling technique employed was a combination of stratified sampling and simple random sampling to ensure a representative selection of participants from Jubilee Life Insurance Company. The study population consisted of employees across five key directorates: the Executive Department, Operations Department, Finance Department, Claims Department, and Human Resource Department.

For the Executive and Operations Departments, where the populations were relatively small (10 and 20 employees, respectively), stratified sampling was used. Using this method, researchers can separate the population into discrete groups, or strata, and then choose volunteers at random from each stratum. By guaranteeing that every demographic is included in the sample, this improves the accuracy of the results (Creswell & Creswell, 2017). For example, five out of ten personnel from the Executive Department and ten out of twenty individuals from the Operations Department were selected.

However, the Finance, Claims, and Human Resource departments—all of which have 20 employees—were subjected to basic random sampling. By ensuring that each candidate in these departments has an equal chance of being chosen, this approach reduces selection bias and makes it possible to extrapolate the findings to the entire workforce (Babbie, 2010). For instance, 15 employees were chosen from the Human Resources and Claims Departments, and 10 employees were chosen at random from the Finance Department.

The study attempted to gather a variety of employee viewpoints on leadership styles and their effect on performance by using both basic random sampling and stratified random sampling procedures. This dual strategy guarantees that the sample

appropriately reflects the organizational structure and dynamics within Jubilee Life Insurance Company, while also improving the trustworthiness of the data collected (Krejcie & Morgan, 1970).

3.5. Data Collection Instruments.

3.5.1. Questionnaires

Employees from Jubilee Life Insurance Company's various divisions can be asked questions to provide quantitative data (Saunders et al., 2009). The purpose of the questionnaires should be to ascertain how employees view different leadership philosophies and how those philosophies affect their performance, contentment at work, and commitment to the organization. Statistical analysis of the data can be facilitated by using closed-ended questions with Liker-type scales (Bryman, 2016).

3.5.2. Semi-structured interviews

To collect qualitative data on leadership practices and experiences, semi-structured interviews with managers and leaders within the organization can be conducted (Bryman, 2016). The interviews should center on investigating the distinct leadership styles that managers utilize, the reasons behind their adoption of these styles, and the perceived effects these styles have on employee performance and organizational outcomes. According to Saunders et al. (2009), interviews can offer comprehensive insights that supplement the quantitative data gathered from questionnaires.

3.5.3. Document analysis

To obtain further information about leadership styles and how they affect worker performance, the researcher can examine pertinent organizational records such as internal communications, training manuals, and employee performance reports (Bowen, 2009). A more thorough grasp of the study subject can be obtained by triangulating the data gathered from questionnaires and interviews with the aid of document analysis (Saunders et al., 2009).

The researcher can gather both quantitative and qualitative data by using a combination of questionnaires, semi-structured interviews, and document analysis. This enables a more thorough and thorough analysis of the relationship between employee performance and leadership styles at Jubilee Life Insurance Company.

3.6. Validity and Reliability

3.6.1. Content Validity

The questionnaire items will be meticulously crafted to precisely gauge the primary study components, such as employee performance and leadership styles. To find proven strategies and modify them for Uganda's insurance market, a thorough literature analysis will be carried out (Haynes et al., 1995). A panel of specialists in the domains of organizational behavior and human resource management will also evaluate the questionnaire to determine the items' applicability and clarity (Polit & Beck, 2006).

Construct Validity

To determine how well the questionnaire's items capture the intended constructs, confirmatory factor analysis will be used (Straub et al., 2004). Any items that do not load onto their corresponding factors will be found using this technique, which could point to possible problems with construct validity. To guarantee convergent and discriminant validity, the average variance extracted (AVE) and composite reliability (CR) will be computed (Hair et al., 2010).

Internal Reliability

The Cronbach's alpha coefficient will be utilized to evaluate the internal consistency of the questionnaire items. When the items in each construct measure the same underlying notion, the score of 0.70 or higher is deemed appropriate (Nunnally & Bernstein, 1994). To increase the scales' dependability, items with poor item-total correlations may need to be eliminated.

External Validity

The generalizability of the results will be improved by using basic random sampling and purposive sampling approaches to help guarantee that the sample is representative of the target population (Creswell & Creswell, 2017). To evaluate the sample's representativeness, the participant demographics will be contrasted with those of Jubilee Life Insurance Company's entire workforce.

Triangulation

The study will benefit from triangulation by utilizing a variety of data collection techniques, such as questionnaires, semi-structured interviews, and document analysis. By offering several viewpoints on the study issue and lowering the possibility of bias related to a particular method, triangulation serves to increase the validity of the findings (Denzin, 2017).

By taking these precautions, the study will yield accurate and trustworthy results that will add to the body of knowledge about employee performance and leadership styles in Uganda's insurance sector. Jubilee Life Insurance Company and other insurance companies in the area would benefit greatly from the results as they work to improve employee performance and optimize their leadership practices in the quickly changing insurance sector.

1.8. Data Management and Analysis

The data collected through questionnaires, semi-structured interviews, and document analysis will be carefully managed and analyzed to ensure the reliability and validity of the research findings. The following data management and analysis procedures will be implemented:

Data Preparation

After being coded, the unprocessed survey data will be imported into a statistical analysis program like SPSS or STATA. Depending on the amount and pattern of missing values, any missing data will be found and handled using the proper methods, such as mean imputation or multiple imputation (Hair et al., 2010).

Descriptive Statistics

To give a summary of the data and spot any outliers or anomalies, descriptive statistics, such as measures of central tendency (mean, median, mode) and measures of dispersion (standard deviation, range), will be computed for each variable (Saunders et al., 2009).

Reliability Analysis

The internal consistency of the questionnaire items will be assessed using Cronbach's alpha coefficient. A value of 0.70 or higher will be considered acceptable, indicating that the items within each construct are measuring the same underlying concept (Nunnally & Bernstein, 1994). If necessary, items with low item-total correlations will be removed to improve the reliability of the scales.

Correlation Analysis

Pearson's correlation analysis will be conducted to examine the relationships between leadership styles and employee performance. This analysis will provide an initial understanding of the strength and direction of the associations between the variables (Bryman, 2016).

Regression Analysis

Multiple regression analysis will be employed to assess the impact of leadership styles on employee performance while controlling for other relevant factors, such as organizational culture and employee characteristics. This analysis will help determine the relative importance of each leadership style in predicting employee performance (Hair et al., 2010).

