

**LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE: A CASE STUDY
OF ISINGIRO DISTRICT LOCAL GOVERNMENT.**

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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF GRADUATE STUDIES,
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THE MASTERS OF PUBLIC ADMINISTRATION AND MANAGEMENT OF
BISHOP STUART UNIVERSITY**

SEPTEMBER, 2025

Declaration

I, **Edinah Katushabe**, do declare that this research report titled “leadership styles and Organisational performance in Isingiro District Local Government, Uganda” is my original piece of work and has not been submitted to another University nor institution for any other award.

Signature:  Date: 2/9/2025

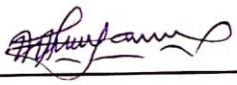
Approval

This dissertation entitled “leadership styles and Organisational performance in Isingiro district local government, Uganda” was done and submitted for examination under our guidance as Bishop Stuart University supervisors.

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Dedication

This research report is dedicated to my husband Mr. Mugasho Geoffrey Muhangi for financial contribution towards the completion of this report

Acknowledgment

Firstly I give thanks and glory to God, who has seen me through this exercise. Thanks are due first to my mentors **Prof Atukunda Gershom** and **DR. Turyamureeba Robert** for their great insights, perspectives, guidance and sense of humor. My sincere thanks go to Bishop Stuart University for helping in various ways to clarify the things related to my academic works in time with excellent cooperation and guidance. Sincere gratitude is also extended to the Isingiro District Local Government for permitting me to conduct this study on quality evaluations in their facility.

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LIST OF ABBREVIATION

CAO: Chief Administrative officer

DLG: District Local Government

SPSS: Statistical Package for the Social Sciences

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ABSTRACT

This study sought to examine the impact of leadership styles on organizational performance particularly Isingiro district local government. The objectives of the study were to establish identify the impact of democratic leadership style on the performance, autocratic leadership style on the performance and the effect of laissez faire leadership style on the performance of Isingiro district Local government. The study adopted a cross-sectional survey research design. Data were collected from 36 respondents using a self-administered questionnaire and an interview guide. Data were analysed using descriptive and inferential statistics for quantitative data, and content analysis for qualitative data. The found and concluded that there positively significant relationship between democratic leadership style on organizational performance. The results also concluded that there is a significant positive correlation between autocratic leadership style and Organizational performance. There is a positive significant relationship between laissez faire leadership style and Organizational performance. Therefore, the study recommended that leaders should implement regular team meetings, one-on-one sessions, and anonymous suggestion boxes or digital platforms to encourage employees to share their thoughts without fear of reprisal. The study also recommended that leaders should be creative, innovative, and employee engagement, an autocratic style is detrimental. It can stifle creativity, lower morale, and increase employee turnover. Therefore, leadership training programs should focus on equipping managers with the skills to diagnose different situations and adapt their leadership style accordingly. The leaders must ensure that every team member understands their role, the project goals, and the expected outcomes.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

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

1.1 Background of the Study

The duty of leaders in ensuring great organizational performance cannot be overemphasized. Planning and organization of work are also very crucial to organizational success. Some researchers have argued that the most current problems affecting organizational performance in Ugandan businesses and other institutions had poor attitudes toward work among the labour force, inefficiency, and the ineffectiveness of leaders (Goleman, 2000). This second school of thought believes that organizations in Uganda are managed in ways that are foreign to typical Ugandan culture. In response to the wake-up call to address this issue, management practitioners in Nigeria have embarked on a series of studies in an attempt to establish the relationship between effective leadership and organizational performance. Some found out that effective leadership styles are positively related to organizational performance, while others have a different view. Still, there is no empirical evidence to show how effective leadership styles impact organizational performance. Again, given our cultural background, educational qualifications, and environmental factors, it is still not too clear how effective a leader can be if he must combine the three types of leadership styles to achieve high performance in organizations (Usono 2000)

