

# **EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN SIRONKO DISTRICT**

**MALVIN SARAH NAFUNA**

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## DECLARATION

I Nafuna Malvin Sarah declare that the content of this research report is my original work and to the best of my knowledge this work has never been submitted anywhere for any award. It is done through my own efforts.

Signature: .....  .....

Date: 29/02/2024 .....

Nafuna Malvin Sarah

S22/MUC/BPAM/041



## APPROVAL

I certify that this is original work drawn by Nafuna Malvin Sarah has been under my supervision and is now ready for submission to the department of social sciences of Uganda Christian University.

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Signature: ..... *Amelina* ..... Date: *01/march/2024* .....  
Name: ..... *Watuwa Anthony Khaukha* .....

## SUPERVISOR) DEDICATION

This research report is dedicated to whoever supported me throughout my academics in terms of financial, encouragement and guidance.

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## **LIST OF ABBREVIATIONS**

CVI	:	Content Validity Index
LMX	:	Leader-Member Exchange
SDLG	:	Sironko District Local Government
SPSS	:	Statistical Package for Social Sciences
UCU	:	Uganda Christian University

## **ABSTRACT**

The research was undertaken to investigate on the effect of leadership styles on employee performance in Sironko district. It was guided by three objectives; to determine the effect of autocratic leadership on employee performance of Sironko district. to analyze the effect of democratic leadership on employee performance of Sironko district, to assess the effect of coaching leadership on employee performance of Sironko district. The researcher used a sample size of 63 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that autocratic leadership has a significant effect on employee performance of Sironko district. Supported by the following responses; 54% were positive to the statement that autocratic leaders tend to discourage employee input and restrict creativity; 62% were positive to the statement that autocratic leaders tend to set clear expectations and provide specific directions; 61% of the respondents were positive to the statement that autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation. Results of the second objective revealed that democratic leadership has a significant effect on employee performance of Sironko district. Supported by the following responses; 56% of the respondents were positive to the statement that democratic leadership plays a crucial role in empowering employees and fostering their autonomy, 80% of the respondents were positive to the statement that democratic leadership enhances employee performance in terms of creativity and innovation. Results of the third objective showed that coaching leadership has a significant effect on employee performance of Sironko district. 62% forming the majority of respondents were positive to the statement that coaching leaders, who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement, 51% had a positive response to the statement that coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees. There is need for the Sironko district to promote a supportive work environment through fostering a positive work environment by

encouraging open communication, mutual respect, and teamwork. Autocratic leaders should strive to build trust and create an atmosphere where employees feel comfortable sharing their ideas and concerns.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents a background to the study, historical perspective, theoretical perspective conceptual background, contextual perspective, statement of the problem, purpose of the study, objectives, and Research questions, scope of the study, significance of the study and conceptual framework.

### **1.1 Background of the Study**

#### **1.1.1 Historical perspective**

Banjoko, S.A. (2016) articulated that Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to predefined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed [and] effectiveness of work completed” (Mathis & Jackson 2009)

Aguinis (2009) described that the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work. Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as declarative knowledge procedural knowledge” and “motivation” (McCloy et al., 1994). HR practices have positive impact on performance of individuals.

Carlson et al. (2006) pointed out five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. Tessema and Soeters (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure.

Abrifor, C. A. (2013) postulated that employee performance management is an organizational process that aligns the employee measures, skills, competency, development plans and delivery of results. The business dictionary defines it as activities related to a job that is required of an employee, and how well these are done. In an organizational setting, there are different types of resources that are used to enhance the smooth operations of an organization such as human capital, money, machinery and raw materials. Out of all these resources, human capital is the only living resource that an organization has. Any organization can be able to afford the right materials or enough money or even up-to-date machinery to conduct their operations smoothly but not every organization can afford the right human capital. Human resource is a very vital asset to an organization because it helps an organization achieve its competitive edge against its competition in the same industry (Abrifor, C. A. 2013).

Nadeem, (2011) indicates that performance may be influenced by a number of factors which include; individual personality, the values instilled in them, attitudes and competence of an individual which is a mixture of how they perceive things and their motivation. However, it was also indicated that biographical characteristics like their age, their sex, status of marriage and seniority level could not really give exact and reproductive facts of links to improve employee accomplishments and their job satisfaction. For one to get to know how well or badly they may have performed, a performance management tool has to be used to assess them. There are various tools that could be used in measuring success in an organization according to Guck (2013). The first tool is the 360 - degree feedback that is used on managers by the people that work with them on a day-today basis (Gunk, 2013).

Nassazi, A. (2013) denoted that organizations are facing increased competition due to globalization, and external environmental factors. Each and every organization has the responsibility to enhance the performance of their employees because of its importance in achieving ultimate goals (Nassazi, 2013).

The effective management of your employees' performance should: contribute to business success by ensuring that individual efforts are linked to business objectives; improve the motivation and performance of staff by giving them positive feedback and by providing them with opportunities for training and development; provide a basis for linking rewards to performance; give the company more information about individuals and their needs (Cushway, 2015).

### **1.1.2 Theoretical perspective**

### **Behavioral theory**

Adair, J. (2002) asserted that the behavioral leadership theory focuses on how leaders behave, and assumes that these traits can be copied by other leaders. Sometimes called the style theory, it suggests that leaders aren't born successful, but can be created based on learnable behavior. Behavioral theories of leadership focus heavily on the actions of a leader this theory suggests that the best predictor of leadership success is viewing how a leader acts. Action rather than qualities are the focal points of behavioral learning theory. Patterns of behavior are observed and categorized as "styles of leadership" in this theory. Some of the styles of leadership include task-oriented leaders, people-oriented leaders, country club leaders, status-quo leaders, dictatorial leaders, and more. At the end of the day, the actions and actual behaviors of a leader are what define success in this theory. The behavioral theory has many advantages primarily that leaders can learn and decide what actions they want to implement to become the kind of leader they want to be. It allows leaders to be flexible and adapt based on their circumstances.

### **Participative theory**

Adair, J. (2005) affirmed that Participative leadership isn't as common in the corporate world. Sometimes called democratic leadership, this leadership theory suggests that employees be directly involved in decision making in their organization. The leader simply facilitates a conversation and then takes all the suggestions, and comes up with the best possible action. In this theory, everyone is very involved with decisions for the team and organization, with the leader simply helping direct the charge. There are many advantages to this theory. Employees feel more engaged and motivated when they are directly involved in decisions and outcomes for their company. This theory is not without criticism however some suggest that this type of style makes leaders appear weak or unnecessary. It is also a criticism that leaders in this theory don't actually get the best outcomes, because they are too engaged in what people want more than what the company needs. Bill Gates is a well known example of participative theory. While this theory is still hotly debated, there are many examples of companies that work to incorporate employees more in the decision making process. In this theory, a leader may have a meeting to ask employees how to solve a particular problem. They encourage employees to be open and honest about their thoughts (Adair, J. 2005).

### **Power theory**

Bushman, R.M (2015) noted that this theory looks at the way a leader utilizes their power and influence to get things accomplished. French and Raven's Five Forms of Power is a commonly known power

theory of leadership. It looks at positional power and personal power and how they impact leaders' choices and outcomes. This theory may appear to be highly effective leaders with great power may seem highly efficient and get things done quickly. However, most employees don't appreciate power leadership. They want a leader who doesn't wield power over them, but works with them and encourages them. Thus the greatest criticism of this theory is that it doesn't reach the end goal of inspiring and encouraging employees, but rather makes them feel dominated. The power theory can be seen in organizations where hierarchy and promotion is key to success. Employees in power theory companies see that their only way to influence change or impact the company is to gain power of their own. This can result in low morale, political, and cliquy climates in the office (Bushman, R.M 2015).

### **Relationship theory**

Collins, D (2010) denoted that the relationship theory of leadership focuses on leaders who are mainly concerned about their interactions with others. They are often mentors for employees, scheduling time to talk to them and working to meet their needs. These kinds of leaders are focused on making work enjoyable for as many people as possible, and they want to foster a positive work environment. Studies show that this kind of leadership behavior can be the most effective for many employees. Relationship-oriented managers often get better results from their employees. There are many advantages to this kind of leadership. Employees feel confident in their leader and want to follow them. They are also inspired to be good leaders to others. Mentorship provides great opportunities to foster growth in employees, and encourages them to stay at the organization for a longer period of time. There are some critics for this kind of leadership however, including thoughts that relationship driven leaders may be unwilling to view employees who are causing problems at face value, they can let relationships get in the way of work, and they can be guided to favor people over productivity. However, most experts agree that relationship driven leaders are actually more effective at the end of the day (Collins, 2010).

### **1.1.3 Conceptual perspective**

#### **Commitment**

Van Arkadie (2014) contends that Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the

organization. Organizations need to understand that employees have their own requirements and personal wishes that need to be considered. This can determine if the employee feels positive or negative about the organization and needs to be treated individually. Organizations must meet their strategic aims and advantage in the marketplace by employing and keeping high performing employees.

Zikmund, W. (2003) asserts that committed employees develop a bond with an organization and that creates better organizational performance. If that emotional connection to their career, relationships with other employees and the organization are present, they perform better and serve the organization better. Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels. Organizational behavior philosophers believe that it is also crucial to have the right employees for the right jobs. The person-job fit is important because it determines whether or not the employee is well-suited for the job (Zikmund, W. 2003).

Cargan. L. (2017) affirmed that normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (1982) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with “rewards in advance” for example paying college tuition), or incurs significant costs in providing employment for example head-hunting fees or the costs associated with job training. Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Cargan. L. 2017).

## **Motivation**

DeCenzo and Robbins (2016) defined a motivation as the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs. The studies on employees’ motivation have widely been practiced in today’s enterprises across all sectors, regardless of their size. Those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations’ goals. The motivated employees relate to the manners of self satisfaction, self fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations’

policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004).