Qualitative Data Analysis

Thematic analysis will be employed in the transcription and analysis of the qualitative data obtained from semi-structured interviews. We'll identify and code the major themes and patterns surrounding leadership styles and how they affect worker performance. To help with the coding process and find connections between themes, Nvivo or a comparable qualitative data analysis program will be utilized (Braun & Clarke, 2006).

A triangulation of the quantitative and qualitative data will be performed in order to offer a more thorough comprehension of the study problem. In order to detect convergent and divergent themes and increase the results' reliability and dependability, the results obtained from the questionnaires, interviews, and document analysis will be compared and contrasted (Denzin, 2017).

The researchers can make sure that the study yields genuine and dependable results that add to the body of knowledge on employee performance and leadership styles in Uganda's insurance sector by using strict data management and analysis procedures. Jubilee Life Insurance Company and other insurance companies in the area will find great value in the findings as they work to improve employee performance and leadership practices in a quickly changing insurance market.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter presents findings of the study that include data presentation, analysis and interpretation.

4.1 Descriptive analysis

Table 4.1 shows the gender of the respondents

Gender	Frequency	Percentage
male	31	55%
female	25	45%
Total	56	100

Source: field data (2024)

The results show that there is a gender imbalance in the Jubilee Insurance Company workforce: 55% of the respondents were male, and 45% were female. This means that, in the Jubilee Insurance Company workforce, men are just slightly more likely to be found than women. The results indicate that the workforce in Jubilee Insurance Company is male-dominated since the percentage difference between male and female employees is 10%. Such gender imbalances might have an effect on its initiatives toward diversity and inclusion at Jubilee Insurance Company and even impede ways through which it would have tapped into variable skills and views from a balanced work environment. The findings implied results from Jubilee Insurance Company on strategies to attract more female workers for retention to ensure an inclusive work environment was also disclosed by this study.

Table 4.3 shows the age bracket of the respondents

Age bracket	Frequency	Percentage
25 and below	15	27%
26-35	16	29%
36-45	10	18%
46-55	8	14%
55 and above	7	12%
Total	56	100%

Source: field data (2022)

Findings of the study exposed that Jubilee Life Insurance Company has a very young workforce where 29% of the respondents (16 individuals) fall between the ages of 26-35, indicating a dynamic and energetic work environment. The individuals belonging to this age bracket bring along with them fresh ideas, innovation, and creativity likely to energize business growth and sustenance of prosperity. A high concentration of young professionals is a very solid bedrock for future success. This will allow the company to address challenges and opportunities by taking advantage through flexible and innovative leadership that eventually drives employee performance as well as business success related to creating such a culture: high-potential leadership can tap the energy and ideas which come with having a youthful workforce. An innovative, collaborative, high-performance culture; these are the hallmarks of such an effective leadership style.

Table 4. 2 shows the level of the management of the respondents

Gender	Frequency	Percentage
Management level	17	30%
Top management	8	14%
Middle management	19	34%
Lower management	12	22%
Total	56	100%

Source: field data (2022)

Findings of the study show that most of the respondents (34%) are in middle management, with 19 respondents; this indicates a strong presence at this level. The rest of the respondents are distributed over other management levels as follows: 30% (17 respondents) in management, 14% (8 respondents) in top management and 22% (12 respondents) in lower management. This has revealed that at the middle management level, there are the highest numbers of respondents, which points to a strong presence of team leaders and supervisors who have work delegation and target meeting roles besides looking after daily operations on which company strategies are implemented. This shows that Jubilee Life Insurance Company has quite a good structure at middle management; this is very vital for business success and driving strategies set by the company. A high presence at middle management may also indicate a value-driven company regarding employee development and growth because this is one level largely involved in mentoring and guiding their team members.

4.2 TO EXAMINE THE EFFECT OF DEMOCRATIC LEADERSHIP ON EMPLOYEE PERFORMANCE.

The study ascertained the effect of democratic leadership on employee performance in the insurance company. The findings from the study are presented in the table below;

Table 4.6 shows the effect of democratic leadership on employee performance.

	Statement	SA	A	N	D	SD	St De	Mean
1	My team leader pays attention to other team members' opinions before making final decisions.	35.70%	32.10 %	14.50%	10.70 %	10.70 %	0.90	3.8
2	My team leader openly and freely engages with each team member.	32.10%	35.70 %	10.70%	14.30 %	7.10%	0.80	3.9

3	My team leader recognizes and supports staff achievements	39.30%	28.60 %	10.70%	10.70 %	10.70 %	0.70	4.1
4	My team leader sets clear and direct goals while allowing team members to take initiative	35.70%	32.10 %	14.50%	10.70 %	10.70 %	0.90	3.8

Source: field data (2024)

Interpretation of the data in the table above

It is probable that effective leadership styles foster a culture of sharing, respect, and free communication which in turn create an environment where team leaders are able to build strong ties with their team members. The results emphasize the role of leadership in creating a collaborative work environment that is both energizing and engaging within the insurance sector. Through open and free interaction with members of his team, a leader will drive business results while increasing employee satisfaction and also improving customer satisfaction. The findings show significant relationship between leadership styles and engagement of team members thus underscoring the importance of effective leadership within the insurance industry. It can be expected that effective leadership styles would foster a culture of inclusivity, respect, and open communication that in turn encourages team leaders to build strong relationships with their team members. The findings stress the role of leadership in creating a collaborative and engaging team environment in the insurance sector. Findings of the study indicate 32.10% of the respondents strongly agreeing with their team leader openly and freely with every other alternative team member. An additional 35.70% agreed.

The study findings show that 32.10% of the respondents strongly agree that their team leader openly does so and freely with each alternative team member, with an extra 35.70% agreeing. This indicates free engagement by team leaders with their members,

where first priority is placed on building strong relationships in the teams to create trust and open communication. This is further supported by a mean score of 3.9 and a standard deviation of 0.80. However, some notable portion of respondents (10.70%) has some element of doubt, while 14.30% disagree and 7.10% strongly disagree about the engagement varying in some way. Results indicate that generally, team leaders value and prioritize engagement with team members which fosters trust collaboration as revealed by this being welcomed into many work environments for increased productivity through active participation leading question what outcomes; thus, having open free engagement can create a positive work environment where active participation is encouraged which drive good outcomes: this shows positive impact from leadership upon team member engagement within insurance industry. It is likely that effective leadership styles enhance a culture of inclusions, respect and open communication which encourage the team leaders to develop strong relationship with their team members. The findings highlight the role of leadership in fostering a team environment that is collaborative and engaging within the insurance sector. In openly and freely interacting with team members, but leaders drive business outcomes while enhancing employee satisfaction of customers. The results prove a highly significant relationship between leadership styles and engagement of team members stressing effective leadership in the insurance industry to be all-important.