1.1.1 Historical Background

The evolution of leadership styles have been a subject of interest among many scholars, and they have advanced many theories to explain this phenomenon and how it affected the performance of

individuals and organizations as well. Frederick Winslow Taylor guided that scientific management theory, though it was not a leadership style, but it showed light on how leaders manage employees, interact with them, and increase their performance. The work attracted other scholars to propose leadership styles that lead to effective performance, for instance:

In the early part of the 20th century, studies on leadership style focused on trait theory, which emphasized that certain men were born to lead and also that only those born with leadership traits can succeed. In 1939, Kurt Lewin and his colleagues proposed three leadership styles that are exhibited by leaders in organizations: autocratic, where the leader retains decision-making powers with no consultation; democratic, where the leader adopts a participative approach to decision-making; and laissez-faire, where the leader has a minimal role in decision-making.

Max Weber, proposed charismatic authority, which was later advanced by House in 1976 when he published a theory of charismatic leadership. Fred Fielder proposed the contingency leadership style in view of opposing other styles, saying that there was no one best style of leadership that could lead to the best performance, but the current situation determined the best style of leadership. Fielder was followed by Rensis Likert (1967), who proposed the participatory leadership theory; Dr. Paul Hersey and Dr. Ken Blanchard proposed the situational leadership theory. The servant leadership style was advanced by Robert Greenleaf in 1970; James McGregor Burns and Bernard Bass proposed the transformational leadership style in 1978. Lastly, there has been the authentic leadership style, which was the newest proposed by Dr. Bruce Avolio in 2008.

All these styles and many others affect organization performance differently when applied by the leaders. This has led to their victory to leadership efficiency, the leadership style of administrative supervisors had a considerable effect on organizational performance (Sun, 2002). This study

focused on the leadership styles advanced by Kurt Lewin, which were autocratic, democratic, and laissez-faire, and their impact on organization performance.

1.1.2 Theoretical Background

A number of scholars have advanced theories on these two variables that is leadership style and a number of scholars have advanced theories on these two variables, leadership style and organization performance trying to explain the relationship between these variables and their interface in the structures of institutions. (Pablo, 2000), carried out a study on transactional leadership; (Kesuda & Stephan, 2008), studied performance and leadership; the findings from these studies indicated that there is a positive relationship between leadership and performance. Theories such as path goal theory by House (1971), situation theory, and transformation theories have been postulated to explain the relationship between leadership style and organization performance. Since this theory takes into consideration the impact of situations on leaders and focuses on the relationship between leadership style and the demands of various situations, from an organizational perspective, it supports the identification of optimal roles based on individual leadership style and placing leaders in charge of situations that are ideal for their leadership style.

1.1.3 Fielder's contingency theory:

Fielder, 1967 the proponent of the contingency theory of leadership contended that the success of the leader is a function of various contingencies in the form of subordinate, task, and/or group variables. The efficiency of a given pattern of a leader's behavior is upon the demands imposed by the situation. This theory stresses the use of different styles of leadership appropriate to the needs created by different organizational situations. According to Fielder's theory (1967), group

performance refers to contingent of leader's psychological orientation and on three contextual variables: group atmosphere, task structure, and the leader's power position.

Group atmosphere focuses on the leaders and the group members, and this will determine his or her influence on the group to achieve the group objectives and the conditions under which the group operates (Goleman, 2000). Task structure orientation looks at how well group tasks are structured, handled, and performed under the leader's influence, while the leader power position focuses on the power of the leader by which he rewards or punishes group members depending on their performance levels.

1.1.4 Relevance of the theory

Fielder's contingency theory referred to predicting how the district will perform under different leadership styles for instance, in a situation where the organization has democratic/ a laissez faire leader; the leader will be concerned with the feelings of others and group relations. This interpersonal relationship will form a basis for conducive working environment where the group will experience reduced anxiety, tension, conflict and creativity in decision making will be witnessed (Goleman D, 2000). On contrary where the leader applies an autocratic style or in the situation of high control, the group leader is less concerned with employees' affairs and the employees tend to become bored and no longer challenged. The leader will always consult his/her superiors in decision making and ignoring the initiative of their subordinates, hence no room for participation. The leaders become inconsiderate towards their subordinate, put more emphasis on sanctions and performance of the tasks (Shieh & Tang, 2011).

