

# **THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF CENTENARY BANK**

**ANITHA NYIRARUKUNDO**

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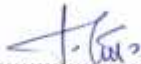


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#### DECLARATION

I hereby declare that this is my original work and it has never been submitted or presented to any academic institution for an award.



Nyirarukundo Anitha



Date

### APPROVAL

This is to certify that this research work has been done under my supervision and now ready to be submitted to the school of business, Uganda Christian University for examination.

Signature 

Date 29 September 2025

Mr. Kibuuka David

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## ABSTRACT

This study examined the impact of leadership styles on employee performance at Centenary Bank. The objectives of the research were to identify the different types of leadership employed, assess employee performance levels, and propose strategies to improve leadership practices and overall performance within the organization. The study adopted a cross-sectional research design, targeting a population of 120 employees across managers, supervisors, and subordinate staff, with a sample size of 92 determined using Krejcie and Morgan's (1970) table. Stratified random sampling and simple random sampling techniques were employed to select respondents, while data were collected using structured questionnaires. Both primary and secondary data sources were utilized, with primary data capturing employee perceptions on leadership styles transformational, transactional, democratic, autocratic, and laissez-faire and their effects on performance. Data were analyzed using descriptive and inferential statistics, including frequencies, percentages, means, standard deviations, and correlation analysis, and results were presented through tables, charts, and graphs.

Findings revealed that transformational, transactional, and democratic leadership styles were predominantly practiced, with transformational leadership having the most significant influence on employee motivation, teamwork, innovation, and overall performance. Autocratic leadership was moderately applied, while laissez-faire leadership was least practiced. The study further identified strategies to enhance leadership effectiveness, including regular leadership training, participatory decision-making, reward and recognition systems, open communication channels, and mentorship programs. The study concludes that effective leadership positively impacts employee performance and recommends that Centenary Bank strengthen leadership practices to foster a motivated, productive, and committed workforce. Future research is suggested on the role of organizational culture, employee motivation, and job satisfaction in shaping leadership effectiveness.

**Keywords:**Leadership styles, Employee performance, Transformational leadership, Transactional leadership, Democratic leadership, Centenary Bank.

## **CHAPTER ONE**

### **1.0 Introduction**

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

### **1.1 Background of the study**

Leadership style refers to the approach and behavior that leaders adopt in guiding, motivating, and influencing their employees toward the achievement of organizational goals. It encompasses various dimensions such as decision-making patterns, communication styles, and the degree of involvement given to subordinates in organizational processes. Common leadership styles include transformational leadership, which focuses on inspiring and empowering employees; transactional leadership, which emphasizes clear structures, rewards, and penalties; and laissez-faire leadership, which involves minimal interference and autonomy for employees. Employee performance, on the other hand, refers to the extent to which employees effectively execute their roles and responsibilities to achieve set targets and contribute to the overall productivity and success of an organization. High employee performance is often characterized by efficiency, innovation, commitment, and alignment with organizational objectives.

Numerous studies have established that leadership style significantly affects employee performance and workplace behavior. For instance, Bass and Avolio (2004) noted that transformational leadership enhances motivation, satisfaction, and innovation by fostering a sense of purpose and professional development among employees.

Transactional leadership has been linked to the achievement of short-term goals through structured supervision and reward systems (Judge & Piccolo, 2004), while laissez-faire leadership, characterized by passive decision-making, is often associated with reduced motivation and lower productivity (Skogstad et al., 2007). Robbins and Judge (2017) emphasized that effective leadership goes beyond directing employees

to inspiring them, aligning leadership approaches with organizational values and employee expectations. Similarly, Tyagi (2021) argued that leadership effectiveness is critical for employee retention, engagement, and overall organizational productivity.

However, organizations, particularly in the banking sector, face practical challenges in applying effective leadership styles that enhance performance. Leaders often encounter difficulties such as managing diverse workforce expectations, resistance to change, and maintaining high employee morale under strict regulatory and performance pressures (Al Khajeh, 2018). Communication gaps between managers and employees frequently lead to misunderstandings and disengagement, affecting overall productivity (Iqbal et al., 2020).

Furthermore, leaders struggle with adapting their leadership styles to the evolving workplace dynamics driven by technological change and increased competition (Mwesigwa et al., 2021). High employee turnover and burnout have also been reported as critical challenges, especially where leadership fails to foster a supportive and motivating environment (Babalola et al., 2022). These challenges are particularly evident in financial institutions like Centenary Bank, where leadership plays a crucial role in influencing employee motivation, workplace commitment, and overall productivity. This study, therefore, seeks to examine how different leadership styles impact employee performance at Centenary Bank and explore strategies for overcoming leadership challenges to foster better workplace outcomes.

## **1.2 Statement of the problem**

Employee performance is a critical determinant of organizational success, particularly in the banking sector, where service quality and customer satisfaction depend heavily on employee motivation and engagement. At Centenary Bank, leadership styles defined as the approaches leaders use to direct, motivate, and manage employees (Northouse, 2018) play a crucial role in shaping workplace culture and influencing performance outcomes. Transformational leadership, which inspires and motivates employees through a shared vision and personal development, has been linked to increased morale, creativity, and productivity. Similarly, democratic leadership,

which encourages employee participation in decision-making, fosters commitment, job satisfaction, and retention. In contrast, autocratic leadership, characterized by centralized decision-making and limited employee involvement, often results in low morale and high turnover, while laissez-faire leadership, which provides minimal guidance and oversight, can lead to disengagement and reduced productivity (Yukl, 2013). In Uganda's competitive and customer-driven banking sector, understanding how these leadership styles influence employee performance is vital for enhancing motivation, improving service delivery, and promoting organizational growth.