Lee, C. (2014) observed that the employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational targets and goals (Berman 2010). Ololube (2006) asserts that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. It represents the complex forces and needs which provide the energy for an individual to perform a particular task (Shulze2003). Moreover, employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction, a sense of pride in one's work, a lifelong commitment to organization which enhances performance and productivity (Linz et al., 2006).

Lodinya, S. D. (2014) noted that an employee reward system comprises of an organization's incorporated policies, processes and practices for rewarding its employees in harmony with their contribution, skills and competence, and their market worth. It emerges within the framework of the organization's reward philosophy, strategies and policies. The reward systems of employees has arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward. The reward system consists of financial rewards (fixed and variable pay) and employee benefits, which together comprise total compensation (Armstrong 2002).

### **Dedication**

Gubman, (2004) acknowledges that dedication refers to being strongly involved in one's work, and experiencing a sense of importance, passion and challenge. It refers to a strong involvement which results in positive feelings like inspiration, significance, pride and enthusiasm (Gubman, 2004). Having a dedicated employee is considered an asset to the organization. Dedication is not the same thing as longevity because the fact that a certain employee is the oldest in the organization or has worked for the organization all his or her life does not make him or her dedicated staff member. Dedication involves

desire, commitment; ownership and a continual strive to improve (Schaufeli & Bakker 2003). Any employee who is dedicated to the organization understand and support the values as well as go extra mile to protect the corporate image of the organization thereby facilitate value alignment and organizational commitment.

According to (Rayton and Yalabik, 2014), dedication is about being inspired, enthusiastic and highly involved in your job. It is an individual deriving a sense of significance from work, feeling enthusiastic and proud about the given job, feeling inspired and challenged by the job (Song et al. 2012). Ruokolainen (2007) observe that employee dedication has conceptual similarities with job involvement. According to the authors, employee dedication can be described as a strong psychological involvement or the sense of identification, which the worker feels for his or her work (MacLeod & Clarke, 2009). However, Kanungo (1982) distinguishes between employee dedication and job involvement. In his distinction, he characterizes the primary difference between employee dedication and job involvement as being whereas employee dedication refers to a sense of consistency and commitment to a, job involvement denotes an individual's psychological identification with a particular job or with work in general.

Gallup (2010) noted that dedication breeds optimism. When you are dedicated, you become optimistic. You would find that you always see that the glass is half full rather than half empty. You begin to see possibilities rather than limitations. You may be trying to finish an assignment and have gone halfway. If you are dedicated, you would focus on the fulfillment one gets get from completing the assignment rather than leaving it half done. You can only be dedicated to something you believe in. The more dedicated you are the more hopeful you are that you would succeed (Gallup 2010).

### **Competence**

Boyatzis (2008) defined competencies as an underlying characteristic of a person that could be a motive, trait, skill, aspect of one's self-image, social role, or a body of knowledge which they use.

Taylor (2017) provides yet another definition of competencies as a means of „being able to perform a work role to a defined standard with reference to real working environments. Leadership, being about getting things done the right way, can be used to motivate employees. In order to achieve these goals, the leader must strive to gain the employees' trust and make them followers. To gain their trust and

properly accomplish their tasks for the organization, the employees must be motivated (Baldoni, 2005). Both the employees and the leaders help one another to attain high levels of morality and motivation.

Ioana, R. (2012) noted that competence in the organizational context is one of the employee features influenced by information. Guallino et al. (2008) explains that competence is defined as the capability to maintain harmonized inoculation of tangible and intangible assets in a way that supports the organization to attain its objectives. In the same way, in order to sustain competence building, the organization should have the stored information updated constantly. The process of retrieving and assimilating information by the users is part of the competence development. The reasons that can affect this process are different expectancies, knowledge level, and tasks specifications of the information receivers. Hence, it can be said that information systems play an important role for competence building, which should be treated as valuable parts of an organization (Ioana, R. 2012).

Dharma (2019) quotes writing Armstrong review competence can emphasis on behavioral dimensions of a role to need behavior for the right person to be able to perform the job satisfactorily. As the definition of competence above, it can be concluded that competence includes behavioral characteristics that can indicate the difference between those who are high performers who in this context concerns the achievements that are generated. Further Dharma (2009: 102) reveals that competence is what one brings to work in the form of different types and levels of behavior. This should be distinguished from certain abilities (knowledge, expertise, and expertise) required to perform various tasks related to a job. Competence determines aspects of the process of the outcome of a job.

### **Communication Skills**

Gallup, (2019) denoted that communication skills refer to an employee's ability to effectively convey and receive information. According to a study by Gallup, employees who are strong communicators are more likely to be engaged and successful in their roles, and are better equipped to drive positive outcomes for their team and organization (Gallup, 2019).

### **Initiative and Creativity**

Initiative and creativity refer to an employee's ability to go above and beyond their job requirements to generate new ideas and solutions. A study by the Harvard Business Review found that employees who

exhibit initiative and creativity are more likely to be top performers and positively impact their team's overall performance (Harvard Business Review, 2019).

### **Problem-Solving Skills**

According to international Journal of Business and Social Science, (2013), Problem-solving skills refer to an employee's ability to analyze problems and develop effective solutions. A study by the International Journal of Business and Social Science found that employees who have strong problemsolving skills are more likely to perform well under pressure and make informed decisions (International Journal of Business and Social Science, 2013).

### **Coaching style**

Pavlov, M. (2015) defined Coaching as the skill of providing ongoing and specific feedback in a supportive manner for employee a process aimed at exerting a learning development and improvement positive influence to improve the behavior or performance of a person. Coaching can share similar qualities to hands-on training, but in this type of employee training, the focus is on the relationship between an employee and a more experienced professional, such as their supervisor, a coach, or a veteran employee. The one-on-one mentoring style creates a relationship between employees that carries far beyond training. It also allows the employee to ask questions they may not feel comfortable asking in a classroom, instructor-led training. This training method can be done in person or virtually, through online coaching sessions. For all its benefits, mentoring is costly in terms of employee hours and should be used appropriately to reduce those associated costs (Orenstein, D. 2011).

## **1.2 Problem statement**

The leadership style adopted by leaders in local government plays a critical role in determining the employee's performance. The effects of leadership on employee performance are widely documented in the literature. However, there is limited research on how leadership styles impact employee performance in local government, particularly in Sironko district local government. This study aims to fill this gap by examining the relationship between leadership styles and employee performance and identifying the most effective leadership style that can improve employee performance within local government. Sironko district local government has a workforce of approximately 1,200 employees who are

responsible for delivering various services to the public. According to recent performance reports, the district has experienced a decline in employee performance in the past few years. The low performance levels have been attributed to various factors, including poor leadership styles adopted by district leaders.

A survey conducted among the district employees revealed that only 30% of the workforce is satisfied with the leadership styles of their supervisors and managers. Additionally, 45% of the respondents indicated that their supervisors and managers do not allow them to have a say in decision-making processes, leading to low morale and motivation among employees. Another study conducted in Uganda revealed that autocratic leadership styles were prevalent in local government, leading to low levels of employee job satisfaction and performance. This highlights the need for local government leaders to adopt effective leadership styles that can improve employee performance and productivity.

Overall, there is a need to conduct research that specifically examines the effects of leadership styles on employee performance in the context of Sironko district local government. The findings of this study was essential in informing local government leaders about the most effective leadership styles that can address the low employee performance levels.

### **1.3 Purpose of the study**

The purpose of the study was to assess the effect of leadership styles on employee performance of city councils.

### **1.4 Specific objectives**

- i. To determine the effect of autocratic leadership on employee performance of Sironko district
- ii. To analyze the effect of democratic leadership on employee performance of Sironko district
- iii. To assess the effect of coaching leadership on employee performance of Sironko district

### **1.5 Research questions**

- i. What is the effect of autocratic leadership on employee performance of Sironko district? ii. What is the effect of democratic leadership on employee performance of Sironko district?

iii. What is the effect of coaching leadership on employee performance of Sironko district?

## **1.6 Scope of the study**

### **1.6.1 Content scope**

The study was focused on autocratic style, democratic style, coaching style as independent variables and commitment, motivation, dedication, competence, resources, company culture, incentives, working environment as dependent variables.

### **1.6.2 Time scope**

The study was based on a three year time frame (2016-2019). This is because this is the period when Sironko district has been marred by leadership challenges, including allegations of abuse of office, lack of transparency, mismanagement of funds.

### **1.6.3 Geographical scope**

The study was carried out in Sironko District which is located in the Eastern Region of Uganda. Specifically, it is located in the Bugisu sub-region of Eastern Uganda, about 280 kilometers (174 miles) northeast of the capital city, Kampala. Sironko shares borders with Mbale District to the north, Bulambuli District to the east, Kapchorwa District to the northeast, Bukwo District to the southeast, Kween District to the south, Manafwa District to the west, and Bududa District to the northwest. The district headquarters are located in Sironko town, which is situated approximately 27 kilometers (17 miles) northeast of Mbale town. Sironko District covers an area of 1,442 square kilometers (557 square miles) and has a population of over 300,000 people. The district is predominantly rural, with agriculture being the main economic activity. The major crops grown in the area include coffee, maize, beans, bananas, and vegetables.