1.2 Conceptual Background

1.2.1 Leadership style

The study was to assess the impact of leadership style on organization performance in Uganda; and Isingiro district local government will be used as a case study. The study will be built on two main variables that's leadership style as the independent variable and organization performance as dependent variable, and the following concepts will be used in the study are: leader, leadership style, such as autocratic, democratic and laissez faire style of leadership, organization performance, effectiveness and efficiency among others. Leadership has been defined differently by various scholars, as “a process of influence between a leaders and those who are followers” (Bennie, 1959, P.125)

However during this study, the interest was on those styles pointed out by Lewin. According to (Lewin, 1939) leadership style refers to the approach of providing direction, and implementing plans, and motivating people, and from his research three leadership styles were identified and these are: Autocratic, Democratic, and laissez-faire leadership style. (Fiedler, 1967), presented that the leadership style refers to a kind of relationship that someone uses his rights and methods to make many people work together for a common task.

The original research on the effect of leadership style was championed by (Lewin, et al, 1939/1964) about the effects of democratic and autocratic leadership in groups of children and from his research three leadership styles were identified as: the Autocratic leadership style where the leader exerts high levels power over his employees to execute organization goals. People within the team are given few opportunities for making decisions and suggestions even if they are in the interest of the organization. Under the democratic style, the leader will make the decision but he or she invites other members to contribute in the decision making process (Cole .G. A, 2002). And

lastly laissez-faire leader gives his or her group members autonomy to decide on their work progress. Since leadership is a critical management skill where by the leader has to inculcate the vision, mission, values, culture, in shaping institutional strategies, and their execution the style by which the leader adopts will have an effect on the performance of the organization. Leadership style play significant role in enhancing the interest and commitment of the individuals in the organization, (Business and Management Research journal, 2011).

1.2.2 Organization performance

It refers to the organization's ability to attain its goal by using resources in an efficient and effective manner (Daft and Marcic, 1998). Despite the number of dimensions used to measure organization performance such as the financial performance, business performance and organizational effectiveness presented by (Venkatraman and Ramanujam, 1986), much is not yet explored to reveal how leadership style impinge organization performance. In this study organization performance was measured by considering the following dimensions; academic standard, infrastructural development, financial position, management collaboration in regard to the achievement of organization objectives. The achievement of those objectives will lead to increase in academic performance, financial performance and growth of the organization. In achieving these objectives the leader has always played a pivot role in coordinating all the required input. If an enterprise wishes to improve the organizational performance, the leadership style of administrative supervisors will play a crucial role in its overall operational performance (African Journal of Business Management, 2010). This gives a basis for organization leader to be mindful of his/her leadership style the correlation between leadership and performance. In this study organization performance will be used to refer to the level of achievement of organization goals.

1.5 Contextual Background

Isingiro district local government was established in 2011 with the vision of being a model district in the western Uganda and to achieve this, the district through the administrators had to ensure that the district is improving in its performance.

In the last 10 years the leadership of the study area has been standing in one person whose leadership style has either been seen as democratic, autocratic or even laissez faire as she swing along that continuum and her style has had a greater impact on the performance of the district. For instance the employer-employee relations has been poor yet it is at the forefront of organization performance (UBOS report, 2014). This resulted into a multiplier effect on the financial position of the district hence the district failing to meet its operation costs. All of this and many others are attributed to the leadership style of the leader of the school which needs to be reflected upon

1.6 Statement of the problem

Employees are vital assets of any organization. They are the ‘vehicles’ through which organisational success is achieved and as a result, their active role in leadership process should not be underestimated (Pulakos, 2004; Denisi & Murphy, 2017). Many organizations use leadership styles as a means of enhancing performance of their employees against the objectives of the organization. Isingiro district recruits competent staff in accordance with the Job descriptions and specifications for jobs in local governments. Staff make performance plans at the start of each assessment period, carry regular performance monitoring, are appraised, are paid in time and being periodically trained according to available individual files in the registry.