### **1.3 Main objective of the study**

The purpose of this study was to investigate the impact of leadership styles on employee performance, using Centenary Bank as a case study.

### **1.4 Objectives of the study**

- i. To find out the different types of leadership at centenary bank
- ii. To find out performance levels at bank
- iii. To suggest possible ways to improve leadership and performance at the bank

### **1.5 Research questions**

- i) What are the different leadership styles at Centenary bank?
- ii) How do different leadership styles affect employee performance?
- iii) What are possible ways leadership can be improved at Centenary bank ?

### **1.6 Scope of the study**

#### **1.6.1 Subject scope**

The study explored the relationship between leadership styles and employee performance within Centenary Bank. Specifically, it examines how leadership approaches such as transformational, transactional, autocratic, democratic, and laissez-faire leadership influence employees' motivation, engagement, and overall performance.

#### **1.6.2 Geographical scope**

The study was confined to Centenary Bank branch in Mukono. By focusing on a specific institution, the research ensures a detailed and contextualized analysis of how leadership styles influence employee performance across different departments and branches of the bank.

### **1.6.3 Time Scope**

The time scope of the study spans the past five years, from 2019 to 2024. This period allowed for a contemporary analysis of leadership trends, recent changes in management strategies, and their impact on employee performance, particularly considering organizational responses to economic shifts, technological advancements, and evolving workplace dynamics.

### **1.7 Significance of the study**

The study on the impact of leadership styles on employee performance at Centenary Bank provides valuable insights into how different leadership approaches affect workplace morale, motivation, and performance. Understanding the specific leadership practices that enhance performance can help Centenary Bank and other financial institutions refine their leadership development programs.

The findings will be beneficial to policymakers within the banking sector, guiding leadership training initiatives and human resource strategies to foster a more engaged workforce. Additionally, scholars and researchers will find the study useful in contributing to the existing literature on leadership and performance, particularly in the context of Uganda's banking industry.

By addressing the relationship between leadership styles and performance, this study aims to provide practical recommendations that can enhance employee well-being, reduce turnover, and improve overall organizational effectiveness.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the literature review on leadership styles and employee performance. It also deals with the actual review of literature that was done by previous scholars objective by objective and the gap available in the literature of previous studies. The rationale of the literature review is to discuss the existing literature with the objective of revealing contribution made by earlier scholars, weaknesses and gaps in existing knowledge and lessons learnt.

#### **2.1 The different types of leadership**

Transformational leadership is widely regarded as one of the most effective leadership styles because it emphasizes inspiring and motivating employees to achieve their highest potential. A study by Hoch et al. (2018) revealed that transformational leaders significantly enhance employee engagement and job satisfaction by providing vision and fostering innovation. Similarly, Alonderiene and Majauskaite (2016) found that transformational leadership positively correlates with organizational learning and adaptability, especially in dynamic environments.

Research also shows its role in improving organizational performance. For instance, Suong et al. (2021) examined Vietnamese SMEs and found that transformational leadership positively influences innovation performance through knowledge-sharing

practices. Additionally, transformational leadership has been linked to increased employee commitment and reduced turnover intentions (Choi et al., 2017). These findings collectively suggest that transformational leadership enhances both individual and organizational outcomes.

Transactional leadership focuses on structured tasks, rewards, and punishments to achieve desired performance levels. Despite being considered less inspiring than transformational leadership, it remains relevant in various contexts. According to Breevaart et al. (2014), transactional leaders improve short-term performance through clear goal setting and reward systems. Likewise, Podsakoff et al. (2018) indicated that transactional leadership is effective in highly regulated industries, where compliance and procedural accuracy are critical.

However, empirical studies reveal mixed results regarding its long-term effectiveness. A study by Abbas et al. (2015) showed that while transactional leadership promotes efficiency and goal achievement, it has a weaker association with innovation and employee creativity compared to transformational leadership. Therefore, transactional leadership is most effective in stable environments requiring structured performance management.

Servant leadership, which prioritizes employees' well-being and development, has gained attention in recent years. Liden et al. (2015) demonstrated that servant leaders enhance employee trust and organizational citizenship behavior (OCB). Similarly, Eva et al. (2019), in a meta-analysis, reported that servant leadership significantly improves team performance, commitment, and psychological safety.

In non-profit and educational settings, servant leadership has shown particularly strong results. For example, Saleem et al. (2020) observed that servant leadership in higher education institutions in Pakistan positively influences faculty motivation and knowledge sharing. These findings indicate that servant leadership contributes to sustainable organizational growth by emphasizing employee-centric values.

Democratic leadership, characterized by participative decision-making, empowers employees and fosters inclusivity. Empirical research suggests that democratic leadership positively affects employee morale and job satisfaction. According to Hidayat and Nugroho (2020), democratic leadership in manufacturing firms led to improved teamwork and reduced workplace conflict. Moreover, democratic leaders facilitate innovation because employees feel valued and included in decision-making (Nanjundeswaraswamy & Swamy, 2015).