## **1.7 Significance of the study**

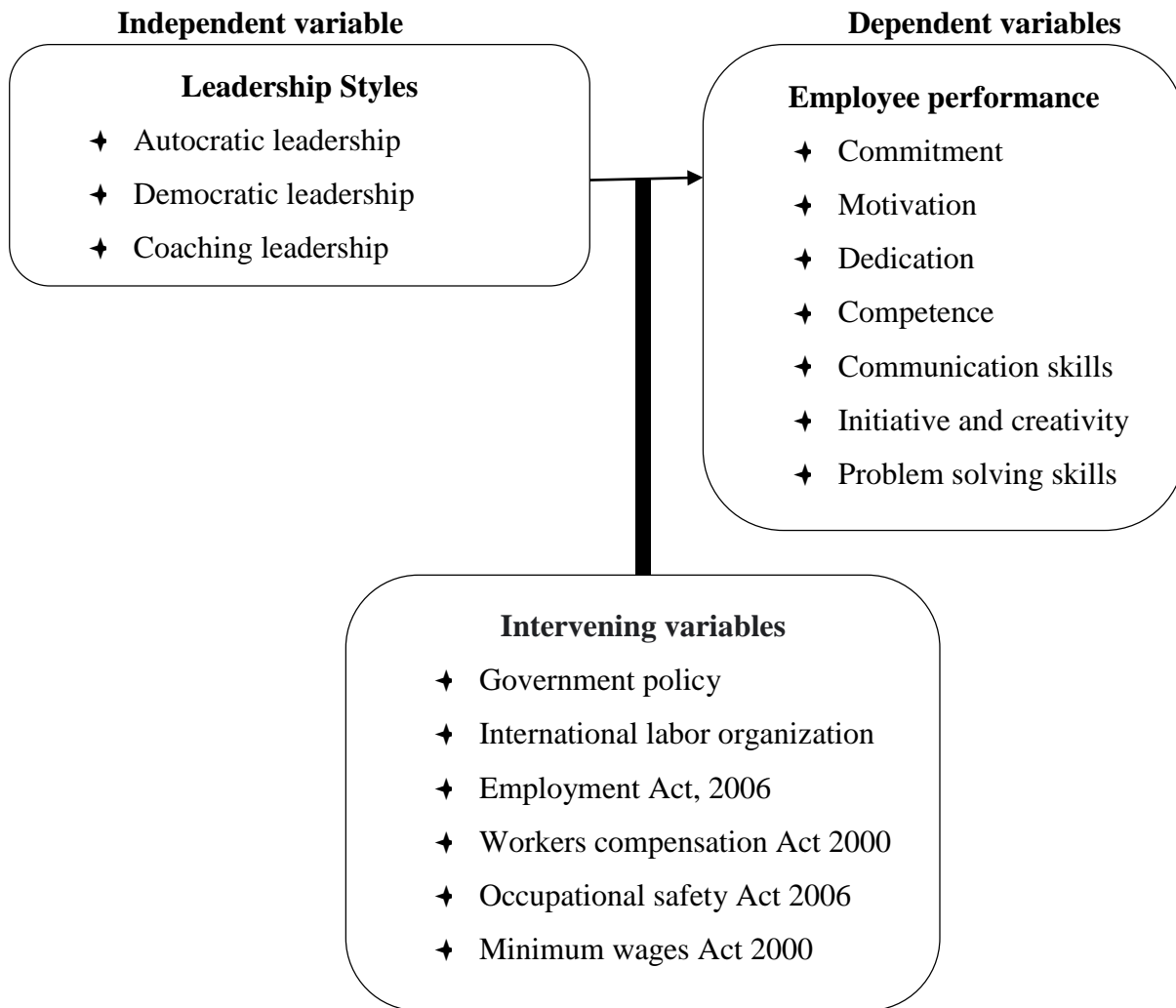
The significance of the study on the effects of leadership styles on employee performance in Sironko District Local Government can be viewed from several perspectives. Firstly, the study provides insights into the role of leadership styles in shaping employee performance in local government. This is particularly important in the context of Sironko District Local Government, given the unique challenges faced by public sector organizations in developing countries.

Secondly, the study can help to identify the most effective leadership styles that can improve employee performance in Sironko District Local Government. This can help the management of the local government formulate policies and strategies that can enhance employee productivity and job satisfaction.

Thirdly, the findings of the study can be useful for other local government institutions in Uganda and other developing countries. These organizations can learn from the leadership styles and practices that were found to be effective in Sironko District Local Government, and apply them to their own settings.

Finally, the study contributes to the existing literature on leadership styles and employee performance in local government organizations. It provides new insights and knowledge that can be used by researchers and scholars in the field to advance the theory and practice of leadership in public sector organizations.

## **1.8 Figure 1 Conceptual frame work**



**Source: Researchers' conceptualization (2023)**

The above conceptual frame work shows independent variable that consists of leadership styles that is to say autocratic leadership, democratic leadership, coaching leadership while dependent variable comprises of organizational performance like among factors that include commitment, motivation, dedication, competence, communication skills, initiative and creativity, problem solving skills likewise intervening variables include Government policy, International labor organization, Employment Act, 2006, Workers compensation Act 2000, Occupational safety Act 2006, Minimum wages Act 2000.

## CHAPTER TWO LITERATURE REVIEW

### 2.0 Introduction

This chapter deals with the review of other researcher's literature or ideas which are similar or closely related to the topic of the study; this was conducted in relation to the specific objectives of the study.

## **2.1 Effect of autocratic leadership on employee performance**

Autocratic leadership is a prominent style of management that involves leaders having full control over decision-making processes. It is characterized by a top-down approach, where leaders make decisions without seeking input or collaboration from employees. Autocratic leaders tend to have a hierarchical and command-and-control approach, where they exercise authority and maintain strict control over their subordinates. This style of leadership has been a subject of interest in the organizational literature due to its potential impact on employee performance. Several studies have examined the relationship between autocratic leadership and job satisfaction. Research by Smith (2017) found that autocratic leadership negatively affected employee satisfaction levels. The lack of employee involvement, limited autonomy, and decision-making authority can lead to feelings of dissatisfaction and decreased overall job satisfaction (Hofstede, 2010).

Autocratic leadership is also linked to employee motivation levels. A study conducted by Wang and Hou (2014) indicated that autocratic leaders tend to rely on disciplinary measures and extrinsic rewards rather than intrinsic motivation strategies. This approach can result in decreased motivation levels among employees, as their work is driven by external factors rather than personal passion or intrinsic enjoyment. Researchers such as Johnson (2013) have found that although autocratic leaders may maintain high levels of control, the lack of employee empowerment and participation can hinder productivity. Employees may feel disengaged and less motivated to perform at their best without having a sense of ownership or involvement in decision-making processes. Job engagement refers to the level of emotional investment and commitment towards one's work. Several studies have indicated a negative relationship between autocratic leadership and job engagement. A study by Cheng and Wang (2016) found that autocratic leadership practices were associated with lower levels of job engagement among employees. The authoritarian nature of leadership may limit employee involvement and suppress their sense of ownership, leading to decreased levels of job engagement.

The effect of autocratic leadership on employee performance may vary depending on specific contextual and individual factors. Researchers have identified potential moderators and mediators that influence this relationship. For instance, the level of job autonomy, task interdependence, and organizational culture may moderate the impact of autocratic leadership on employee performance (Ong et al., 2018). Additionally, employee trust, perceived organizational support, and communication may mediate the relationship between autocratic leadership and employee performance (Derise et al., 2015). Research suggests that autocratic leadership negatively affects employee job satisfaction and motivation. Employees under autocratic leaders often feel disregarded, disempowered, and are less likely to be engaged in their work (Bodla & Nawaz, 2010). Their lack of involvement in decisionmaking processes can lead to lower job satisfaction and reduced motivation to perform to the best of their abilities.

Autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation. Employees may feel hesitant to share their innovative ideas due to the fear of being criticized or punished by their autocratic leader (Vecchio, Justin, & Pearce, 2010). As a result, organizations may lose out on potential opportunities for growth and improvement. The impact of autocratic leadership on employee job performance is mixed. Some studies suggest that autocratic leaders can drive employees to achieve higher performance levels through their directive and task-oriented approach (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2011). However, other studies indicate that autocracy can lead to reduced job performance, especially in complex and dynamic work environments (Tan, Miles, Grimmer, & Armitage, 2019).

Research by Bass and Riggio (2006) suggests that autocratic leadership can have a negative impact on employee productivity. The authoritative decision-making style may lead to reduced innovation, creativity, and decreased motivation among employees, resulting in lower productivity levels. Autocratic leadership has been found to negatively affect job satisfaction among employees. A study conducted by Spector et al. (2002) found that autocratic leadership style leads to lower overall job satisfaction due to reduced autonomy, limited participation in decision-making, and lack of employee empowerment. Autocratic leadership style often suppresses employee motivation. In a study by Guay et al. (2009), it was found that autocratic leaders tend to rely on controlling behaviors, which can undermine intrinsic motivation and reduce employee engagement.

Numerous studies have suggested a significant positive correlation between autocratic leadership and job stress. The lack of employee involvement and excessive control exerted by the leader can lead to increased stress levels among employees (De Cremer and van Dijk, 2008; Glisson, 1977). This increased stress can negatively impact employee well-being and performance. It is important to note that the effect of autocratic leadership on employee performance can be mediated or influenced by various factors. For example, Schyns and Schilling (2013) argue that in certain situations, autocratic leadership may be necessary and effective, such as during crises or in highly structured organizational environments. Additionally, individual differences, such as employee tenure, personality traits, and cultural background, have been found to moderate the relationship between autocratic leadership and its impact on employee performance (Lutgen-Sandvik et al., 2007; Aditya and House, 1997).

Several studies have shown a negative correlation between autocratic leadership and employee performance. Tse and Egelhoff (2017) found that employees under autocratic leadership reported lower levels of job satisfaction and reduced commitment to their work, leading to decreased performance. Similarly, Saeed, Almas, and Anis ul Haque (2020) found that autocratic leadership style negatively affects employee motivation and job performance. Autocratic leadership has been found to have a negative impact on employee job satisfaction. A study conducted by Afsaneh and Khosropour (2016) revealed that employees who experienced autocratic leadership reported lower levels of job satisfaction compared to those under a more participatory leadership style. This dissatisfaction can lead to decreased motivation and performance in the workplace.