The district has a vision of being a model district with competent workers in Africa by 2025. To achieve this vision and goal, the district has set the following objectives which has to be achieved

if the district to be regarded as a performing district. To ensure that workers get quality training, accommodation, transport allowances to provide conducive working environment for the workers and administrators respectively, to collaborate with local and international development patterns who embrace the district vision and mission (Local Council Meeting Report, 2022). In regard to the above, the district is still far away to the intended objectives that can lead to the achievement of its goal. After 15 years of its existence the district still have insufficient workers to work hence poor performance this lead to decline in providing service delivery to the natives, inadequate accommodation for the workers, the performance and zeal of the staff toward achieving the district objectives is low all these accompanied by poor collaboration between the administrators and both local and international patterns also lead to the failure of the district to perform well. If these problem are not addressed, the district would not attain its objectives, goals and employee effectiveness in service delivery would remain a dream. It is from that the study will be conducted on leadership style and organizational performance in Isingiro Local Government.

1.3 Objectives of the Study

The general objective was to examine the impact of leadership styles on organizational performance.

The specific objectives are as follows:

To establish the effect of democratic leadership style on the performance of Isingiro district Local government

To establish effect of autocratic leadership style on the performance of Isingiro district Local government

To establish the effect of laissez faire leadership style on the performance of Isingiro district Local government

1.4 Research questions

How can democratic leadership affect performance at Isingiro district Local government?

To what extent does autocratic leadership style affect performance at Isingiro district Local government?

What impact does laissez fair leadership style have on performance at Isingiro district Local government?

1.5 Scope of the Study

The scope of the study was categorized into geographical, content and time as discussed below;

1.5.1 Content scope

The study was limited to identify the impact of democratic leadership style on the performance, autocratic leadership style on the performance and the effect of laissez faire leadership style on the performance of Isingiro district Local government

1.5.2. Geographical scope.

The study was conducted in Isingiro district local government in Isingiro district in western Uganda. The study area is neighboured with Rakai District to the east, Tanzania to the south, Ntungamo District to the west, Kiruhura District to the north and Mbarara District to the north-west. The study area was selected because this district was at frontline of being among the best performance district in Uganda.

1.5.3. Time scope.

The study used secondary literature for a period of 11 years (that is 2014 – 25). It is within this period that the researcher got reliable information in reference to the topic under study.

1.6 Significance of Study

The study will be of great importance because the empirical finding will reveal how effective leadership impacts on organisational performance.

The study among others, seek to identify the weaknesses of various variables of effective leadership. It is the researcher's belief that this work through its findings will change the perception of the Isingiro district Secretariat leadership and other organisation's leaders about their leadership behaviour and styles.

The effective leadership behaviours facilitates the improvement of performance when organizations face challenges. This is because researchers as one of the engine forces for improving organization performance.

That is why leadership is seen as a potential source of management development and sustained competitive advantage for organisational performance improvement. Leadership helps organisations to fulfill their objectives more effectively by linking job performance to valued rewards and by ensuring employees have the resources needed to get the job done.

This study helps to seek efficient ways to enable them to outperform others. This is because supervisors are believed to do a big task in shaping collective norms, helping teams cope with their environments and coordinating collective action.

The study identifies that there is good leadership style; there will be opportunities for conducive corroboration with development partners, project development, client confidence in the organization which all will bring about organization growth, increase in revenue returns hence good organization performance. This result of this study this enables shareholders and managers to reflect on their style of leadership with the view realize the bearing of their leadership style and organization performance.