However, democratic leadership is time-consuming and may not be ideal in crisis situations where quick decisions are necessary (Jony et al., 2019). Despite these limitations, its emphasis on collaboration makes it effective in knowledge-based and creative industries.

Autocratic leadership involves centralized decision-making and strict control. While often criticized for its rigidity, it remains useful in certain environments. For example, Osei-Tutu et al. (2020) found that autocratic leadership enhanced performance in military and security organizations where discipline and hierarchical structure are essential. Similarly, research by Iqbal et al. (2015) showed that autocratic leadership can be effective in high-pressure situations that require quick and unilateral decision-making.

Nevertheless, studies indicate that autocratic leadership often leads to lower employee satisfaction and higher turnover intentions compared to participative styles (Hao & Yazdanifard, 2015). Hence, autocratic leadership may be contextually effective but less suitable for organizations seeking employee empowerment and innovation.

Laissez-faire leadership, characterized by minimal leader intervention, has mixed empirical support. Some studies indicate that it encourages creativity among self-motivated employees (Skogstad et al., 2017). However, others associate it with reduced performance and employee dissatisfaction when guidance is insufficient (Harms et al., 2017).

For instance, a study by Yang (2015) found that laissez-faire leadership significantly decreased team productivity and increased conflict when team members lacked autonomy skills. Therefore, laissez-faire leadership tends to be effective only in highly skilled, self-directed teams that require minimal oversight.

Empirical research highlights that different leadership styles impact organizational outcomes differently depending on the context. Transformational and servant leadership emerge as highly effective in fostering innovation, employee satisfaction, and long-term growth. Transactional and autocratic leadership are effective in structured, high-pressure environments but may limit creativity. Democratic leadership enhances collaboration and inclusivity but may slow decision-making, while laissez-faire leadership works only in highly autonomous teams. Leaders must therefore adopt a situational approach, selecting styles that align with organizational goals, workforce characteristics, and environmental conditions.

## **2.2 Leadership styles and performance levels**

Several studies have demonstrated that transformational leadership significantly enhances organizational and employee performance. For instance, Alqatawenh (2018) conducted an empirical study in Jordanian public sector organizations and found that transformational leadership behaviors, such as inspiration, intellectual stimulation, and individualized consideration, positively influence employees' job performance. Similarly, Pradhan and Jena (2017) found that transformational leadership has a direct and positive effect on employee performance through the mediating role of job engagement and motivation, confirming the critical role leaders play in inspiring employees to achieve higher performance levels. More recent research by Al Khajeh (2018) and Abasilim et al. (2019) revealed that transformational leaders create an environment of trust and collaboration, which increases employee commitment and productivity, ultimately improving organizational performance.

Transactional leadership, characterized by reward and punishment mechanisms, has also been studied extensively in relation to performance. According to Yahaya and Ebrahim (2016), transactional leadership significantly impacts task performance by

providing clear structures and performance-based rewards. In a study conducted by Othman et al. (2020) among Malaysian manufacturing firms, transactional leadership was found to positively influence operational performance metrics, including efficiency and output quality, although its impact on innovation-related performance was limited. Similarly, Aydin, Sarier, and Uysal (2019) revealed that transactional leaders are effective in situations where employees require strict adherence to procedures, which improves short-term performance but may limit creative problem-solving. These findings suggest that while transactional leadership can be effective in performance optimization, it is context-dependent and may not foster long-term innovative performance.

The emergence of servant leadership research has added a humanistic dimension to leadership studies. Empirical evidence shows that servant leadership positively influences both individual and organizational performance by focusing on the growth and well-being of employees. Eva et al. (2019) conducted a meta-analysis and concluded that servant leadership significantly improves employee performance by fostering a supportive environment and building trust. Moreover, studies by Ling, Liu, and Wu (2022) highlighted that servant leadership enhances team performance by promoting collaboration, ethical conduct, and employee empowerment, especially in knowledge-driven industries. These findings emphasize that leaders who prioritize the needs of employees contribute to sustainable performance outcomes and long-term organizational success.

Ethical leadership has gained prominence due to increasing attention to corporate governance and ethical conduct. According to Bedi, Alpaslan, and Green (2016), ethical leadership is positively associated with employees' organizational commitment and performance, largely due to increased trust and job satisfaction. Empirical research by Khan et al. (2020) in Pakistani service firms confirmed that ethical leaders foster an ethical climate, which mediates the relationship between leadership and employee performance. Similarly, Neubert et al. (2021) found that ethical

leadership significantly influences employee creativity and organizational citizenship behavior, which are vital components of overall performance in modern organizations. These studies underscore that ethical leaders enhance performance by building integrity and reducing unethical workplace behaviors.

Recent studies have explored leadership's impact on performance within digitally driven and remote work contexts. According to Dirani et al. (2020), effective leadership during remote work settings, such as those necessitated by the COVID-19 pandemic, significantly determined employees' engagement and productivity. Leaders who adopted adaptive and inclusive approaches were able to sustain high performance levels despite the challenges of remote work (Carnevale & Hatak, 2020). Similarly, Wang et al. (2021) reported that digital leadership, which focuses on technological adaptation and employee support in virtual environments, has become increasingly critical for maintaining high organizational performance in post-pandemic settings. These findings suggest that leadership styles must evolve to meet the changing needs of digital workplaces to sustain performance levels.