Employees' reactions to autocratic leadership play a crucial role in determining their performance. One study conducted by Kazemipour, Saadatmand, and Mehrpour (2019) found that employees who perceived their leaders as autocratic were more likely to exhibit negative emotions such as anger, frustration, and reduced satisfaction with their jobs. These negative emotions can then affect employee performance and productivity. The restrictive nature of autocratic leadership can hinder employee creativity and innovation. Research by Pang and Huang (2020) demonstrated that employees under autocratic leaders showed reduced levels of creativity compared to those working under more participatory leadership styles. Autocratic leaders' focus on control and conformity can stifle employees' inclination for risk-taking and idea generation, ultimately impacting their performance.

It is important to acknowledge that the relationship between autocratic leadership and employee performance can be influenced by various moderating factors. One study conducted by Chang, Gong, and Sheng (2019) found that the negative impact of autocratic leadership on employee performance was mitigated when leaders provided high levels of task feedback and recognized employee achievements. These factors can provide employees with a sense of autonomy and encourage them to perform better despite the autocratic environment. Several studies have suggested that autocratic leadership can have a positive impact on task performance. For instance, a study conducted by Keller and Dansereau (1995) found that autocratic leaders tend to set clear expectations and provide specific directions, which helps employees understand the task requirements and enhance their performance. Similarly, Park and Rainey (2008) concluded that autocratic leadership can positively impact employees' ability to complete tasks efficiently and effectively.

On the other hand, autocratic leadership has been found to have negative effects on creativity and innovation within organizations. Research conducted by Anderson and West (1998) revealed that autocratic leaders tend to discourage employee input and restrict creativity, limiting the possibility of innovative solutions. Additionally, a study by Sosik et al. (1998) indicated that under autocratic leadership, employees may feel less motivated to contribute new ideas and as a result, creativity and innovation suffer. Autocratic leadership has also been found to have a negative impact on employee morale and job satisfaction. A study conducted by Hinkin and Schriesheim (2008) revealed a negative relationship between autocratic leadership and employee job satisfaction. The authors argued that the restricted decision-making power, lack of involvement, and the feeling of being controlled by an autocratic leader can lead to decreased job satisfaction and lowered employee morale.

Some research suggests that under autocratic leadership, employees may feel less motivated due to limited autonomy and a lack of participation in decision-making processes (Wagner et al., 2020). However, other studies argue that autocratic leaders can motivate employees through their direct involvement, clear expectations, and structured work environments (Keller and Dansereau, 1995). Autocratic leadership can have negative impacts on employee motivation and satisfaction. Research by Decramer et al. (2019) found that autocratic leadership reduces employees' intrinsic motivation, as it limits their autonomy, involvement, and decision-making power. In a study conducted by Xie et al.

(2016), autocratic leadership was negatively associated with employee job satisfaction, leading to decreased overall employee performance.

Autocratic leadership tends to stifle employee creativity and innovation. According to Jung et al. (2018), autocratic leaders' controlling behavior and discouragement of dissenting opinions discourage employees from taking risks and expressing their ideas. This hampers innovation within the organization and limits potential breakthroughs in employee performance. Several studies have identified a negative relationship between autocratic leadership and employee commitment to the organization. For instance, a study by Li et al. (2020) found that autocratic leadership decreases employee affective commitment, leading to reduced employee performance. Similarly, Aydin (2017) found that autocratic leadership negatively affects employee normative commitment, which reflects an employee's sense of obligation to the organization.

The organizational climate can mediate the relationship between autocratic leadership and employee performance. Research by Alharthey and Zhang (2020) suggests that a positive organizational climate, characterized by trust, open communication, and support, can buffer the negative effects of autocratic leadership on employee performance. Conversely, a negative organizational climate, characterized by fear and mistrust, exacerbates the negative effects of autocratic leadership. A study by Shrestha (2019) found that high-quality Leader-Member Exchange (LMX) between employees and autocratic leaders, characterized by trust, respect, and mutual support, can mitigate the negative effects of autocratic leadership on employee performance. Strong LMX positively influences employee satisfaction, motivation, and commitment, leading to improved performance.

Overall, the literature suggests that autocratic leadership has a detrimental impact on various dimensions of employee performance, including job satisfaction, motivation, productivity, and job engagement. The lack of employee involvement, limited autonomy, and top-down decision-making approach associated with autocratic leadership can result in negative outcomes for both individuals and organizations. However, it is important to consider potential moderators and mediators that could impact this relationship. Further research is needed to explore these factors and to develop strategies that mitigate the negative effects of autocratic leadership on employee performance.



## **2.2 Effect of democratic leadership on employee performance**

There have been numerous studies exploring the impact of democratic leadership on employee performance, particularly from a global perspective. These studies provide valuable insights into the relationship between leadership style and employee performance in different cultural contexts. Here is some literature with relevant citations; Avolio, Sosik, Jung, and Berson (2003) conducted a study that examined the relationship between different leadership styles and employee performance. The study found that democratic leadership, characterized by participative decision-making and empowerment, positively influenced employee performance. The authors suggested that this form of leadership fosters innovation, increases commitment, and enhances job satisfaction, ultimately improving overall performance within organizational units.

In their extensive cross-cultural research, House, Hanges, Javidan, Dorfman, and Gupta (2004) examined the relationship between culture, leadership styles, and organizational performance across 62 societies. Their findings indicated that democratic leadership had a positive effect on employee performance, regardless of cultural differences. The authors concluded that organizations with democratic leaders tend to experience higher levels of employee commitment, motivation, and satisfaction, leading to improved performance. Yukl and Becker (2006) delved into the concept of empowerment in organizations and its impact on performance. They argued that democratic leadership plays a crucial role in empowering employees and fostering their autonomy, which, in turn, positively affects their motivation and performance. Their research highlighted that democratic leaders create an environment that encourages innovation, collaboration, and growth, resulting in higher levels of employee performance and organizational success.

Bass, B. M., & Avolio, B. J. (1994) provide a comprehensive overview of transformational leadership, which includes the democratic leadership style. They highlight the positive impact of democratic leadership on employee performance, emphasizing the importance of empowering employees and involving them in decision-making processes. Kark, R., & Van Dijk, D. (2007) examine the relationship between leadership and motivation in various cultural contexts. They emphasize the significance of democratic leadership in fostering employee performance, arguing that the participative nature of democratic leadership provides employees with a sense of autonomy and ownership, enhancing their motivation and overall performance.

Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007) investigated the impact of leadership, including democratic leadership, on team performance across different countries. Their findings demonstrated that democratic leadership positively influences employee performance by empowering individuals and enhancing their sense of self-efficacy, which leads to increased job satisfaction and better overall performance. Farh et al. (2007) investigated the moderating role of Chinese cultural values on the relationship between perceived organizational support and employee outcomes. They find that democratic leadership, which aligns with cultural values emphasizing a more egalitarian approach, has a stronger positive impact on employee performance in China compared to hierarchical leadership styles.

Cochran, D. S., & Watson, R. W. (2012) examined the relationship between democratic leadership style and employee proficiency and commitment across multiple countries. Their study suggests that democratic leadership positively influences employee performance, leading to higher levels of proficiency and commitment. The authors find that the impact of democratic leadership on employee performance is consistent across different cultural settings. Zhang, X., & Bartol, K. M. (2010) explored the impact of empowering leadership, which aligns closely with democratic leadership, on employee creativity. Their study reveals that empowering leadership positively affects employee creativity by fostering psychological empowerment and intrinsic motivation. This suggests that the participative nature of democratic leadership enhances employee performance in terms of creativity and innovation.

Farhangi, A. A., & Larki, G. J. (2016) explored the relationship between transformational leadership and employee performance in an Iranian context. The findings revealed that a democratic and participative leadership style positively influenced employee performance, especially when combined with a supportive organizational culture that values employee involvement and participation. Investigating the Nigerian banking industry, Adeyeye, M. M., & Aminu, S. N. (2018) found that democratic leadership behaviors, as a facet of transformational leadership, significantly influenced employee performance. The study highlighted the importance of empowering and involving employees in decision-making processes for enhanced performance outcomes.

A study by Edmondson (1999) emphasizes the importance of building trust and psychological safety, enabling employees to freely express their opinions, ask questions, and contribute to decision-making processes without fear of judgment or reprisal. Numerous studies underscore the positive impact of democratic leadership on management techniques. For instance, Gastil and Sapp (1997) found that democratic leaders foster a culture of trust and open communication, resulting in better problemsolving and creativity within teams. Additionally, Daft (1982) suggests that democratic leadership enhances employee motivation, commitment, and job satisfaction due to increased involvement in decision-making processes.

While democratic leadership offers various advantages, it is not without its challenges. Schmidt et al. (2017) argue that the inherent time-consuming nature of this leadership style can hinder decisionmaking processes, resulting in delays or inefficiencies in fast-paced environments. Moreover, the success of democratic leadership highly depends on the willingness and readiness of employees to participate actively and provide valuable input (Young et al., 2020). Several key factors contribute to the successful implementation of democratic leadership. Research by Hartnell and Kinicki (2011) suggests that leaders must establish a supportive work environment, provide training and resources, and actively involve employees in the decision-making process to reap the benefits of this leadership style. Additionally, Lee and Wong (2019) highlight the importance of clear communication, transparency, and trust-building to create a conducive atmosphere for democratic leadership to thrive.

Several studies have investigated the impact of democratic leadership on employee engagement. Research by Li, Zhao, & Liu (2020) found that employees who perceive their leaders as democratic tend to have higher levels of job satisfaction and commitment. Additionally, Zhang and Bartol (2010) argued that democratic leadership positively influences employee creativity and innovation, contributing to higher levels of engagement. A study by Duan, Xia, Lam, & Liu (2016) discovered that teams led by democratic leaders exhibit greater cohesion, cooperation, and higher team performance. Moreover, Wang, Law, Hackett, and Wang (2014) found that democratic leadership positively impacts team efficacy and shared vision, enhancing overall team performance.