The study findings are to stimulate policy makers into designing leadership development programs that will help develop district leaders and leaders of other organization to persons with the best suited leadership skill and style.

The findings of this research will be used by other researchers who may have interest in the correlation of leadership style and organization performance.

1.7 Justification of the study

The success of organizations broadly speaking is centered on those at the steering; it was therefore paramount to investigate the impact of leadership styles on organizational performance to avert further consequence as result of leadership in these organizations

Many projects country wide that have been founded and funded by international donors have collapsed as soon as the withdraw of the donor's hand, this is because the leaders of these district cannot coordinate and influence their teams, if so the applicability of different leadership dimensions is the cause of this failure which needs to be checked by researching into the impact of leadership style on organization performance.

This study will be crucial in exposing this problem to the attention of policy makers, shareholder, and Administrators which may later change the present trend of organization performance

1.8 Operational definitions

Autocratic leadership style: This is approach of leadership where the leader engage others in decisions making and uses command since authority and power are centralized to him.

Democratic leadership style: It was defined as a leadership style where the leader share authority and power with subordinates and seeks for their ideas during in decision making and planning.

Laissez faire leadership style: It referred to as a leadership style where the leader offers full autonomy to the subordinates in their work practices and during decisions making.

Leadership style: The approach of influencing subordinates

Organization performance: Level of achievement of organization objectives.

Organization: Isingiro district Local Government will form the unit of study

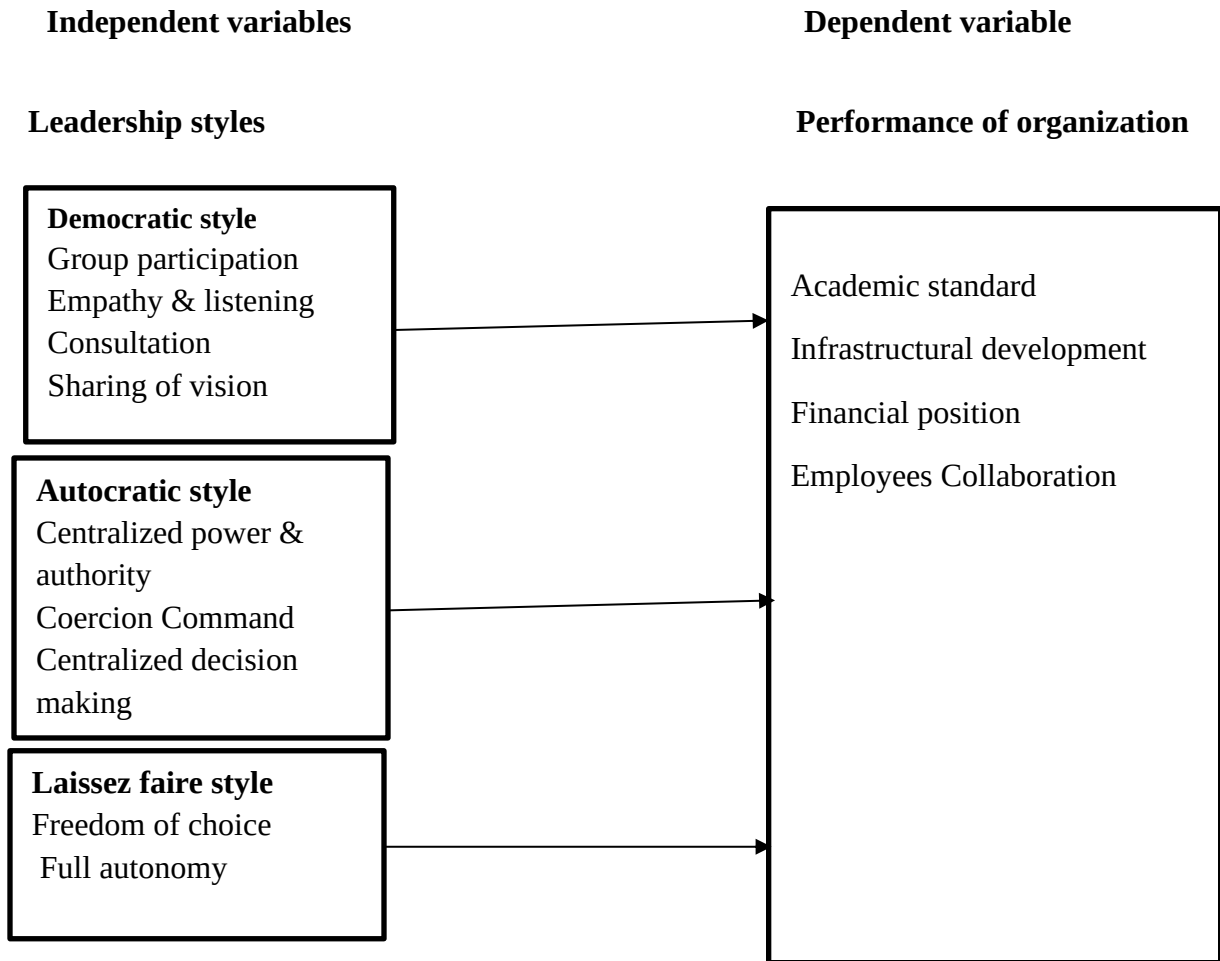
Performance: Employees and organization at large being in position to achieve the set objectives and goal.