In developing economies, leadership plays an even more critical role due to resource constraints and challenging operating environments. For example, Odumeru and Ogbonna (2018) in their study of Nigerian SMEs found that leadership style accounted for a significant proportion of performance variance, with transformational and participative leadership styles yielding superior results compared to autocratic styles. Similarly, Onah and Okeke (2022) examined Ugandan financial institutions and concluded that leadership practices focusing on employee development and empowerment significantly improved both individual and organizational performance. These studies emphasize that leadership effectiveness is context-specific and must align with organizational resources and socio-economic conditions to optimize performance outcomes.

Empirical evidence consistently demonstrates that leadership significantly impacts performance levels across sectors and regions. Transformational, servant, ethical, and adaptive leadership styles generally produce positive performance outcomes, while

transactional leadership is effective in structured and rule-bound environments. The rise of digital and remote work environments has also necessitated new leadership approaches to sustain performance levels. The reviewed studies indicate that leaders who inspire, support, and ethically guide employees foster superior performance outcomes, emphasizing the importance of dynamic and context-specific leadership practices.

### **2.3 Possible ways to improve leadership and performance**

Leadership development programs have been consistently highlighted as a key driver in improving leadership effectiveness and organizational performance. According to Avolio et al. (2014), structured training programs, including coaching, mentoring, and experiential learning, significantly enhance leaders' competencies and decision-making capabilities. These programs enable leaders to develop emotional intelligence, conflict management skills, and strategic vision, which are directly linked to increased team productivity and organizational growth. Recent studies show that organizations investing in continuous leadership training experienced a 17% improvement in employee engagement and a 12% rise in overall organizational performance (Brimhall, 2019). Furthermore, the shift toward digital training platforms and virtual leadership programs during and after the COVID-19 pandemic accelerated leadership skill acquisition, leading to adaptive leadership approaches in dynamic environments (Lacerenza et al., 2021).

Transformational leadership, which emphasizes inspiring and motivating employees, has been strongly correlated with improved performance outcomes. Leaders who adopt transformational practices foster innovation, trust, and commitment among employees (Bass & Riggio, 2019). A study by Khan et al. (2020) revealed that transformational leadership significantly influences employee performance through mediators such as job satisfaction and organizational citizenship behavior. Leaders exhibiting transformational traits encourage creativity and collaboration, which drive productivity in knowledge-intensive industries. Additionally, empirical evidence from a meta-analysis of 95 studies indicated that transformational leadership accounts for

up to 20% of variance in employee performance across various organizational settings (Hoch et al., 2018). These findings imply that leadership interventions focusing on transformational behavior can yield sustainable improvements in performance metrics.

Another avenue for improving leadership and performance is empowering employees through participative decision-making and autonomy. Studies have shown that leaders who adopt participative leadership styles and encourage employees to contribute ideas achieve better performance outcomes due to enhanced employee ownership and motivation (Zhang & Bartol, 2019). For example, Babalola et al. (2021) found that participative leaders improve job satisfaction and reduce turnover intention, which positively impacts overall productivity. Empowerment strategies such as shared goal setting, transparent communication, and delegation of authority have been shown to increase intrinsic motivation and creativity (Amundsen & Martinsen, 2015). A longitudinal study by Xu et al. (2022) found that organizations adopting participative leadership improved financial performance by 15% over three years due to higher innovation and employee commitment levels.

The digital transformation of leadership practices has become a major trend influencing organizational performance. Leaders are increasingly leveraging artificial intelligence (AI), big data analytics, and virtual collaboration platforms to enhance decision-making and performance management (Northouse, 2021). Empirical studies reveal that technology-driven leadership, often associated with e-leadership, enhances operational efficiency and team collaboration, especially in remote and hybrid work environments (Contreras et al., 2020). For instance, a study by Cortellazzo et al. (2019) indicated that leaders who effectively integrate digital tools into their leadership practices experience improved team productivity and innovation. Moreover, post-pandemic research shows that digital leadership directly correlates with higher adaptability and resilience in uncertain environments (El-Said, 2023). These findings suggest that technological adoption is a critical pathway for leaders seeking to improve organizational performance.

Aligning leadership practices with organizational culture has emerged as an effective approach to enhancing performance. Leaders who create a culture of accountability, inclusivity, and continuous learning tend to influence employees' attitudes positively, resulting in improved performance outcomes (Schein, 2017). Empirical evidence suggests that organizations with leaders promoting a supportive culture experience 30% higher employee engagement and 25% better retention (Groysberg et al., 2018). Recent studies also emphasize the importance of diversity, equity, and inclusion (DEI) initiatives in leadership, as inclusive leadership styles are strongly linked to creativity, innovation, and reduced turnover (Shore et al., 2021). This indicates that fostering inclusive cultural values and aligning them with leadership behavior can significantly enhance organizational performance.

Finally, improving leadership effectiveness and performance requires integrating robust feedback and performance measurement systems. Leaders who regularly provide constructive feedback and performance appraisals foster continuous learning and improvement among employees (London & Smither, 2019). Empirical studies indicate that leaders utilizing data-driven performance monitoring systems demonstrate better decision-making, resulting in improved individual and organizational outcomes (Pulakos et al., 2020). For example, Kerns (2021) found that organizations that established regular performance dialogues between leaders and employees reported 18% higher productivity levels and improved goal alignment. These findings suggest that leadership approaches emphasizing feedback and accountability mechanisms play a critical role in performance improvement.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter outlined the research methodology that was employed in examining the impact of leadership styles on employee performance in Centenary Bank. It covered the research design, study population, sample size, sampling techniques, sources of data, data collection methods, data collection instruments, data analysis and presentation, and ethical considerations.