A study by Edmondson (2020) revealed that organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates. Furthermore, Gao and Janssen (2018) found that democratic leadership positively affects organizational innovation and financial performance. Research by Avolio, Kahai, & Dodge (2001) highlighted the importance of supportive organizational norms and values to foster an environment conducive to democratic leadership practices. Democratic leadership, also known as participative leadership, involves decisionmaking processes that include input from group members. It fosters open communication, active involvement, and shared responsibility among team members. According to Stogdill (1974), democratic leaders facilitate group discussions, encourage diverse perspectives, and empower employees to contribute to decision-making.

A study by Zhang et al. (2015) found a positive relationship between democratic leadership and employee engagement. The participatory process enhances job satisfaction, motivation, and commitment, leading to improved performance and productivity. A research study by Bhatti et al. (2019) identified that democratic leadership positively influences creativity and innovation within organizations. The inclusive and supportive environment fosters idea generation, experimentation, and risk-taking. In a study by Leana et al. (2009), democratic leadership was found to be associated with higher job satisfaction and organizational commitment. Employees feel valued and involved, leading to increased loyalty and dedication to the organization.

Organizations are adopting blended leadership approaches that combine elements of democratic leadership with other styles, such as transformational or servant leadership. Research by Cheng et al. (2014) suggests that integrating different leadership styles can capitalize on the strengths of each style. Organizations recognize the importance of developing and nurturing democratic leadership skills. Leadership development programs focusing on communication, collaboration, and team-building skills are gaining popularity (McCleskey, 2014). With the rapid advancements in digital collaboration tools, organizations are leveraging technology to enable remote employees to participate in decisionmaking processes. Virtual meetings, online forums, and collaborative platforms facilitate inclusive decision-making (Sivo et al., 2019).

Democratic leadership involves decision-making processes that incorporate the ideas, opinions, and suggestions of team members. It fosters a sense of involvement, ownership, and responsibility among employees, leading to higher engagement and motivation. According to Bass (2008), democratic leaders prioritize open communication, shared decision-making, and mutual respect, thereby enhancing organizational productivity and employee satisfaction. One key aspect influenced by democratic leadership is the decision-making process. Research by Lewin et al. (1939) demonstrates that democratic leaders involve team members in decision-making, leading to higher quality decisions and increased acceptance from the group. This approach, as shown by Janis and Mann (1977), encourages diverse perspectives, creativity, and innovation within the organization.

A study by Carmeli et al. (2010) revealed that employees under democratic leadership reported higher levels of job satisfaction, commitment, and organizational citizenship behaviors. This positive work environment leads to increased employee engagement, ultimately impacting management techniques. Research by Yukl et al. (2013) indicates that democratic leaders facilitate open communication channels, encouraging team members to express their ideas, concerns, and feedback freely. This inclusive environment enhances teamwork, coordination, and information sharing, positively influencing management techniques such as project execution, conflict resolution, and knowledge sharing. Bass and Riggio (2006) argue that democratic leadership creates an environment conducive to personal growth, fostering intrinsic motivation and commitment to organizational goals. Transformational leadership, in turn, has been linked to improved management techniques, including goal clarity, performance evaluation, and talent development.

Studies have highlighted various benefits of democratic leadership. For example, DuBrin (2015) states that this leadership style can enhance employee morale, job satisfaction, and motivation. Additionally, Whetten and Cameron (2019) argue that democratic leadership fosters creativity, innovation, and problem-solving skills among team members. One significant advantage of democratic leadership is its focus on inclusivity and the involvement of team members in decision-making. This participatory approach can result in more informed and well-rounded decisions. According to Choi, Price, and Vinokur (2003), democratic leadership encourages diverse perspectives, leading to better problemsolving outcomes.



### **2.3 Effect of coaching leadership on employee performance**

Saks, A. M. (2006) intimated that coaching leadership involves a leader providing guidance, support, and feedback to employees, with the aim of helping them improve their skills, knowledge and abilities. The purpose of this literature review is to examine the research conducted on coaching leadership and its impact on employee performance, highlighting relevant studies and their findings. Baron (2001) examines the relationship between coaching leadership style and employee performance. The study reveals that coaching leadership positively influences employee performance. Coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance. Avolio and Sosik (1999) discuss the role of coaching in mentoring relationships in organizations. They argue that coaching leadership positively impacts employee performance by fostering skill development, increasing self-confidence, and improving goal attainment. Grant (2019) conducts a systematic review of the literature on coaching, including executive coaching. The study highlights the positive impact of coaching on employee performance, as coaching provides personalized support, skill development, and goal-setting strategies to enhance individual and organizational outcomes.

Numerous studies have found a positive relationship between coaching leadership and employee performance. For instance, in their meta-analysis, Jones et al. (2016) concluded that coaching leadership positively influences both individual and team performance. The authors emphasized that coaching leadership behaviors, such as providing constructive feedback, setting challenging goals, and supporting employee development, contribute to improved task performance and overall organizational performance. One aspect of coaching leadership that has received particular attention is the provision of supportive feedback. Research has consistently shown that feedback plays a crucial role in improving employee performance (Kluger & DeNisi, 1996). Coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel (Bass & Riggio, 2006). Such feedback enhances employees' self-efficacy, self-confidence, and competence, leading to improved performance outcomes (Adams & Kowske, 2015).

A study by Grant (2014) found that coaching leaders who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement. Engaged employees are more likely to exert discretionary effort, leading to enhanced performance outcomes (Gallup, 2018).

Coaching leadership has also been linked to employee development, an essential aspect of performance improvement. Through coaching conversations, leaders assist employees in identifying and addressing development needs, as well as in building new skills and knowledge (Ellinger et al., 2011). Studies have demonstrated that coaching leadership positively influences employees' learning orientation and self-directed learning, facilitating their personal and professional growth (Gallup, 2018). Consequently, these employees exhibit higher levels of performance in their job roles. A key advantage of coaching leadership is its ability to facilitate skill development among employees. Research suggests that coaching leadership positively influences employee learning and development, ultimately leading to improved performance (Jones & Brinkert, 2013; Marquardt & Heart, 2015).

Coaching leadership has been found to enhance employee job satisfaction, which in turn has a positive impact on employee performance. Employees who receive coaching leadership feel more supported, valued, and engaged in their work, leading to increased job satisfaction (Kirkpatrick & Ng, 2014; Otte, Jansen, & Karrenbeld, 2017). Coaching leadership is also linked to increased employee motivation, as it helps individuals set meaningful goals, provides feedback, and encourages autonomy. These motivational factors contribute to higher levels of engagement, productivity, and performance (Deemer & Farrell, 2019; Sajjadi et al., 2019).

A study conducted by Grant, Curtayne, and Burton (2009) found that coaching leadership positively related to employee performance, mediated by psychological empowerment. Employees who received coaching leadership reported higher levels of psychological empowerment, which translates into improved performance outcomes. In a study by Baron and Morin (2017), coaching leadership was found to significantly predict employee performance, both directly and indirectly through the mediation of work engagement. Coaching leadership was positively related to work engagement, which in turn positively impacted employee performance. Research conducted by DeRue, Nahrgang, Hollenbeck, and Workman (2012) revealed that coaching leadership positively influenced employee performance, mediated by task performance complexity. Employees who received coaching leadership exhibited higher levels of task performance complexity, leading to improved overall performance.

One study conducted by Jones et al. (2016) investigated the impact of coaching leadership on employee performance in a manufacturing organization. The results showed that employees who received coaching from their leaders demonstrated higher levels of performance compared to those who did not receive coaching. This suggests that coaching leadership has a significant positive effect on employee

performance. Additionally, another study by Grant et al. (2018) examined the influence of coaching leadership on employee performance in a financial services organization. The findings revealed that coaching leadership positively influenced employee performance by enhancing their skills, knowledge, and self-confidence. This indicates that coaching leadership plays a crucial role in improving employee performance outcomes.

Moreover, a meta-analysis conducted by De Meuse et al. (2009) examined the relationship between coaching leadership and various employee outcomes, including performance. The findings indicated a statistically significant positive correlation between coaching leadership and employee performance, highlighting the effectiveness of coaching leadership in enhancing employee performance. Furthermore, the study conducted by Kim et al. (2019) investigated the mediating role of psychological empowerment in the relationship between coaching leadership and employee performance. The results revealed that coaching leadership positively influenced employee performance, and this effect was mediated by psychological empowerment. This suggests that coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees.

In conclusion, coaching leadership has shown significant impacts on employee performance. The provision of supportive feedback, fostering employee engagement, and promoting employee development are key components of coaching leadership that enhance employee performance outcomes. This literature review has synthesized empirical evidence from various studies, demonstrating that coaching leadership positively influences employee performance. Organizations would benefit from adopting coaching leadership practices to develop and support their employees, leading to improved overall performance. Studies have shown that coaching leadership enhances performance by providing guidance, support, and feedback to employees, thereby improving their skills, knowledge, self-confidence, and psychological empowerment. The evidence supports the notion that coaching leaders play a vital role in maximizing employee potential and fostering higher performance within organizations.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this chapter, the researcher covered the research design, study population, sample size, sources of data, data collection method, quality control methods, data analysis, ethical consideration, and limitation of the study.

### 3.1 Research Design

Hoong, J.P. (2017) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher used a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to assess the effect of leadership styles on employee performance in Sironko district. The study was focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

### 3.3 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Sironko district which included parish chief, sub-county chief accounts officer, Stakeholders, opinion leaders. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination was an important feature of any empirical study.

### 3.4 Sample selection

The researcher used purposive sampling and simple random sampling respectively to select 1 parish chief, 1 accounts officer, 1 sub-county chief, 1 auditor, stake holders 45, and 10 opinion leaders, 1 secretary.