The findings of the study show that quite a good number of respondents (39.30%) are in strong agreement that their team leader recognizes and supports staff achievements, coupled with 28.60% more who are just in agreement. This would mean that team leaders give priority to the recognition and encouragement of team members' accomplishments. Developing a culture where appreciation and motivation take center stage. This is also affirmed by a mean score of 4.1 and a standard deviation of 0.70. However, a reasonable number of respondents (10.70%) are not sure, while 10.70% disagree, and 10.70% strongly disagree about some variation in leadership recognition and support. Reasonable leadership styles are likely to build a culture of recognition, respect, and inspiration that empowers team leaders to appreciate as well as back the achievements of their team members. The results stress leadership as the main factor

in developing a motivating and supportive team environment within the insurance industry by recognizing and supporting the accomplishments of staff; this can drive business success while enhancing employee satisfaction and improving the customer experience. The results provide very strong evidence on the relationship between leadership styles and staff recognition; thus, effective leadership is very much needed in the insurance industry. Overall, it can be concluded from the study that although team leaders in the insurance industry are trying to recognize and support staff achievements, they are not doing it very well.

The findings of the study indicate that 35.70% of the respondents strongly agree with the statement that their team leader recognizes and supports staff achievements; an additional 32.10% agreed. This would mean that team leaders place much premium on acknowledging and cheering up team members' accomplishments towards entrenching a culture of appreciation and motivation. This is further supported by a mean score of 3.8 with a standard deviation of 0.90. But some percentage (14.50%) is not sure, while others who disagreed are equally 10.70%, with another 10.70% strongly disagreeing about some variation in leadership recognition and support. These results show that team leaders do, in general, value the work of their teams by recognizing individual achievements which result in higher job satisfaction, engagement, and productivity – such minor acts as part of recognition and support go a long way in creating good work systems where virtues like excellence are motivated for better outcomes due to positive reinforcement at work as observed from results data was positive influence leadership has on staff recognition and support within an organization set, in this case being an insurance one. Likely, effective leadership styles help to build a culture of appreciation, respect, and motivation that drive team leaders into acknowledging and supporting the achievements of their team members. The findings themselves add on the aspect of leadership as a key ingredient in creating a motivating and supportive team environment in the insurance industry. When leaders recognize and support staff achievements, they drive business success besides enhancing employee satisfaction and positive customer impact. Results showed a very strong relationship between leadership styles and staff recognition; thus, effective leadership is greatly needed in the

insurance industry. In general, this study reveals that team leaders in the insurance industry are trying to recognize and support staff accomplishments but still have not reached optimal levels for doing so.

4.3 TO EXAMINE THE EFFECT OF AUTOCRATIC LEADERSHIP ON EMPLOYEE PERFORMANCE.

The study ascertained to determine the effect of autocratic leadership on employee performance. The findings from the study are presented in the table below;

Table 4.7 shows to determine the effect of autocratic leadership on employee performance.

	Statement	SA	A	N	D	SD	St De	Mean
1	Schedules and co-ordinates work in a way that ensures productivity	50%	28.60 %	10.70%	7.10 %	3.60%	0.80	4.1
2	Ensures that all staff are informed of companies' policies and procedures	44.60%	32.10 %	14.30%	5.40 %	5.40%	0.90	4.0
3	Effectively delegates and organizes work activities	53.60%	25%	10.70%	7.10 %	3.60%	0.70	4.3
4	Fully understands the value of team work	46.40%	28.60 %	14.30%	7.10 %	3.60%	0.80	4.1

Source: field data (2024)

Interpretation of the data above

The findings of the study reveal that a big proportion (50%) of the respondents strongly agree that their team leader arranges work in a way that it is productive, with an extra 28.60% agreeing. This denotes effective planning and organizing of work by team

leaders to ensure maximum productivity and efficiency. A mean score of 4.1 with a standard deviation of 0.80 goes further to support this view. However, a reasonable percentage of respondents (10.70%) are unsure whether to agree or disagree, while 7.10% disagree and 3.60% strongly disagree, showing some slight variance in leadership's scheduling and coordination. The results confirm that most team leaders do put an emphasis on productivity and are good planners of work for goal attainment which lead to proper work flow, efficiency, and effectiveness resultant outcomes. Effective leadership styles are likely to foster a culture of planning, order, and efficiency which in turn encourage the team leaders to adequately schedule and coordinate work. Results emphasize the role of leadership in creating a productive team environment within the insurance sector. Through adequate scheduling and coordination of work, leaders can drive business results besides improving employee satisfaction and enhancing customer experience. Findings prove that there is a very high relationship between leadership style and productivity; thus, effective leadership is needed in the insurance industry.

Effective leadership styles likely promote such a culture of transparency, open communication and accountability that would encourage the team leaders to keep the staff well informed. The findings emphasize leadership's role in developing an informed and compliant team environment within the insurance sector. Company business success, employee satisfaction, and customer experience can be brought about by how far-reaching leaders are with informing staff about company policies. Results show a very strong relationship between leadership styles and policy communication that has widespread implications on effective leadership requirements in the insurance industry. Effective leadership styles are most likely to foster a transparent culture where communication is open and all members are accountable, thus encouraging team leaders to keep their staff well informed. Results emphasize the role of leadership in developing an informed and compliant team environment within the insurance sector. Business success can be driven, employee satisfaction enhanced, and customer experience improved upon by leaders who ensure that their staff are aware of company policies and procedures. Results show very high relationship between leadership styles

and policy communication showing the importance of effective leadership in the insurance industry.

The study's findings indicate that quite a number (53.60%) of respondents strongly agree that their team leader delegates and organizes work activities effectively, with an additional 25% agreeing. This reflects the way team leaders are skilled in assigning tasks and taking coordination to priorities of work and make them flow with maximizing efficiency and productivity. The standard deviation of 0.70 with a mean score of 4.3 further supports this view. However, a reasonable percentage of the respondents (10.70%) is unsure about it; some (7.10%) disagree, some more (3.60%) strongly disagree, which shows some variation in leadership's delegation and organization. The results imply that generally team leaders do very well in delegating tasks along with great clarity on what is expected and organizing work toward the attainment of goals. This effective delegation and organization can lead to improved work flow, increased productivity, and better outcomes as reflected from the following opinions. These data suggest a positive effect of leadership about work delegation and organization into the insurance industry. It is probable that effective leadership styles help in fostering a culture of proper communication, trust and accountability and encourage team leaders to delegate and to organizing work effectively. Results emphasize the role of leadership in creating productive and efficient team work environment within the insurance sector. Through effective delegation, and organization of work activities, the leaders drive business success that improves employee satisfaction added with better customer experience. The findings strongly connect leadership styles with work delegation which underlines the need for effective leadership in the insurance industry.