Finally under this chapter the researcher identified the variables for this study that is leadership style and organization performance as the independent and dependent variables respectively which formed the basis of this study that's the effect of leadership style on organization performance. In the next chapter the researcher reviewed the related literature on these two variables and the research topic in general and a conceptual framework which postulates the research problem

1.9 Conceptual frame work

The conceptual framework has, two variables as identified: a) leadership style as the independent variable, and b) organization performance as dependent variable, leadership styles were conceptualized as approaches of district Administrator and other line managers apply in the day-

to day running of the district and is operationalised as authoritarian, democratic and laissez faire. Whereas organization performance was conceptualized as the ability of or the effectiveness of the District to achieve its objectives, organization performance at study area. District was operationalised in terms of academic standard, infrastructural development, financial position and Collaboration with development patterns. The study area was headed by the Chief Administrative Officer whom his leadership style can be regarded as autocratic, democratic or laissez faire and it has had either a negative or positive impact on the performance of the district. In regard to the above the District was still far away the intended objectives that can lead to the achievement of its goal. After 18 years of existence the district still have insufficient qualified employees to deliver services hence poor performance, the declining performance of the district has led the community to lose confidence in its performance, growth, development and financial returns. It was assumed that if the most appropriate leadership is applied in the leadership of the district through its employees was in position to achieve its goal and objectives that's being a model district in Uganda.



Source: Developed by Researcher's experience from the readings of Lewin, (1939)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter contained the work of different writers and scholars regarding the subjects of leadership styles and organizational performance. The researcher therefore related the study with other researchers' findings from where he draws meaningful conclusions. The chapter have the review of the theories related to the significant of the topic in accordance to the flow of research objectives.

2.2 Theoretical review

Fielder's contingency theory of leadership help in explaining, understanding and predicting how the leader effectively influence his subordinate to achieve effective and efficiency organization performance. Contingency theory was where the effective leadership style vary depending on the situations (Fielder, 1967). The author provided that at certain level which the individual exhibits leadership traits depending not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. This theory was built on the assumptions that group performance was contingent on the leader's psychological orientation and on three contextual variables: group atmosphere, task structure, and leader's power position. The theory identified the relationship between the leader's orientation, style and group performance under differing situational conditions and the control the leader exerts range from low, moderate and high control these levels of control was equated to the three leadership style understudy that's laissez faire, democratic and autocratic respectively.