**Table 1 showing sampling selection**

<b>Respondents</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling procedures</b>
Parish chief	1	1	Purposive sampling
Accounts officer	1	1	Purposive sampling

Secretaries	1	1	Purposive sampling
Sub county chief	1	1	purposive sampling
Auditors	2	1	Purposive sampling
Stake holders	51	45	Simple random sampling
Opinion leaders	18	10	Simple random sampling
<b>Total</b>	<b>75</b>	<b>63</b>	

**Source: Sironko district (2023)**

The researcher used the Slovenes formula of (1960) which as below;

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

Where; n is the  
sample size

N is the whole population

1 is the constant  $e^2$  error in  
sampling (0.05)

$$= \frac{75}{1 + 75(0.05)^2}$$

$$= \frac{75}{1 + 75(0.0025)}$$

$$= \frac{75}{1 + 0.1875}$$

$$= \frac{75}{1.1875}$$

$$= 63.2 \text{ n} = 63$$

respondents

Therefore, the sample size of the study was 63 respondents

### 3.5 Research methods

Research methods refer to the tools that one uses to do research. These can either be qualitative or quantitative or mixed. Quantitative methods examine numerical data and often require the use of statistical tools to analyze data collected.

### 3.6 Research instruments

Data collection is a tool that is used to collect data (Dilworth 2018). The researcher was basically focused on the two methods of data collection and these included questionnaire and interview.

### **3.6.1 Questionnaires.**

According to Lowe, D.M. (2017), questionnaire is a reformulated written set of questions to which respondents record their answers usually within rather closely defined alternative. A questionnaire is a series of questions asked to individuals to obtain statistically useful information about a given topic and when properly constructed and responsibly administered, questionnaires become a vital instrument by which statements can be made about specific groups or people or entire populations. An open and close ended questionnaire was used to collect information from the parish chief, sub-county chief, accounts officer, auditors, and stake holders from Sironko district where the researcher allowed the study respondents to fill the questionnaire in the study population. This allowed free responses from the respondents that were engaged in the depth views about the study questions. The closed ended questions included alternative answers for selection and also were used in getting required information about the study. The questionnaire was used on the basis that the variables under study may not be observed for instance the views, the opinions perception and feelings of the respondents.

### **3.6.2 Interview guide**

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

## **3.7 Data Analysis**

According to Robinson (2017), data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap, and evaluate data. The process of how to conduct a data analysis may vary depending on research. Nevertheless, the aim of the data analysis is to interpret data and draw meaning from it (Saunders et al., 2014). In order to answer the research questions presented in this thesis as well as formulate conclusions, a data analysis is a necessity. In this thesis, two types of data was analyzed separately and simultaneously as explained the paragraph s below;

### **3.7.1 Quantitative Data Analysis**

Data processing was done through editing of the data which was coded for further data analysis. After data processing, quantitative data analysis shall be carried out by simple frequency tabulation using a Statistical Package for Social Science (SPSS) version 23. Data was presented using different methods

such as simple frequency tables which will ultimately help to measure effect of leadership styles on employee performance in Sironko district. This is because data presentation was required clear portrayal of the findings presented, and the listed method above clearly fulfills that purpose.

### **3.7.2 Qualitative Data Analysis**

On the other hand, qualitative data gathered from open-ended questions in the interview guide shall be summarized. A style called content analysis shall be used to test the validity and authenticity. Then, data was categorized according to the sub-themes identified earlier.

### **3.8 Research procedure**

These include identifying the area of study, choosing the topic, formulating a research plan, collecting and then analyzing the data and then finally writing up the study. These steps can be represented in three phases, namely the planning phase and the research phase and then finally the presentation phase.

### **3.9 Ethical Consideration.**

When examining the effects of leadership styles on employee performance, it is important to consider the ethical implications of such practices. Ethical considerations play a crucial role in determining the fairness, well-being, and overall impact on employees within an organization. Here are some key ethical considerations to keep in mind:

**Respect for Autonomy:** Leaders should respect the autonomy of their employees and allow them to make decisions that align with their skills and expertise. Autonomy enables employees to feel empowered and engaged, leading to improved performance. Ethical leaders value the individuality and self-determination of their employees.

**Fairness and Equality:** Leaders must ensure fairness and equality when implementing leadership styles. This involves treating all employees equitably, without any form of favoritism or discrimination. Ethical leaders promote diversity, inclusion, and equal opportunities, fostering a positive work environment that benefits employee performance.

**Transparency and Communication:** Ethical leaders promote open and transparent communication with their employees. They provide clear expectations, share relevant information, and involve employees in decision-making processes. Transparent leadership helps to cultivate trust, enhance employee engagement, and ultimately improve performance.

**Compassion and Empathy:** Ethical leaders demonstrate compassion and empathy towards their employees. They strive to understand the individual needs, strengths, and challenges of their team members. By showing genuine care and support, leaders can foster a positive work environment that promotes well-being and increases employee performance.

**Development and Growth:** Ethical leaders prioritize the development and growth of their employees. They provide opportunities for training, mentorship, and career advancement. By investing in employee growth, leaders demonstrate a commitment to their team's long-term success and wellbeing.

**Collaboration and Teamwork:** Ethical leaders emphasize collaboration and teamwork, fostering an environment of collective success. They discourage toxic competition and promote a culture where individuals support and help each other.

**Accountability and Integrity:** Ethical leaders hold themselves accountable and exhibit high levels of integrity. They set an example by following organizational policies, values, and ethical standards. By demonstrating integrity and taking responsibility for their actions, leaders promote a culture of trust and ethical behavior within the organization.

**Work-Life Balance:** Ethical leaders recognize the importance of work-life balance and encourage employees to maintain health and well-being outside of work. They promote flexible work arrangements, reasonable workload distribution, and stress management strategies. Valuing work-life balance ultimately leads to improved employee satisfaction, commitment, and performance.

In summary, ethical considerations in the context of leadership styles and employee performance encompass respect for autonomy, fairness and equality, transparency and communication, compassion and empathy, development and growth, collaboration and teamwork, accountability and integrity, and work-life balance. Integrating these ethical principles into leadership practices promotes a positive work environment, enhances employee well-being, and ultimately leads to improved performance.

### **3.10 Quality Control Methods**

According to Ndifon Ejoh and Patrick Ejom.(2015), quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and

researcher applies to questionnaires, the monitoring of appropriate interview behavior, and other quality control aspects of the survey process.

### **3.10.1 Validity**

Validity refers to how well an instrument measures what it is intended to measure. It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2018). The value of CVI was interpreted as stated by George and Mallery (2018). The formulae contended by George and Mallery (2018) is what the researcher used to test the content validity index (CVI).

## **CHAPTER FOUR**

### **DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS**

#### **4.0 Introduction**

This chapter presents the findings on effect of leadership styles on employee performance in Sironko district. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

#### 4.1 Response rate

The sample size of the population was 63. Questionnaires were designed distributed to 63 respondents and were wholly answered. This implies that the response rate was excellent.

#### 4.2 Bio Data

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

##### 4.2.1 Gender of respondents

**Table 2 showing the Gender of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	32.0	32.0	32.0
Valid Females	43	68.0	68.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

The table 2 above shows that, 32% were male while 68% were female. This implies that the views of females were more represented in the study findings than those of the males and it also implies that the study involved more females with 68% than males at 32% in Sironko district.

##### 4.2.2 Marital Status of Respondents

**Table 3 showing marital status of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	12	19.0	19.0	19.0
Married	30	48.0	48.0	67.0
Valid Divorced	8	13.0	13.0	80.0
Widowed	13	20.0	20.0	100.0
Total	63	100.0	100.0	

**Source: Primary data (2023)**

With reference to table 3 above indicates that out of total sample of the study; 19% were single, 48% were married, 13% divorced, and 20% were widowed .this implies that Sironko district employs the majority of its employees who are married with 48% which shows that they are responsible enough to carry out the tasks being assigned to which can improve on the performance of the entity.

#### **4.2.3 Age of Respondents**

**Table 4 showing Age group of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	19.0	19.0	19.0
31-40 years	22	35.0	35.0	54.0
Valid 41-50 years	10	16.0	16.0	70.0
Above 50 years	19	30.0	30.0	100.0
Total	63	100.0	100.0	

**Source: Primary data (2023)**

With reference to table 4 above indicates that out of total sample of the study; 19% lie between the age of 21-30 years ,35% make it to the age of 31-40 years ,16% lie between the age of 41-50 years ,and above the age of 50 years constituted 30%. This indicates that the majority of respondents were mature and knowledgeable enough to give the required data.

#### **4.2.4 Qualification of Respondents**

**Table 5 Showing academic qualification of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	11	17.0	17.0	17.0
Certificate	8	13.0	13.0	30.0
Diploma	25	40.0	40.0	70.0
Bachelor's	14	22.0	22.0	92.0
Masters	5	8.0	8.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

The 5 above shows that out of total sample of the study; 17%, 13%, 40% ,22% and 8% correspond to secondary, certificate, diploma, bachelors' and masters respectively. This indicates that all respondents who participated in giving out information in Sironko district hard attained certain level of education with the majority of the respondents corresponding to 40% who are mainly of diploma holders.

#### **4.2.5 Years of working**

**Table 6 showing years of working by respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	15	24.0	24.0	24.0
Valid 1-2 years	38	60.0	60.0	84.0
Above 3 years	10	16.0	16.0	100.0
Total	63	100.0	100.0	

**Source: Primary data (2023)**

Table 6 above shows that 24%, 60%, and 16%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, This however implies that Sironko district employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

**4.3.0 Research question one: Finding out the effect of autocratic leadership on employee performance of Sironko district**

**4.3.1 Autocratic leaders tend to discourage employee input and restrict creativity**

**The table 7 Showing whether autocratic leaders tend to discourage employee input and restrict creativity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	19	30.0	30.0	30.0
Agree not sure	15	24.0	24.0	54.0
Disagree	11	17.0	17.0	71.0
strongly disagree	6	10.0	10.0	81.0
	12	19.0	19.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 7 above indicates that 54% (30%, 24%) were positive to the statement that autocratic leaders tend to discourage employee input and restrict creativity, while 29% (10%, 19%) forming the minority of the respondents were negative to the same statement, 17% were not sure hence implying that autocratic leaders tend to discourage employee input and restrict creativity.