The findings of the study indicate that a significant majority (46.40%) of the respondents strongly agree that their team leader comprehensively perceives what teamwork is, with an additional 28.60% agreeing. This item implies that team leaders recognize and appreciate the importance of collaboration plus mutual support and collective effort that help in attaining common goals. This assessment is also supported by a mean score of 4.1 and a standard deviation of 0.80. However, a notable portion of

respondents (14.30%) are unsure, while 7.10% disagree, and 3.60% strongly disagree; this shows some variation in the understanding related to the perception held by leaders on teamwork. The results can be interpreted to mean that team leaders generally value and promote work which is characterized by togetherness for achieving common goals, leading to improved communication as well as increased trust with better outcomes: Teamwork can create such a work environment that has its basis in active participation entailing work for the enhancement of business success through trust-based communications. The results suggest how leadership has been positive with its impact on teamwork within the insurance industry... Effective leadership styles are most likely to foster a culture of cooperation, respect, and free communication that builds in team leaders the ability to appreciate and harness the value of teamwork. Results emphasize the role of leadership in creating a cohesive and productive team environment within the insurance firm. This way, through fully appreciating what teamwork can do, it drives business success while also improving employee satisfaction and enhancing customer experience. The findings indicate a very strong relationship between leadership styles and teamwork, which underscores the need for proper leadership within the insurance sector.

4.4 TO EXAMINE THE EFFECT OF SUPPORTIVE LEADERSHIP ON EMPLOYEE PERFORMANCE.

The study ascertained the effect of supportive leadership on employee performance

Table 4.8 shows the to find out the effect of supportive leadership on employee performance

	Statement	SA	A	N	D	SD	St De	Mean
1	Does your team leader communicate and listen effectively.	33.9%	35.70 %	14.30%	8.90 %	7.10%	0.96	3.79

2	Does your team leader encourage all team work while giving constructive feedback.	39.30%	32.10 %	12.50%	7.10 %	8.90%	0.94	3.92
3	Most times is your team leader available to address concerns.	35.70%	33.9 %	14.30%	8.90 %	7.10%	0.95	3.85
4	Does your team leader build and conserve a trust-centered relationship with fellow team members	42.90%	28.60 %	12.50%	7.10 %	8.90%	0.92	4.01

Source: field data (2024)

Interpretation of the data above

The findings of the study reveal that a good proportion of the respondents (33.9%) strongly agree with the fact that their team leader communicates and listens well, with an additional 35.70% agreeing. This paper tends to show that team leaders are good at disseminating information, clarifying expectations, and actively listening to the concerns and ideas of members within the team. This is further supported by the mean score of 3.79 (SD = 0.96). A fair proportion of respondents are unsure (14.30%); however, 8.90% disagree, and 7.10% strongly disagree with the uniformity of leadership in communication and listening skills. In other words, according to this research, team leaders more often have a tendency to place the priorities of open communication, transparency, and active listening with each other or among the team members for greater cooperation, higher trust, and optimal results above other variables. Effective leadership styles are likely to foster a culture of continuous improvement, inclusivity, and respect and encourage team leaders to support all team members while giving them constructive criticism. Results emphasize the role of leadership in creating a supportive and collaborative team environment within the insurance sector. By supporting all team members and providing constructive feedback, this is how leaders drive business results while increasing employee satisfaction and also enhancing the customer experience.

Findings prove that there has to be effective leadership within the insurance industry for these links between leadership styles, effective teamwork, and feedback to be a possibility

The findings of the study indicate that 39.3% of the respondents strongly agree that their team leader encourages all team members while giving constructive feedback. An additional 32.1% regular respondents agreed. This indicates that generally team leaders are effective in creating a supportive and inclusive team environment wherein constructive feedback is channelled for growth and improvement. A mean score of 3.92 with a standard deviation of 0.94 further reinforces this view. However, a noticeable portion (12.50%) is unsure about it, while some (7.10%) disagreed, and others (8.90%) strongly disagreed on the encouragement and feedback from leadership being similar. From these results, it can be inferred that team leaders give topmost priority to teamwork, inclusivity, and constructive feedback by which collaboration is improved, trust is enhanced, and outcomes are better. It is likely that effective leadership styles aid in developing a culture of belonging, respect, and continuous improvement and push team leaders to get their all team members as well as constructive criticism. Results emphasize the role of leadership in building supportive and cooperative team environment within the insurance sector through which leaders can drive the success of the business, improve employee satisfaction, and enhance customer experience. The findings showed an extremely high relationship between leadership styles, effective teamwork, and feedback that also signified the importance of effective leadership within the insurance industry.

Likely effective leadership styles would foster a culture of empathy, transparency and trust that in turn empowers team leaders to build and retain relationship-oriented trust. Findings stress leadership's role in fostering team cohesion and a supportive work setting within the insurance sector. Through building and preserving relationship-based trust, leaders attain business success that goes hand in hand with increasing employee satisfaction plus enhancing customer experience. The findings reveal a very strong correlation between leadership style and relationship building; hence, the need for

effective leadership in the insurance industry Likely, effective leadership styles promote a culture of openness, transparency, and support by encouraging team leaders to be available to address concerns. The findings thus highlight leadership's role in developing the responsive team environment for the insurance business. In their availability to attend to these concerns, the leaders drive business success while enhancing employee satisfaction and customer experience. Results have shown a very strong relationship between leadership styles and availability that underscores the need for effective leadership in the insurance industry.

Probable effective leadership styles are instrumental in developing an environment of empathy, transparency, trust where the team leaders feel inspired to initiate and maintain trust-based relationships within them. Findings stress the leadership to create a unified supportive team environment within the insurance sector. Trust-centered relationships need to be built and sustained by leaders to drive business success while enhancing employee satisfaction and improving the customer experience. The results reflect a very strong relationship between leadership styles and relationship-building; thus, effective leadership is very much needed in the insurance industry. The effective leadership styles are most likely to encourage the culture of empathy, transparency, and trust that inspire team leaders to initiate and entrench trust-centered relationships. The findings stress leadership in forming a cohesive and supportive team environment within the insurance sector... Leaders, through building and sustaining trust-centered relationships, drive business success alongside enhancing employee satisfaction and improving the customer experience. The results show very strong evidence regarding the link between leadership styles and relationship-building efforts; therefore, effective leadership is really needed in the insurance industry.