#### 3.1 Research design

The study adopted a cross-sectional research design. This design allowed for the collection and analysis of data at a single point in time from the selected respondents. The design was suitable because it enabled the researcher to study various leadership styles and how they influenced employee performance within the bank without manipulating any variables.

#### 3.2 Study population

The study targeted employees of Centenary Bank branches located in Kampala Central Business District. The population consisted of 120 employees, including managers, supervisors, and subordinate staff (Centenary Bank Human Resource Report, 2024).

#### 3.3 Sample size

Given that studying the entire population was not practical due to time and resource constraints, a manageable number of respondents was selected. The sample size was determined using Krejcie and Morgan's (1970) table, which recommended a sample size of 92 for a population of 120.

**Table 3.3: Sample size distribution**

| Category | Population | Sample size |
|----------|------------|-------------|
|----------|------------|-------------|

|                   |            |           |
|-------------------|------------|-----------|
| Managers          | 20         | 15        |
| Supervisors       | 40         | 30        |
| Subordinate staff | 60         | 47        |
| <b>Total</b>      | <b>120</b> | <b>92</b> |

### **3.4 Sampling technique**

The study used stratified random sampling to ensure representation from different employee categories, namely managers, supervisors, and subordinate staff. After stratification, simple random sampling was used to select respondents within each category, ensuring that every individual had an equal chance of inclusion. This approach minimized selection bias and enhanced the representativeness of the sample.

### **3.5 Sources of data**

The study relied on both primary and secondary sources of data.

#### **3.5.1 Primary data**

Primary data was obtained directly from respondents using structured questionnaires. This data was important because it provided firsthand information about employees' perceptions of leadership styles and their impact on performance.

#### **3.5.2 Secondary data**

Secondary data was obtained by reviewing existing literature, including Centenary Bank annual reports, published journals, books, and other relevant documents. This data provided background information and support for the study findings.

### **3.6 Data collection instruments**

The study used questionnaires as the main data collection instrument.

#### **3.6.1 Questionnaire**

The questionnaire consisted of both closed and open-ended questions designed to capture data on leadership styles (e.g., transformational, transactional, and laissez-faire) and their impact on employee performance. Questionnaires were suitable

because they allowed for the collection of data from a relatively large sample within a short period while ensuring anonymity and minimizing interviewer bias.

### **3.7 Data analysis and presentation**

Collected data was checked for completeness, coded, and entered into the Statistical Package for Social Sciences (SPSS) for analysis. Descriptive statistics such as frequencies and percentages were used to summarize demographic data, while inferential statistics such as correlation and regression analysis were used to establish the relationship between leadership styles and employee performance. Results were presented using tables, charts, and graphs for easy interpretation.

### **3.8 Ethical considerations**

Ethical considerations were critical in ensuring the rights and well-being of respondents were protected. The researcher sought informed consent from all respondents, explaining the purpose of the study and assuring them of confidentiality and anonymity. Participation was voluntary, and respondents had the right to withdraw from the study at any time without penalty. The study avoided causing any physical or psychological harm to participants and ensured that findings were reported accurately and objectively (Saunders, Lewis, & Thornhill, 2009).

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter presents, analyzes, and discusses the findings of the study on the impact of leadership styles on employee performance at Centenary Bank. Data collected from respondents was analyzed using frequencies, percentages, means, and standard deviations, with results presented in tables for clarity.

#### 4.1 Response rate

The study targeted a total of 120 respondents from Centenary Bank. Of these, 92 fully completed and returned the questionnaires, giving a response rate of **92%**, which is considered excellent for analysis and reporting purposes. According to Mugenda & Mugenda (2009), a response rate above 70% is excellent for reporting and ensures reliability of the data collected.

#### 4.2 Demographic characteristics of the respondents.

This section presents the demographic attributes of the respondents, including gender, education level, and work experience, as these factors provide context for interpreting the study findings.

**Table 4.1: Gender of the Respondents**

| Category | Frequency | Percentage |
|----------|-----------|------------|
| Male     | 52        | 56.5       |
| Female   | 40        | 43.5       |
| Total    | 92        | 100.0      |

*Source: Field Data (2025)*

Results in Table 4.1 indicate that 56.5% of the respondents were male, while 43.5% were female. This suggests that both genders were well represented in the study, although the bank had slightly more male employees participating.

**Table 4.2: Education Level of Respondents**

| Education Level      | Frequency | Percentage   |
|----------------------|-----------|--------------|
| Diploma              | 20        | 21.7         |
| Bachelor's Degree    | 50        | 54.3         |
| Master's Degree      | 15        | 16.3         |
| Professional Courses | 7         | 7.7          |
| <b>Total</b>         | <b>92</b> | <b>100.0</b> |

*Source: Field Data (2025)*

The table presents the distribution of respondents based on their education levels. Out of a total sample of 92 respondents, the majority hold a Bachelor's degree (54.3%), followed by Diploma holders (21.7%), Master's degree holders (16.3%), and a smaller proportion having completed Professional courses (7.7%).