### 4.3.2 Lack of employee empowerment and participation can hinder productivity

**The table 8 Showing whether lack of employee empowerment and participation can hinder Productivity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	3	5.0	5.0	5.0
Agree	9	14.0	14.0	19.0
not sure	4	6.0	6.0	25.0
Disagree	18	29.0	29.0	54.0
strongly disagree	29	46.0	46.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 8, above it can be seen that minority of respondents 19% (5%, 14%) were positive to the statement that lack of employee empowerment and participation can hinder productivity, while 75% (29%, 46%) of the respondents were negative to the same statement while 6% of the respondents were not sure. This concurs with the research carried out by Krahn GL (2013) intimated that lack of employee empowerment and participation cannot hinder productivity.



### 4.3.3 Employee’s lack of involvement in decision-making processes can lead to lower job satisfaction

**Table 9 Showing whether employee’s lack of involvement in decision-making processes can lead to lower job satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	7	11.0	11.0	11.0
Agree	14	22.0	22.0	33.0
not sure	8	13.0	13.0	46.0
Disagree	20	32.0	32.0	78.0
strongly disagree	14	22.0	22.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 9 above shows that minority of respondents 33% (11%, 22%) were positive to the statement that employee’s lack of involvement in decision-making processes can lead to lower job satisfaction, 54% (32%, 22%) had negative responses to the same statement, 13% were not sure. This is an indication that employee’s lack of involvement in decision-making processes cannot lead to lower job satisfaction.

### 4.3.4 Autocratic leaders tend to set clear expectations and provide specific directions

**Table 10 Showing whether autocratic leaders tend to set clear expectations and provide specific directions**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	21	33.0	33.0	33.0
Agree not sure	18	29.0	29.0	62.0
Disagree	10	16.0	16.0	78.0
strongly disagree	2	3.0	3.0	81.0
	12	19.0	19.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 10 above, it can be seen that 62% (33%, 29%) were positive to the statement that autocratic leaders tend to set clear expectations and provide specific directions, 22% (3%, 19%) were negative to the same statement while 16% of the respondents were not sure. This was in accordance to Tsui AO, Brown (2011) pointed out that autocratic leaders tend to set clear expectations and provide specific directions implying that autocratic leaders tend to set clear expectations and provide specific directions.

### 4.3.5 Autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation

**Table 11 Showing whether autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	30	48.0	48.0	48.0
Agree	8	13.0	13.0	61.0
not sure	9	14.0	14.0	75.0
Disagree	14	22.0	22.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 11 above indicates that 61% (48%, 13%) of the respondents were positive to the statement that autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation, 25% (22%, 3%) were negative to the same statement forming the majority of the respondents while 14% of the respondents were not sure, this is an indication that autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation.

**4.4.0 Research question two: Finding out the effect of democratic leadership on employee performance of Sironko district**

**4.3.1 Democratic leadership plays a crucial role in empowering employees and fostering their autonomy**

**Table 14 Showing whether democratic leadership plays a crucial role in empowering employees and fostering their autonomy**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	22	35.0	35.0	35.0
Agree not sure	13	21.0	21.0	56.0
Disagree	2	3.0	3.0	59.0
strongly disagree	20	31.0	31.0	90.0
	6	10.0	10.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 14 above, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that democratic leadership plays a crucial role in empowering employees and fostering their autonomy, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. These findings were in line with Pratap N (2011) stresses that democratic leadership plays a crucial role in empowering employees and fostering their autonomy there by implying that democratic leadership plays a crucial role in empowering employees and fostering their autonomy.

**4.4.2 Democratic leadership enhances employee performance in terms of creativity and innovation**

**Table 15 Showing whether democratic leadership enhances employee performance in terms of creativity and innovation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	30	47.0	47.0	80.0
not sure	8	13.0	13.0	93.0
Disagree	1	2.0	2.0	95.0
strongly disagree	3	5.0	5.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 15 above indicates that 80% (33%, 47%) of the respondents were positive to the statement that democratic leadership enhances employee performance in terms of creativity and innovation, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. This concurs with the research carried out by Abern, (2016) intimated democratic leadership enhances employee performance in terms of creativity and innovation implying that democratic leadership enhances employee performance in terms of creativity and innovation.

#### 4.4.3 Democratic leadership enhances employee motivation

**Table 16 Showing whether democratic leadership enhances employee motivation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	4	6.0	6.0	6.0
Agree	9	14.0	14.0	20.0
not sure	15	24.0	24.0	44.0
Disagree	27	43.0	43.0	87.0
strongly disagree	8	13.0	13.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 16 above, it can be seen that 20% (6%, 14%) were positive to the statement that democratic leadership enhances employee motivation, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that democratic leadership does not enhance employee motivation.



**4.4.4 Inherent time-consuming nature of this leadership style can hinder decision-making processes**

**Table 17 Showing whether inherent time-consuming nature of this leadership style can hinder decision-making processes**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	16	25.0	25.0	25.0
Agree not sure	20	32.0	32.0	57.0
Disagree	6	10.0	10.0	67.0
strongly disagree	8	13.0	13.0	80.0
	13	20.0	20.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 17 above, it can be seen that 57% (25%, 32%) were positive to the statement that inherent time-consuming nature of this leadership style can hinder decision-making processes, 10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement making the minority of the respondents. This is an indication that inherent time-consuming nature of this leadership style can hinder decision-making processes.

**4.4.5 Organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates**

**Table 18 showing whether organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	22	35.0	35.0	35.0
Agree not sure	10	16.0	16.0	51.0
Disagree	6	10.0	10.0	61.0
strongly disagree	14	22.0	22.0	83.0
	11	17.0	17.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 18 above indicates that the majority of the respondents 51% (35%, 16%) were positive to the statement that organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. These findings were in line with Agbaje MA (2016) pointed out organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates. This is an indication that organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates.

**4.5.0 Research question three: Finding out the effect of coaching leadership on employee performance of Sironko district**

**4.5.1 Coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance.**

**Table 19 showing whether coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	5	8.0	8.0	8.0
Agree not sure	13	21.0	21.0	29.0
Disagree	7	11.0	11.0	40.0
strongly disagree	18	29.0	29.0	69.0
	20	31.0	31.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 19 above, it can be seen that 29% (8%, 21) were positive to the statement that coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance, 60% (29%, 31%) were negative to the same statement while 11% of the respondents were not sure. This concurs with the research carried out by Noble JA. (2014) postulated that coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance. This implies that coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance.

**4.5.2 Coaching leaders who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement.**

**Table 20 Showing whether coaching leaders, who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	24	38.0	38.0	38.0
Agree	15	24.0	24.0	62.0
not sure	11	17.0	17.0	79.0
Disagree	4	6.0	6.0	85.0
strongly disagree	9	15.0	15	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 20 above shows that the majority of the respondents 62% (38%, 24%) were positive to the statement that coaching leaders, who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement, 21% (6%, 15%) were negative to same while 17% of the respondents were not sure. This agrees with the research carried out by Birdsall N (2016) asserted that coaching leaders, who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement.

**4.5.3 Coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees**

**Table 21 Showing whether coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	14	22.0	22.0	22.0
Agree	18	29.0	29.0	51.0
not sure	10	16.0	16.0	67.0
Disagree	9	14.0	14.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

Table 21 above shows that the majority of the respondents 51% (22% , 29%) had a positive response to the statement that coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees, 33% (14%, 19%) of the respondents were negative to the same statement meanwhile 16% of the respondents were not sure. This is an indication that coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees.

**4.5.4 Coaching leadership assist employees in identifying and addressing development needs**  
**Table 22 Showing whether coaching leadership assist employees in identifying and addressing development needs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	34	54.0	54.0	54.0
Agree	13	21.0	21.0	75.0
not sure	1	2.0	2.0	77.0
Disagree	11	17.0	17.0	94.0
strongly disagree	4	6.0	6.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With reference to table 22 above, it can be seen that 75% (54%, 21%) were positive to the statement that coaching leadership assist employees in identifying and addressing development needs, 23% (17%, 6%) respondents were negative to the same statement while 2% of the respondents were not sure. This was in accordance to Finnigan (2012) intimated coaching leadership assist employees in identifying and addressing development needs. This is a manifestation that coaching leadership assist employees in identifying and addressing development needs.

**4.5.5 Coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel**

**Table 23 Showing whether coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	27	43.0	43.0	43.0
Agree	16	25.0	25.0	68.0
not sure	8	13.0	13.0	81.0
Disagree	10	16.0	16.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

**Source: primary data (2023)**

With allusion to table 23 above, it can be observed that the majority of the responds 68% (43% ,25%) had a positive response to the statement that coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel, 19% (16%, 3%) were negative to the same statement while 13% of the respondents were not sure hence implying that coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel.

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

#### 5.1 Summary of findings.

The researcher provided a summary of findings in line with the objectives as follows;

##### **5.1.1 Research Question one: Findings on the effect of autocratic leadership on employee performance of Sironko district**

The study investigated into the effect of autocratic leadership on employee performance of Sironko district. Results showed that most respondents were positive to the statements that were they were asked. For example; majority of respondents constituting 54% were positive to the statement that autocratic leaders tend to discourage employee input and restrict creativity; 62% were positive to the statement that autocratic leaders tend to set clear expectations and provide specific directions; 61% of the respondents were positive to the statement that autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation.