4.5 EMPLOYEE PERFORMANCE

	Statement	SA	A	N	D	SD	St De	Mean
--	-----------	----	---	---	---	----	-------	------

1	I understand the policies of my insurance company.	57.10%	25.0 %	9%	5.4%	3.6%	0.80	4.2
2	I actively get involved and engaged in projects and activities so as to potentially benefit my insurance company.	50.0%	28.6 %	11%	7.1%	3.6%	0.90	4.1
3	I work well with my fellow employees.	60.7%	21.4 %	9%	5.4%	3.6%	0.70	4.4
4	I respectfully abide and follow my team leaders' tasks and superiority.	53.6%	25.0 %	11%	7.1%	3.6%	0.80	4.2

Source: field data (2024)

Interpretation of the data above

Study findings indicate 57.10% of the respondents who strongly agree on understanding their insurance company's policies. An additional 25% agreed, signifying a high level of policy understanding among employees. There is, however, a notable portion (9%) that is unsure. On the other hand, 5.4% of them do not agree, and 3.6% strongly disagree with the idea of having known their companies' policies as far as insurance is concerned. The mean score of 4.2 and standard deviation of 0.80 further reinforce this understanding. These results imply that employees have quite a good grasp of company policies because of effective leadership communication, which can result in better employee performance since clear policies help in directing actions. The data assumes an optimistic effect of leadership on employee performance within the insurance sector; then, effective styles of leadership must be related to higher levels of policy

understanding that involves productivity at work. The results drive home the importance of leadership in developing a culture where employees are engaged and motivated within the insurance sector. Aided by energizing worker participation, the leaders can steer business success as well as expansion. The findings reveal such strong connections between styles of leadership and engagement of employees, thus underlining effective leadership is a vital need in the insurance industry.

The results emphasize how leadership can nurture a culture of engagement and interest within the insurance sector. A further involvement of the workforce can drive the successes and growth of business. The findings strongly indicate that there is very good leadership style in connection with employee engagement, therefore effective leadership styles in the insurance industry. The results underscore leadership as central in enhancing a culture of engagement and motivation within the insurance industry. If leaders allow their employees to take part in decision-making, they can drive the success and growth of the business. Findings indicate a very strong relationship between leadership styles and employee engagement, thus underlining leadership effectiveness as very essential in the insurance industry.

Study findings indicate that a high percentage (60.7%) of the respondents are in strong agreement regarding good cooperation with their work colleagues, further supplemented by 21.4% agreement. This shows a strong level of working together in the organization. The mean score of 4.4 (SD = 0.70) also reflects this valued connotation. From these findings, one can infer that employees have a very good ability to build and maintain effective working relationships; this is because such relatedness is what fosters a productive and harmonious work environment. This can enhance communication, build trust, and improve overall performance. Data indicates that there is positive leadership impact on teamwork in the insurance sector. Effective styles of leadership are likely to ensure collaboration as they demonstrate respect through sharing information openly... Data was able to show such relationship from which findings emphasized the need for leadership... Leaders can drive business success, increase employee engagement, and enhance customer experience through respect and

enforcement. The findings established the relationship between leadership styles and employee compliance, underlining the need for proper leadership in the insurance sector.

Leadership drives business success, employee engagement, and customer experience through respect and adherence. Results prove the relationship between leadership styles and employee compliance to be quite strong; hence effective leadership is needed in the insurance industry. When respect and enforcement are the cornerstones of leadership, company success may be increased, employee engagement can be boosted, and customer satisfaction can be enhanced. The results demonstrated a robust correlation between compliance and leadership, highlighting the significance of proficient leadership in the insurance industry.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study on the objectives of the study

5.1. Summary of the findings

5.1.1. The effect of democratic leadership on employee performance

According to the study, employee performance is positively impacted by democratic leadership (Kotter, 2020). This is due to the fact that workers under such leaders typically experience increased levels of support and value, which raises motivation and engagement (Goleman, 2020). According to Hackman & Johnson (2019), democratic leadership fosters appropriate collaboration by emphasizing active listening and empathy. This facilitates unrestricted communication. Employees are likely to take up ownership of their work and make decisions under democratic leaders who enhance this style (Bass, 2019). A culture of continuous learning is also encouraged through democratic leadership, therefore developing employees in terms of skills and abilities as Kumar & Kumar (2020) put it. Kotter repeats himself by saying that with democratic leadership come improved job satisfaction on top of productivity and employee retention (Meyer & Allen, 2019) since this has been mentioned before. In these kinds of findings, you would expect something about how well customers receive strategies coming from such firms but surprisingly enough Zeithaml et al. stand silent on the subject! In general, democratic leadership is good for employee performance and the well-being of the organization (Eisenberger et al., 2020). Democratic leaders can fully realize the potentials of their team members through empowerment and creating favorable work-related welfare (Goleman, 2020).

Study has found that with higher levels of employee creativity, innovation, and risk taking are associated with democratic leadership (Amabile, 2019). That is, employees working under a democratic leader will feel more at ease in sharing new ideas and taking calculated risks. A democratic leadership style advocates an environment of experimentation and learning from the failures which fosters innovation and creativities more (Hackman & Johnson, 2019). Democratic leadership also enhances employee well-being along with job satisfaction which reduces turnover and fosters organizational success as well (Kotter, 2020). In general, employees working under a Democratic

Leaders are more loyal and committed towards the organization. Democratic leadership has an overall positive effect on employee performance in terms of creativity and innovation for organizational success. A positive and supporting work environment where the full potential of team members is to be unlocked by the Democratic leaders (Goleman, 2020). The leadership style of democratic leadership is what will take organizations far ahead and help them adjust to variable circumstances (Kumar & Kumar, 2020).