The findings indicate that most respondents are fairly well-educated, with over 70% possessing at least a bachelor's degree or higher. This suggests that the study involved participants with substantial academic backgrounds, which may positively influence their ability to understand the study

The presence of respondents with diplomas and professional courses also adds diversity to the educational profile, ensuring that perspectives from individuals with different levels of academic and practical training are represented. This diversity can help capture a more holistic view of the research topic.

**Table 4.3: Work Experience of Respondents**

| Work Experience  | Frequency | Percentage   |
|------------------|-----------|--------------|
| Less than 1 year | 10        | 10.9         |
| 1-5 years        | 28        | 30.4         |
| 6-10 years       | 35        | 38.0         |
| Above 10 years   | 19        | 20.7         |
| <b>Total</b>     | <b>92</b> | <b>100.0</b> |

*Source: Field Data (2025)*

Table 4.3 presents the work experience of respondents in relation to the study on “The Impact of Leadership Styles on Employee Performance: A Case Study of Centenary Bank.” The results show that the majority of employees (38.0%) have between 6-10 years of experience, followed by 30.4% who have worked for 1-5 years, while 20.7% have above 10 years of experience, and only 10.9% have less than one year. This distribution indicates that most respondents have a considerable length of service at Centenary Bank, with nearly 89.1% having over one year of experience. Such a workforce is likely to have substantial exposure to the bank’s leadership practices, enabling them to provide well-informed insights on how different leadership styles influence employee performance.

Employees with longer tenure can better assess the effectiveness of leadership approaches because they have experienced the bank’s organizational culture and performance expectations over time. Moreover, the presence of newer employees (10.9%) offers perspectives on how leadership styles impact staff motivation and adaptation during the early stages of employment. Overall, the data suggests that the findings on leadership styles and employee performance are based on a workforce with diverse yet predominantly extensive experience, ensuring reliability and depth in the responses.

#### **4.3 Descriptive Statistics of the Study Variables**

The study variables were analyzed using means and standard deviations. The mean reflects the general trend of responses, while the standard deviation shows the extent of agreement or variation among respondents. A low standard deviation ( $SD < 1$ )

indicates strong agreement among respondents, while a high SD ( $> 1$ ) indicates mixed opinions.

#### 4.3.1 Types of leadership styles at Centenary Bank

Table 4.4 below presents findings on the types of leadership styles practiced at Centenary Bank.

**Table 4.4: Descriptive Statistics on Leadership Styles**

| Statement                                                                                            | N  | Mean        | Std. Dev.    |
|------------------------------------------------------------------------------------------------------|----|-------------|--------------|
| Leaders at the bank practice a democratic style where employees participate in decision-making.      | 92 | 4.20        | 0.621        |
| Some leaders exhibit an autocratic style, making decisions without consulting employees.             | 92 | 3.75        | 0.782        |
| Transformational leadership is common, with leaders inspiring and motivating employees toward goals. | 92 | 4.45        | 0.517        |
| Laissez-faire leadership is minimal at the bank.                                                     | 92 | 3.12        | 0.701        |
| Transactional leadership is used to reward good performance and discipline underperformance.         | 92 | 4.28        | 0.598        |
| <b>Average Mean &amp; SD</b>                                                                         |    | <b>3.96</b> | <b>0.644</b> |

*Source: Field Data (2025)*

The results in Table 4.4 provide descriptive statistics on the leadership styles practiced at the bank, using responses from 92 participants. The findings indicate varying degrees of adoption for different leadership approaches.

The highest mean score ( $M = 4.45$ ,  $SD = 0.517$ ) was observed for **transformational leadership**, implying that most leaders in the bank frequently inspire and motivate employees to achieve organizational goals. This style is closely followed by **transactional leadership** ( $M = 4.28$ ,  $SD = 0.598$ ), suggesting that leaders often use rewards for good performance and corrective measures for underperformance. The **democratic leadership style** ( $M = 4.20$ ,  $SD = 0.621$ ) also scored high, indicating that leaders regularly involve employees in decision-making, which may promote participation and job satisfaction.

On the other hand, **autocratic leadership** ( $M = 3.75$ ,  $SD = 0.782$ ) scored moderately, suggesting that some leaders make decisions independently without much employee consultation. The lowest mean score was recorded for **laissez-faire leadership** ( $M = 3.12$ ,  $SD = 0.701$ ), showing that a hands-off leadership approach is less common at the bank. The overall average mean score of **3.96** with a standard deviation of **0.644** suggests that, on average, respondents agreed that a mix of leadership styles exists, with a strong inclination toward transformational, democratic, and transactional styles, which are likely to promote employee engagement and productivity.

#### 4.3.2 Performance Levels of Employees at Centenary Bank

Table 4.5 below presents findings on employee performance indicators.