In applying this theory one had to first put into consideration the two factors that influence group performance that's to say leadership style and situation favourableness, to determine one's leadership style. The task-oriented leaders were focused on completing the job as autocratic, relationship oriented leaders put people first and employ creativity and teamwork to complete a project and these tended were democratic (Jorgen W, 2011). The leader's position and power has to do with how much influence, such as the ability to sanction positive or negative rewards a leader brings to the situation. Therefore its applicability depends on how well one aligns the leadership style and the situation favourableness. According to Fielder, 1967), task-structured leaders reward power which was more effective in situations where the group has been assigned a clearly defined task.

2.3 Literature Review

2.3.1 Effect of democratic leadership on organization performance

This leadership style involved use of consultative approach, encourages group participation in decision making and maintains a master relationship with group members. This have showed courage, citizen participation, and vision as best characteristics in the display of democratic leadership in various political, social, and cultural contexts, (International journal on leadership studies, 2007). But employees without motivation (intrinsic and/or extrinsic) will not work towards fulfilling organizational mandates.

Working Conditions (Odetay, 2007), the organization's management must help to structure work in an appropriate manner and to encourage cooperation, communication and meaningful jobs for the employees. By the way, the performance depends on the context in which the organization operates its and the norms prevailing in that environment. For these might be true but what this report misses out is the leadership style of those in the centre of planning, coordinating and

implementing these strategies, the question now is that how does the leader engage and influence the team that he is working with to achieve the organization objectives.

A democratic leader encourages the group members and directs the organization by exhibiting good interpersonal skills such as being considerate and concerned for others by empathetic listening and understanding which are built upon trust, integrity, honesty, equality, openness and mutual respect. Democratic leader foster open communication among all employees at all levels. Under such a working environment the employee will develop organization spirit of ownership, and become part and partial of the organization hence owning it which will motivate them and fight to achieve organization goals at all level (Ojokuku R,2012). As employees participate in decision making and setting goals for the organization they will work hard for their achievement and the leader will act as a facilitator to ensure that each of them achieves the set goals. Hence it is correct that a democratic leadership style is an all-inclusive, participatory and decentralized type of leadership where the performance is tied to each member of the team regardless of his/her rank (Northouse, P. (1997). Performance of the study area will widen where they are also involved in planning and decision making towards attaining the objectives of the area.

2.3.2 Impact of Autocratic Leadership style on Organization Performance

This comes from autocratic form of governance which implies a high degree of control by the leaders without much freedom or participation of members in group decision making. This leadership style involves the leader making all decisions, wielding absolute power, assign tasks to group members and maintain a master-servant relationship with group members. This leadership style develop in highly structured, hierarchical chain-of-command environments such as very bureaucratic organizations. This type of leadership provides almost absolute authority and commands. The autocratic leader usually has a well-defined and controlled disciplinary process

with an emphasis on punishments for noncompliance, (Ronald, 2011). This can tarnish an organization irreparably as they force their workers to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like.(Michael, 2010).

This type of leadership does not only destroy the organization but it denies the team member autonomy, which is understood as the possibility of the group to participate in the decision-making process in relation to tasks, working methods, organization of working time and assessing the quality of their own work, (Odeta 2007). This leadership style affects the performance of the organization as whole since employees do not have the platform to contribute to the organization in a way of decision making, sharing goal setting and in the end makes them to feel that they are not valued and become de-motivated hence low productive. For the Fielder's theory using the group atmosphere orientation the leader can improve on his interpersonal skills which in the long run improves performance. Supporting people and helping them develop autonomously which will not even need the leader always to focus on task completion. The staff management and organization performance is that employees in an organization appreciate leaders who engages in a direct personal interaction and respect for subordinates as human beings.(Michael. A. 2010). Managers who made an effort to communicate directly with individuals or groups in meetings or informal settings were highly appreciated these findings are indirectly advocates for a democratic type leadership style, this further shows that employees working with an autocratic leaders were working under fear and following rule of the thumb which made them less committed and disloyal to the organization as the group atmosphere does not favor interpersonal relations.