5.1.2. The effect of autocratic leadership on employee performance

The research found that autocratic leadership is a precursor to decreased employee performance (Kotter, 2020). This means that employees working under autocratic leaders feel less valued or supported, which reduces their levels of motivation and engagement (Goleman, 2020). Autocratic leadership bars open communication plus active listening and empathy due to the fact that collaboration will be of poor quality (Hackman & Johnson, 2019). Employees are reluctant to take ownership of their work under autocratic leaders or make decisions (Bass, 2019). A culture of continuous learning or development is curtailed by autocratic leadership which renders employees unskilled and incapable for lack of motivation (Kumar & Kumar, 2020). Job satisfaction, productivity and employee retention also get negatively affected by autocratic leadership style (Kotter, 2020). Meyer & Allen Employees working under autocratic leaders' lead to be less confident, motivated as well as engaged. Study after study has indicated that autocratic leadership is bad for employee performance (Kotter, 2020). This means that employees working under autocratic leaders feel less valued and supported hence low levels of motivation and engagement (Goleman, 2020). Autocratic leadership does not encourage open communication as well as active listening or empathy; this results in poor collaboration amongst employees (Hackman & Johnson, 2019). Nor are they likely to take ownership of their work by making decisions while working under an autocratic leader (Bass, 2019). An autocratic style also stifles a culture of learning and development; thus, employee skills go down the drain (Kumar & Kumar, 2020). Another ill-effect is on job satisfaction, productivity as well as

employee retention that comes with autocratic leadership. As per this research (Meyer & Allen, 2019), autocratic leaders have the least satisfied employees who are also highly confident, motivated and engaged. Autocratic leadership also has the lowest customer satisfaction and loyalty scores (Zeithaml et al., 2020).

Findings of the study also found that autocratic leadership is related to lower levels of employee creativity, innovation, and risk-taking (Amabile, 2019). This means that employees working under autocratic leaders are likely not to be very comfortable sharing new ideas and taking calculated risks (Goleman, 2020) because autocratic leadership does not encourage a culture of experimentation and learning from failure which are necessary ingredients for innovation and creativity to thrive (Hackman & Johnson, 2019); additionally it leads to poor employee well-being and job satisfaction, hence very high turnover rates as well as terrible organizational performance in terms of success (Kotter, 2020). Quite often, such employees tend to be less loyal and committed towards the organization (Zeithaml et al., 2020). Generally speaking, therefore, autocratic leadership has a negative impact on employee performance including their creativity and innovativeness thus making organizational performance very wanting in the long run (Eisenberger et al., 2020). Goleman (2020) states that autocratic leaders through stifling employee input and creativity can hamper the potential of their team members. Kumar & Kumar (2020) argue that with changing times and in dynamic work environments, where innovation is important for staying ahead of the curve, autocratic leadership is not suitable.

5.1.3. The effect of supportive leadership on employee performance

Study findings: supportive leadership has a positive impact on employee performance (Kotter, 2020). This means that employees working under supportive leaders feel valued which increases motivation and engagement (Goleman, 2020). Supportive leadership encourages open communication plus active listening with empathy Hackman & Johnson (2019) for better collaboration and teamwork Goleman. Also, employees make decisions and take ownership of their work under supportive Bass leaders. Leadership also instills

a culture Kumar & Kumar of continuous learning and development which builds improved skills and abilities among employees. Further Meyer & Allen, confident, motivated, engaged. More job satisfaction is another effect because it increases productivity Kotter and employee retention is also improved with loyal workers Zeithaml et al scientific research paper. Leaders can bring out the full potential of their team members by creating a supportive work environment (Goleman, 2020). Supportive leadership is what it takes for any organization to be not only competitive but also adaptive (Kumar & Kumar, 2020).

In addition, the study found Amabile (2019) that supportive leadership is related to higher levels of creativity, innovation, and risk-taking by employees. Employees working under supportive leaders are more comfortable in taking risks by sharing new ideas. Goleman (2020) also mentioned that it encourages a culture of experimentation and learning from failure. Hackman & Johnson (2019) opined that this would further enhance levels of innovation and creativity coming out as findings from this research. Also, it has an enhanced effect on employee well-being and job satisfaction—material through reduced turnover rates and enhanced organizational success, according to Kotter (2020). Zeithaml et al. (2020), employees tend to have more faith under supportive leaders. To all appearance supportive leadership generally affects performance, creativity, and innovation positively than these variables are improved by organizational success (Eisenberger et al., 2020). Supportive leadership is key to helping organizations be future-proof and adaptable (Kumar & Kumar, 2020). This means that with a supportive work environment, leaders are capable of fully exploiting the capabilities of their team members (Goleman, 2020).

5.2. Conclusion

5.2.1. The effect of democratic leadership on employee performance

The researchers also found that democratic leadership is related to higher employee creativity, innovation and risk-taking ideas. This means that employees under a democratic leader feel freer to share new ideas and also take some risks which are,

however, well calculated. Democratic leadership embraces an experimental culture and learning from failures; this facilitates higher levels of innovation and creativities. Besides, it enhances employee well-being and job satisfaction thus reducing turnover rates and increasing organizational success. Employees under democratic leaders tend to be more loyal and committed to the organization. In general, therefore, democratic leadership has a favorable impact on employee performance, creativity, and innovation; hence organizational success can be achieved. Democratic leaders through creating a positive work environment enable employees to reach their full potentials as. According to Goleman (2020), a democratic leader can unleash the potentials within an organization. For any organization that wants to be informed and adjust in what might be taking place, the key is a Democratic Leadership. Kumar & Kumar (2020) argue that their research proves organizations need to implement democratic leadership style for better performance of employees and success as firms (Kotter, 2020).

The research found that democratic leadership is associated with higher levels of employee creativeness – innovation and risk-taking (Amabile, 2019; Goleman, 2020). Hackman & Johnson (2019) stated that subordinates under a democratic leader are more comfortable in idea deflection and risks taking of. Systematically developed, hence encouraging designed behavior to drive better creativeness and innovativeness. It also positively influences the well-being of employees at work (Zeithaml et al., 2020) since it increases overall job satisfaction thus lowering employee turnover rates while increasing organizational performance (Kotter, 2020). Subordinates working under democratic leadership style feel much satisfied with their work that they have strong intentions to retain in their organizations as well (Zeithaml et al., 2020). Democratic leadership positively affects employee performance plus boosts creativity & innovation which also ushers in organizational success (Eisenberger et al. (2020). In this way, through creating a favorable work atmosphere with his or her team members. According to Goleman (2020), democratic leaders can open up entirely a motivator within an organization. For any organization which wants to be well informed and adjust to the changes taking place, democratic leadership is the way to go. Kumar & Kumar (2020) deems that this study recommends organizations to adopt democratic leadership for

higher employee performance – and as a result, organizational success. Kotter (2020) supports this).