**Table 4.5: Descriptive Statistics on Employee Performance**

| Statement                                                           | N  | Mean | Std. Dev. |
|---------------------------------------------------------------------|----|------|-----------|
| Employees meet set performance targets consistently.                | 92 | 4.31 | 0.522     |
| Customer service delivery has improved due to effective leadership. | 92 | 4.45 | 0.501     |
| Teamwork and collaboration among employees are encouraged.          | 92 | 4.38 | 0.538     |
| Staff turnover rates are low due to good leadership practices.      | 92 | 4.02 | 0.694     |
| Leadership promotes innovation and creativity at the                | 92 | 4.11 | 0.622     |

|                              |  |             |              |
|------------------------------|--|-------------|--------------|
| workplace.                   |  |             |              |
| <b>Average Mean &amp; SD</b> |  | <b>4.25</b> | <b>0.575</b> |

*Source: Field Data (2025)*

Table 4.5 presents descriptive statistics on employee performance based on different leadership-related aspects within the organization. The findings show that respondents strongly agreed that effective leadership contributes positively to employee performance. For instance, the highest mean score of 4.45 (SD = 0.501) was recorded for the statement “Customer service delivery has improved due to effective leadership,” indicating that leadership practices significantly enhance service delivery to customers. Similarly, the statement “Teamwork and collaboration among employees are encouraged” had a mean of 4.38 (SD = 0.538), suggesting that leadership fosters teamwork, which is essential for productivity and efficiency. Another notable result is the mean score of 4.31 (SD = 0.522) for “Employees meet set performance targets consistently,” showing that effective leadership helps employees achieve organizational goals.

On the other hand, the statement “Staff turnover rates are low due to good leadership practices” recorded a relatively lower mean of 4.02 (SD = 0.694) compared to the rest, implying that while leadership reduces staff turnover, other factors such as remuneration and job satisfaction may also play significant roles. The statement “Leadership promotes innovation and creativity at the workplace” scored a mean of 4.11 (SD = 0.622), indicating that leadership moderately supports innovation. The overall average mean of 4.25 and standard deviation of 0.575 suggest that, on average, respondents agreed that leadership positively influences employee performance, with minimal variability in their opinions as shown by the relatively low standard deviations across all items.

#### **4.3.3 Suggested Ways to Improve Leadership and Performance**

**Respondents provided insights into possible ways to improve leadership and performance at Centenary Bank.**

**Table 4.6: Suggestions to Improve Leadership and Performance**

| Statement                                                 | N  | Mean        | Std. Dev.    |
|-----------------------------------------------------------|----|-------------|--------------|
| Introduce regular leadership training for managers.       | 92 | 4.55        | 0.517        |
| Encourage more employee participation in decision-making. | 92 | 4.32        | 0.601        |
| Reward outstanding employee performance consistently.     | 92 | 4.48        | 0.534        |
| Promote open communication between leaders and employees. | 92 | 4.41        | 0.568        |
| Adopt mentorship programs to develop future leaders.      | 92 | 4.35        | 0.556        |
| <b>Average Mean &amp; SD</b>                              |    | <b>4.42</b> | <b>0.555</b> |

*Source: Field Data (2025)*

The results in Table 4.6 provide descriptive statistics on respondents' suggestions for improving leadership and enhancing employee performance within the organization. The findings reveal that employees strongly support various strategies aimed at strengthening leadership effectiveness. The highest mean score ( $M = 4.55$ ,  $SD = 0.517$ ) was recorded for introducing regular leadership training for managers, indicating that employees believe equipping leaders with modern leadership skills is crucial for effectively guiding and motivating teams. The low standard deviation reflects strong consensus among respondents on the importance of this intervention.

Rewarding outstanding employee performance consistently ranked second ( $M = 4.48$ ,  $SD = 0.534$ ), suggesting that employees view recognition and reward systems as powerful motivators for boosting morale and productivity. Promoting open communication between leaders and employees ( $M = 4.41$ ,  $SD = 0.568$ ) and adopting mentorship programs to develop future leaders ( $M = 4.35$ ,  $SD = 0.556$ ) were also highly rated, emphasizing the need for supportive and transparent leader-employee relationships. Although encouraging employee participation in decision-making ( $M = 4.32$ ,  $SD = 0.601$ ) received the lowest mean score among the suggestions, it still reflects strong agreement on its value for inclusive leadership practices.

The overall average mean score of 4.42 with a standard deviation of 0.555 suggests that respondents widely agree on the importance of these strategies. Taken together, the findings indicate that leadership training, open communication, reward systems,

mentorship, and participatory decision-making are essential for building stronger leadership practices and enhancing employee performance within the organization.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents a comprehensive summary of the study findings, conclusions, and recommendations based on the analysis carried out in Chapter Four.

## **5.1 Summary of Findings**

The findings of the study indicate that Centenary Bank employs multiple leadership styles, with transformational, transactional, and democratic approaches being the most prevalent. Transformational leadership had the highest mean score, suggesting that most leaders focus on inspiring, motivating, and guiding employees toward achieving organizational goals. Transactional leadership, characterized by rewarding good performance and enforcing discipline, and democratic leadership, involving participatory decision-making, were also dominant styles within the organization.

Autocratic leadership was moderately practiced, while laissez-faire leadership was least applied, indicating that leaders at the bank rarely adopt a hands-off approach.

The analysis also revealed that leadership styles significantly influence employee performance at Centenary Bank. Findings showed that effective leadership practices contribute to employees consistently meeting performance targets, improving customer service delivery, fostering teamwork, and encouraging innovation and creativity within the organization. Leadership practices were also linked to reduced staff turnover, though respondents suggested that other factors, such as remuneration and job satisfaction, could further enhance retention rates.

Furthermore, respondents proposed several measures to improve leadership and, consequently, employee performance. These included regular leadership training for managers, rewarding outstanding employee performance, promoting open communication between leaders and employees, encouraging participatory decision-making, and adopting mentorship programs to develop future leaders. The findings highlight that employees value leadership initiatives that prioritize skill development, recognition, communication, and inclusivity.