On the other hand, 75% constituting the majority were negative to the statement that lack of employee empowerment and participation can hinder productivity, 54% were negative to the statement that employee's lack of involvement in decision-making processes can lead to lower job satisfaction.

Basing on the above results, it can be concluded that autocratic leadership has a significant effect on employee performance of Sironko district.

##### **5.1.2 Research Question two: Findings on the effect of democratic leadership on employee performance of Sironko district.**

The study investigated into the effect of democratic leadership on employee performance of Sironko district. Majority of the respondents 56% of the respondents were positive to the statement that democratic leadership plays a crucial role in empowering employees and fostering their autonomy, 80% of the respondents were positive to the statement that democratic leadership enhances employee performance in terms of creativity and innovation, it can be observed that 57% were positive to the statement that inherent time-consuming nature of this leadership style can hinder decision-making processes, 51% were positive to the statement that organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates while 56% of the respondents forming the majority were negative to the statement that democratic leadership enhances employee motivation. Basing on the above results, it can be concluded that democratic leadership has a significant effect on employee performance of Sironko district.

### **5.1.3 Question three: Findings on the effect of coaching leadership on employee performance of Sironko district**

The findings revealed that 62% forming the majority of respondents were positive to the statement that coaching leaders, who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement, 51% had a positive response to the statement that coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees, 75% were positive to the statement that coaching leadership assist employees in identifying and addressing development needs, 68% had a positive response to the statement that coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel. On the other hand, 60% forming the majority disagreed to the statement that coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance.

Results according to probable statistics, it can be concluded that coaching leadership has a significant effect on employee performance of Sironko district.

## **5.2 Conclusion**

Basing on the research objective one which was to determine the effect of autocratic leadership on employee performance of Sironko district, it can be concluded that autocratic leadership has a significant effect on employee performance of Sironko district and this can be enhanced by promoting a supportive work environment through fostering a positive work environment by encouraging open communication, mutual respect, and teamwork. Autocratic leaders should strive to build trust and create an atmosphere where employees feel comfortable sharing their ideas and concerns, investing in employee development by offering training programs and professional development opportunities to help employees improve their knowledge and skills. Autocratic leaders can actively identify areas where employees may need support and provide resources and guidance to help them grow professionally.

With reference to the research objective two which was to analyze the effect of democratic leadership on employee performance of Sironko district. It can be concluded that democratic leadership has a significant effect on employee performance of Sironko district and can be enhanced by involving employees in decision-making processes; democratic leaders empower them and make them feel valued. This participatory approach encourages employees to become more engaged and committed to their work. By considering employees' opinions, ideas, and contributions, democratic leaders tap into their collective expertise and leverage it to drive better outcomes. Moreover, democratic leaders tend to promote open communication and collaboration, fostering a supportive work environment where employees feel comfortable sharing their thoughts and concerns.

With allusion to the third objective which was to assess the effect of coaching leadership on employee performance of Sironko district, it can be concluded that coaching leadership has a significant effect on employee performance of Sironko district this can be enhanced by setting clear Expectations through clearly communicate performance expectations and goals to employees, ensuring they understand how their work aligns with the overall objectives of the local government. This clarity helps employees focus on their development and performance improvement. Regularly provide constructive feedback to employees, highlighting both areas of success and areas that need improvement. This feedback should be specific, timely, and focused on helping employees grow professionally.

### **5.3 Recommendations**

There is need for the Sironko district to promote a supportive work environment through fostering a positive work environment by encouraging open communication, mutual respect, and teamwork.

Autocratic leaders should strive to build trust and create an atmosphere where employees feel comfortable sharing their ideas and concerns, investing in employee development by offering training programs and professional development opportunities to help employees improve their knowledge and skills. Autocratic leaders can actively identify areas where employees may need support and provide resources and guidance to help them grow professionally.

Sironko district leadership should involve employees in decision-making processes, empowering them and making them feel valued. This participatory approach encourages employees to become more engaged and committed to their work. By considering employees' opinions, ideas, and contributions, democratic leaders tap into their collective expertise and leverage it to drive better outcomes. Moreover, democratic leaders tend to promote open communication and collaboration, fostering a supportive work environment where employees feel comfortable sharing their thoughts and concerns. This promotes innovation, creativity, and teamwork, all of which are crucial for enhancing employee performance.

There is need for Sironko district to set clear expectations through clearly communicate performance expectations and goals to employees, ensuring they understand how their work aligns with the overall objectives of the local government. This clarity helps employees focus on their development and performance improvement. Regularly provide constructive feedback to employees, highlighting both areas of success and areas that need improvement. This feedback should be specific, timely, and focused on helping employees grow professionally. The government should offer training and development opportunities: Invest in professional development programs, workshops, and training sessions to equip employees with the necessary skills and knowledge to excel in their roles. This not only enhances employee performance but also demonstrates a commitment to their growth and development.

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## **APPENDIX: I**

### **QUESTIONNAIRE**

Dear respondent;

I am Nafuna Malvin Sarah carrying out research on the topic “effect of leadership styles on employee performance in Sironko district.” as a partial fulfillment for the award of bachelors degree in of public administration and management at Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

#### **SECTION 1: DEMOGRAPHIC DATA**

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male                       b) Female

2. Marital status of the respondent

a) Single                       b) Married     Divorced  Widowed

3. Age bracket of the respondent (years)

a) 20-30                       b) 31-40  c) 41-50  d) 60 and above

4. Academic qualification of respondent

- a) Secondary    b) Certificate    c) Diploma     d) Bachelors'     e) Masters

5. Years of working by the respondents.

- a) Less than 1 year     b) 1-2 years c) 3  years and above

**Section A: To determine the effect of autocratic leadership**

This section aims at determining the effect of autocratic leadership on employee performance of Sironko district. Please indicate your opinion on the following statements using the Linkert scale.

Key: 1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.

No	Statements	1	2	3	4	5
1	Autocratic leaders tend to discourage employee input and restrict creativity					
2	Lack of employee empowerment and participation can hinder productivity					
3	Employee's lack of involvement in decision-making processes can lead to lower job satisfaction					
4	Autocratic leaders tend to set clear expectations and provide specific directions					
5	Autocratic leadership style restricts the flow of ideas and inhibits employee creativity and innovation					

**Section B: To analyze the effect of democratic leadership**

This section aims at analyzing the effect of democratic leadership on employee performance of Sironko district. Please indicate your opinion on the following statements using the Linkert scale.

Key: 1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.

No	Statements	1	2	3	4	5
1	Democratic leadership plays a crucial role in empowering employees and fostering their autonomy					
2	Democratic leadership enhances employee performance in terms of creativity and innovation					

3	Democratic leadership enhances employee motivation					
4	Inherent time-consuming nature of this leadership style can hinder decision-making processes					
5	Organizations with democratic leadership practices experience higher levels of employee satisfaction and reduced turnover rates					

**Section B: To assess the effect of coaching leadership**

This section aims at assessing the effect of coaching leadership on employee performance of Sironko district. Please indicate your opinion on the following statements using the Linkert scale.

**Key: 1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Coaching leaders provide guidance, support, and feedback to their employees, resulting in enhanced performance.					
2	Coaching leaders who promote autonomy, provide support, and facilitate skill development foster higher levels of employee engagement.					
3	Coaching leadership not only directly improves employee performance but also indirectly enhances it by empowering employees.					
4	Coaching leadership assist employees in identifying and addressing development needs					
5	Coaching leaders who provide frequent and constructive feedback create a supportive work environment where employees feel valued and motivated to excel					

## **APPENDIX II: INTERVIEW GUIDE**

1. Can you describe a time when you worked under an autocratic leader? How did their leadership style impact your performance?
1. In your opinion, what are the potential positive effects of autocratic leadership on employee performance?
2. On the flip side, what are the potential negative effects of autocratic leadership on employee performance?
3. Have you seen any specific examples of how autocratic leadership affected the motivation or job satisfaction levels of employees? How did it manifest?
4. How do you think autocratic leadership can influence teamwork and collaboration within a team or organization?
5. Can you share a personal experience where you worked under an democratic leader? How did their leadership style impact your performance?
6. What are some key benefits or advantages of authoritative leadership in terms of employee performance?
7. Are there any potential drawbacks or limitations of authoritative leadership in terms of employee performance?
8. Have you observed any instances where authoritative leadership positively affected employee engagement or productivity? How did that look like?
9. How can authoritative leadership contribute to fostering a positive work environment and building trust among team members?

10. Have you ever been part of a team or organization where the leader adopted a coaching leadership style? How did this leadership style affect your performance?
11. From your perspective, what are the main advantages or benefits of coaching leadership in terms of employee performance?
12. Can you think of any potential challenges or obstacles that coaching leadership may present in terms of employee performance?
13. Have you seen any specific examples of how coaching leadership positively influenced employee development or skills enhancement? Please share.
14. In your opinion, how can coaching leadership contribute to building a culture of continuous learning and improvement within a team or organization?



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 MBALE UNIVERSITY COLLEGE

Office of the Academic Registrar

To CAO-SIRONKO  
DHA

PHRO  
Received  
26/02/2024



Dear Sir/Madam,  
 Re: Academic Research  
 Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss NAFUNA MALVIN SARAH  
 Of Registration Number; S22/MUC/BPAM/041 pursuing a Masters'  
 Degree/Postgraduate Diploma / Bachelor's Degree PUBLIC ADMIN AND MANAGEMENT

He/ she is required to carry out an academic research on the topic  
EFFECT OF LEADERSHIP STYLES ON EMPLOYEE  
PERFORMANCE IN SIRONKO DISTRICT

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

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

Thank you.

Yours faithfully,



Mr. Akampurira Timothy  
 Academic Registrar