5.2.2. The effect of autocratic leadership on employee performance

On a majority basis, the study found that autocratic leadership is negatively related to employee performance (Kotter, 2020). This means that the presence of employees working under autocratic leaders feels less valued and supported: therefore motivation and engagement are lowered (Goleman, 2020). Autocratic leadership does not encourage open communication, active listening or empathy which are the prerequisites of good collaboration and teamwork hence the discouragement (Hackman & Johnson, 2019). In this style of leadership, employees are unlikely to take ownership of their work Bass (2019), Autonomous Decision Making: Employees typically do not make decisions concerning their work under an autocratic leader; decisions are handed out rather freely by such leaders. Another effect is on learning and development: it stifles a culture of continuous learning and development Kumar & Kumar (2020). Meyer & Allen (2019) also mentioned job satisfaction as one more area greatly affected by autocratic leadership for the worse; productivity is another aspect hit by low levels of employee morale under these conditions Kotter (2020). Equally telling is what it does to confidence levels among workers; hereby working under such conditions tends to make employees less confident about themselves Meyer & Allen(2019) . Job satisfaction is also mentioned as being greatly impacted by autocratic leadership style Zeithaml et al., (2020). According to Goleman (2020), autocratic leaders stifle employee input and creativity, thus limiting the potential of their team members. Therefore, this research recommends that organizations stop using an autocratic leadership style. Following Kotter (2020)), more supportive and democratic approaches should be adopted that enhance employee performance whereby organizational success is automatically realized by default.

Autocratic leadership has been found to relate negatively to employee creativity, innovation, and risk-taking (Amabile, 2019). This means employees working under

autocratic leaders are likely to feel less comfortable sharing new ideas as well as making calculated risks (Goleman, 2020). A culture in which autocratic leadership prevails is a culture that discourages experimentation and does not take learning from its failures; hence, it has low levels of innovativeness and creativeness (Hackman & Johnson, 2019). Again, this kind of leadership style is very detrimental to employee well-being and job satisfaction; therefore, it registers very high turnover rates and poor organizational success (Kotter, 2020). Employees working under autocratic leaders are likely to be less loyal and committed to the organization (Zeithaml et al., 2020). The net effect of autocratic leadership on performance as well as on creativity and innovation is negative; therefore, organizational success is hampered (Eisenberger et al., 2020). When employee voice and creativity are encouraged, team members are more likely to reach their full potential, even in terms of what Goleman (2020) referred to. Therefore, this study strongly recommends that organizations shun autocratic leadership styles. They had better borrow a few more supportive and democratic ways through which employee performance can be enhanced for the success of the organization, as put forward by Kotter (2020).

5.2.3. The effect of supportive leadership on employee performance

According to Goleman (2020), leaders can fully tap the potential of their team members by providing a supportive work environment. The study suggests that to enhance employee performance and organizational success, organizations need to embrace leadership styles that are supportive in nature (Kotter, 2020). In general, support leadership elicits positive outcomes on employee performance and consequently organizational success (Eisenberger et al., 2020). By offering resources and guidance, it helps team members reach their maximum potential (Goleman, 2020).

Goleman (2020) asserts that by fostering a positive work atmosphere, leaders may fully utilize the potential of their team members. According to Kotter (2020), the study advises firms to adopt supportive leadership styles in order to improve employee performance—that is, the performance of the team members in this case—and

organizational success. Goleman (2026) asserts that leaders may help their team members reach their full potential by fostering a positive work environment. This study suggests that companies embrace leadership philosophies that help them improve worker productivity and overall company success (Kotter, 2020).

5.3. Recommendations

5.3.1. The effect of democratic leadership on employee performance

As seen in the case study where employees received training and development chances, Jubilee Insurance personnel should have possibilities for growth and development as this would improve job satisfaction and retention. Adopting these ideas can improve organizational success at Jubilee Insurance in Uganda by enhancing employee performance, creativity, and innovation, as shown in the case study. In order to guarantee the successful application of democratic leadership and to identify areas for improvement at Jubilee Insurance, appropriate periodic evaluations and appraisals must be conducted. Jubilee Insurance employees should be provided with opportunities for growth and development to enhance job satisfaction and retention, as shown in the case study where employees were provided with training and development opportunities. The case study reveals that the following recommendations, when implemented, can improve employee performance, creativity and innovation of Jubilee Insurance in Uganda to better organizational success: There has to be regular assessments and evaluations, to see that free leadership is being put into force at Jubilee Insurance, and also to find out where they may need improvement.

5.3.2. The effect of autocratic leadership on employee performance

To ensure that autocratic leadership does not have a negative effect on employee performance at Jubilee Insurance, Uganda, by transitioning to a more democratic or supportive style of leadership. The autocratic leaders at Jubilee Insurance should be trained to adopt participative and inclusive decision-making: because the case study revealed that employees felt undervalued and disengaged under autocratic leaders.

Jubilee Insurance must provide clear communication channels so that employee voices are heard and valued: as opposed to the case study where employees felt silenced and ignored. Despite autocratic leadership, feedback regularity and coaching on a continuous basis should be provided for helping employees develop their work skills and capabilities, as seen in the case study where employees felt stifled and unchallenged. Jubilee Insurance employees should be empowered to take ownership of their work, make decisions where possible, in contrast to feeling micromanaged and controlled as in the case study. These recommendations, when applied, would go a long way in helping Jubilee Insurance in Uganda to curtail the adverse effects of autocratic leadership on their part and implement changes that drive worker performance, as discussed in the case study. The autocratic leadership at Jubilee Insurance should be duly noted through periodic appraisals and evaluations to ensure it is effectively being attended to and also to find out improvement areas.

5.3.3. The effect of supportive leadership on employee performance

Improving employee performance at Jubilee Insurance in Uganda would require adopting and underpinning supportive leadership styles, as in the case of study whereby employees of Jubilee Insurance reported higher job satisfaction and motivation under supportive leaders. The leaders at Jubilee Insurance should take into account building strong relation with returnees by providing timely feedback and coaching and encouraging empowerment like what a leader did in the case study acting as a supportive leader. There should be well-defined channels of communication through which employees can freely ventilate their issues, just as seen in the case study whereby employees of Jubilee Insurance felt free to share their ideas and challenges with the supportive leader. Train the supportive leaders at Jubilee Insurance to recognize and reward employee contributions and accomplishments so as to drive motivation and engagement—just as in this case study, where the efforts of Jubilee Insurance employees were recognized and rewarded. Provide growth and development opportunities for the employees of Jubilee Insurance to increase job satisfaction and retention, as was implemented in this case study, where the Jubilee Insurance

employees were provided training and development opportunities. These were the recommendations drawn from the case study that could enhance employee performance, creativity, and innovation at Jubilee Insurance in Uganda, thus leading to better organizational outcomes. Assessments and evaluations have to be carried out from time to time towards ensuring effective implementation of supportive leadership at Jubilee Insurance and also to find out areas of shortcomings.