## **5.2 Conclusions**

Based on the study findings, it can be concluded that Centenary Bank applies a mix of leadership styles, with transformational leadership emerging as the most dominant approach. This indicates that leaders within the organization prioritize motivation,

inspiration, and vision-building, which are essential for achieving long-term organizational objectives.

The study also concludes that leadership practices have a significant positive impact on employee performance. Employees in departments where leaders adopted transformational, transactional, or democratic leadership styles reported higher levels of productivity, improved customer service, better teamwork, and greater innovation compared to those in units where autocratic or laissez-faire leadership approaches prevailed.

Moreover, the findings suggest that there is room for improvement in leadership practices at Centenary Bank. Specifically, initiatives such as regular training, consistent reward systems, open communication platforms, and mentorship programs could further enhance leadership effectiveness and, consequently, employee performance outcomes.

### **5.3 Recommendations**

Respondents emphasized the need for continuous leadership training for managers to improve their ability to inspire and guide employees effectively. They noted that while transformational and democratic leadership styles are dominant, there is room for growth in areas such as communication, participatory decision-making, and innovation support. To address this, it is recommended that Centenary Bank organizes regular leadership development programs focusing on modern leadership practices, emotional intelligence, and change management. Such training would help managers adapt to evolving organizational needs while fostering a culture of innovation and employee engagement.

The study findings revealed that employees appreciate leaders who reward outstanding performance and recognize their efforts. Respondents further suggested that leadership practices alone might not fully address retention issues, pointing to remuneration and job satisfaction as additional factors influencing employee

turnover. Based on this, it is recommended that Centenary Bank integrates structured reward systems such as performance bonuses, employee appreciation events, and career growth opportunities alongside competitive remuneration packages. This approach would enhance motivation, improve job satisfaction, and reduce turnover rates.

Respondents noted that open communication channels and inclusive decision-making significantly improve employee morale, teamwork, and overall performance. They highlighted the importance of leaders seeking input from employees when making decisions that affect the workplace. To strengthen this, it is recommended that Centenary Bank establishes formal platforms such as regular town hall meetings, suggestion forums, and mentorship programs where employees can freely share ideas and feedback. This participatory approach would promote transparency, inclusivity, and a sense of ownership among employees, ultimately enhancing organizational performance

#### **5.4 Areas for further study**

While this study has provided valuable insights into the relationship between leadership styles and employee performance at Centenary Bank, future research could focus on the role of organizational culture in shaping leadership effectiveness and employee outcomes. Additionally, studies examining the impact of employee motivation and job satisfaction on the relationship between leadership styles and performance would offer a deeper understanding of how to achieve optimal organizational results. Comparative studies across different banks or industries could also help generalize findings and identify sector-specific leadership challenges and best practices.

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## **APPENDIX 1**

### **QUESTIONNAIRE**

#### **QUESTIONNAIRE ON THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE AT CENTENARY BANK**

**Dear respondent**

I am Nyirarukundo Anitha a student of Uganda Christian University pursuing a bachelor's degree of Business Administration. As a partial fulfillment of the requirement for the award of this degree, I am conducting a study titled: **THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE AT CENTENARY BANK**. "You have been selected to participate in this study; your views will be treated with uttermost confidentiality and will only be used for academic purposes."

Thank you in advance for your cooperation

#### **SECTION A: DEMOGRAPHIC INFORMATION**

**1. Gender:**

- ☐ Male  
☐ Female

**2. Education Level:**

- ☐ Diploma  
☐ Bachelor's Degree  
☐ Master's Degree  
☐ Professional Courses

**3. Work Experience in Centenary Bank:**

- ☐ Less than 1 year  
☐ 1-5 years  
☐ 6-10 years  
☐ Above 10 years

**SECTION B: LEADERSHIP STYLES AT CENTENARY BANK**

**Please indicate the extent to which you agree with the following statements about leadership styles at your workplace using the scale:**

**1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

| <b>Statement</b>                                                                                     | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 |
|------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Leaders at the bank practice a democratic style where employees participate in decision-making.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Some leaders exhibit an autocratic style, making decisions without consulting employees.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Transformational leadership is common, with leaders inspiring and motivating employees toward goals. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Laissez-faire leadership is minimal at the bank.                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Transactional leadership is used to reward good performance and discipline underperformance.         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## SECTION C: EMPLOYEE PERFORMANCE

Please indicate your agreement with the following statements regarding employee performance in relation to leadership practices using the scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

| Statement                                                           | 1                        | 2                        | 3                        | 4                        | 5                        |
|---------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Employees meet set performance targets consistently.                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Customer service delivery has improved due to effective leadership. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Teamwork and collaboration among employees are encouraged.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff turnover rates are low due to good leadership practices.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Leadership promotes innovation and creativity at the workplace.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## SECTION D: SUGGESTIONS TO IMPROVE LEADERSHIP AND PERFORMANCE

Please indicate your agreement with the following suggested strategies using the scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

| Statement                                                 | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Introduce regular leadership training for managers.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Encourage more employee participation in decision-making. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reward outstanding employee performance consistently.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Promote open communication between leaders and employees. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Adopt mentorship programs to develop future leaders.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## **SECTION E: ADDITIONAL COMMENTS**

Please provide any additional suggestions or comments on how leadership styles at Centenary Bank can be improved to enhance employee performance.

---

**END**

**Thank your**