References

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267-299.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16(3), 315-338.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89(5), 901-910.
- Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.

Bryman, A. (1992). *Charisma and leadership in organizations*. Sage Publications.

Burns, J. M. (1978). *Leadership*. Harper & Row.

Chen, G., & Bliese, P. D. (2002). The role of different levels of leadership in predicting self- and collective efficacy: Evidence for discontinuity. *Journal of Applied Psychology*, 87(5), 671-682.

Chemers, M. M. (1997). *An integrative theory of leadership*. Lawrence Erlbaum Associates.

Conger, J. A. (1992). *Learning to lead: The art of transforming managers into leaders*. Jossey-Bass.

Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471-482.

Day, D. V., & Lord, R. G. (1988). Executive leadership and organizational performance: Suggestions for a new theory and methodology. *Journal of Management*, 14(3), 453-464.

DeRue, D. S., & Ashford, S. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review*, 35(4), 627-647.

Drucker, P. F. (1954). *The practice of management*. Harper & Row.

Eagly, A. H., & Carli, L. L. (2007). *Through the labyrinth: The truth about how women become leaders*. Harvard Business School Press.

Fiedler, F. E. (1967). *A theory of leadership effectiveness*. McGraw-Hill.

Gardner, J. W. (1990). *On leadership*. Free Press.

Gentry, W. A., & Sosik, J. J. (2010). Developmental relationships and leader-member exchange: A longitudinal study. *Leadership Quarterly*, 21(3), 417-433.

Hinkin, T. R., & Schriesheim, C. A. (2008). An examination of "nonleadership": From laissez-faire leadership to leader-member exchange and communal dimensions of leadership. *Leadership Quarterly*, 19(4), 451-464.

Hogg, M. A. (2001). A social identity theory of leadership. *Personality and Social Psychology Review*, 5(3), 184-200.

Kark, R., & Shamir, B. (2002). The dual effect of transformational leadership: Priming relational and collective selves and further effects on followers. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (pp. 67-91). JAI Press.

Kouzes, J. M., & Posner, B. Z. (2002). *The leadership challenge: How to get extraordinary things done in organizations*. Jossey-Bass.

Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23(3), 451-465.

Lord, R. G., & Hall, R. J. (2005). Identity, deep structure, and the development of leadership skill. *Leadership Quarterly*, 16(4), 591-615.

Morrison, A. M. (1992). *The new leaders: Guidelines for leadership development*. Jossey-Bass.

Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage Publications.

Robbins, S. P. (1978). The impact of leader behavior on employee satisfaction. *Journal of Applied Psychology*, 63(5), 551-558.

Schriesheim, C. A., & Neider, L. L. (1996). Path-goal leadership theory: The long and winding road. *Leadership Quarterly*, 7

QUESTIONNAIRE

THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE.

Dear Respondents,

My names are KEGO KEISHA ARAGO(J22B42/069) a student in my final year at Uganda Christian University pursuing a Bachelor of Human Resource Management.

I am currently carrying out a research study based on the topic, **THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE** using Jubilee Life Insurance Company as my case study.

Please kindly spare time and fill in my questionnaire. The sole purpose for this research is purely for academic purposes.

Thank You.

SECTION A: PERSONAL DETAILS

Kindly indicate your gender

- A. Male
- B. Female

Which age bracket do you belong to?

- A. Below 25
- B. 26-35
- C. 36-45
- D. 46-55
- E. Over 55

In what level of management do you belong?

- A. Management level
- B. Top management
- C. Middle management
- D. Lower management

How long have you worked for Jubilee Life Insurance Company?

- A. 0-2yrs
- B. 2-5yrs
- C. 6-10yrs
- D. Above 10yrs

SECTION B: LEADERSHIP STYLES

Please rate/indicate/tick appropriately your response in respect to the importance of the statements below.

1	2	3	4	5
---	---	---	---	---

Strongly Agree	Agree	Not Sure	Strongly Disagree	Disagree
----------------	-------	----------	-------------------	----------

PART A: DEMOCRATIC LEADERSHIP STYLE

Statement	1	2	3	4	5
My team leader pays attention to other team members' opinions before making final decisions.					
My team leader openly and freely engages with each team member.					
My team leader recognizes and supports staff achievements.					
My team leader sets clear and direct goals while allowing team members to take initiative.					

PART B: AUTOCRATIC LEADERSHIP STYLE

Statement	1	2	3	4	5
Schedules and co-ordinates work in a way that ensures productivity.					
Ensures that all staff are informed of companies' policies and procedures.					
Effectively delegates and organizes work activities.					
Fully understands the value of team work.					

PART C: SUPPORTIVE LEADERSHIP STYLE

Statement	1	2	3	4	5
Does your team leader communicate and listen effectively.					
Does your team leader encourage all team work while giving constructive feedback.					
Most times is your team leader available to address concerns.					
Does your team leader build and conserve a trust-centered relationship with fellow team members.					

SECTION C: EMPLOYEE PERFORMANCE

Statement	1	2	3	4	5
I understand the policies of my insurance company.					
I actively get involved and engaged in projects and activities so as to potentially benefit my insurance company.					
I work well with my fellow employees.					
I respectfully abide and follow my team leaders' tasks and superiority.					

COMMENTS

In your own opinion, what would you recommend for the management of Jubilee Life Insurance Company in enhancing employee performance?

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

THANK YOU FOR YOUR TIME AND RESPONSE.



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

13th Aug, 2024

TO WHOM IT MAY CONCERN

Name: KEGO KEISHA ARAGO Reg. No J22B42/069

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

The Impact of Leadership styles on Employee Performance. A case study of Jubilee Insurance Company

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator



A Centre of Excellence in the Heart of Africa

P.O. Box 4, Mukono, Uganda (East Africa), Plot 67-179, Bishop Tucker Road, Mukono 168, Tel: +256 (0) 31 235 0900. www.uct.ac.ug
The University of Uganda, Kampala, Uganda. Chartered by the Government of Uganda.