Nsubuga, 2006, the leader who uses coercive style of leadership often creates a reign of terror because of the bullying and demeaning approach used to his/her subordinates, the leader at whatever level he/she may be when just bucks to the subordinates who are the nurses in this case

may get intimidated and stop giving him reports on performance. For fear of being blamed for it and morale will decline. Authoritarian leader may suspend all form meetings and therefore closes the flow of information since she does not trust anyone and need no ideas, they dominate, and all decision making is centralized. The autocratic leader influences organization performance through his /her interpersonal skill, the autocratic leader determines all policies, techniques, and activity steps and dictates the particular tasks for each member. Autocratic rulers solve the challenges and make their decisions using the information available at the time, (Hughes, et al, 1996), this make the subordinates to fear them instead of respecting them and they will perform their tasks because of the coercion. In this environment, little communication is expected among fellow workers. Out-flowing information is highly restricted while in-flowing communication is well filtered and defensive. They believe that employees have minimal abilities and capabilities and need close supervision and direction, and that controls are needed to assure their compliant behavior, (Ronald, 2012). The leader predetermines the goal, policies and procedures of achieving organization objectives and the subordinates become followers of the commands, they have no right/ flexibility in making any change in the way they seem to the organization thriving.

Finally, this leadership style influences organization performance, this type may not be sustained for long since it was constructed on fear and coercion of subordinate. Organization performance becomes a one man's vision where it sustainability and success depends on him and his existence. The autocratic leadership style showed that performance at Isingiro district local government will suffer because of the negative perception that the staff are working under duress and have no room for expression which affects their level of performance

2.3.3 Effect of laissez fair leadership style on organization performance

This is where one believes in freedom of choice for the employees, leaving them alone so they can do as they want, this involves a non-interference policy, complete freedom among workers in a given way of attaining goal. The basis for this style is twofold. First, there is a strong belief that the employees know their jobs best so they cannot leave them alone to do their jobs. Second, the leader may be in a political, election-based position and may not want to exert power and control for fear of not being reelected, (Ronald, 2011). This foundation of leadership style has prompted what is known as hand off form of leadership with such a style (Ronald,2011), the leader provides basic but minimal information and resources, no participation, involvement, or communication within the workforce and understanding of job requirements, policies, and procedures are generally exchanged from employee to employee. As organizations were doing whatever it took in order to meet these targets where some organization have gone as far as introducing new technology, standardization and specialization where the work is divided into different types, from preparation to support roles, in which workers specialize in order to maximize productivity. But all these have yield little and still facing the same challenge of these organizations and the leadership style.

Burton et al, 2005, that such a period which takes a better performance that focuses on increasing employees influence on the business as well as effects the processes, methods, the physical environment, the technology and tools that enhance their work (Burton et al,2005), also implements a so-called holistic organizational approach which means featuring flat hierarchical structures, job rotation, self-responsible teams, multi-tasking and a greater involvement of lower-level employees indecision-making. This approach fits well in the Fielder's theory of leadership where a leader focuses on group atmosphere, task structure and power, through task orientation and group atmosphere orientation the approach of holistic organization can be implemented.

As winding up, the leader's attitude towards applying this form of leadership which empowers employees is important in the process of organization effectiveness/organization performance. In an organization where this style is practiced, organization performance suffers because of many processes are out of control (Jorgen, 2011). No direction is given and the leader functions in reaction mode. This style of leadership results into misuse of autonomy leading to misuse of organization funds and poor-quality work produced because of lack of supervision, hence the overall performance of the district is affected.

2.4 Summary of the literature review

Organization performance was influenced and directed by leaders exhibiting good interpersonal skills where their major role where to remove the obstacle of organization performance and to spearhead the achievement of the vision by the team. Therefore, it has been proved that a democratic leadership style is an all-inclusive, participatory and decentralized form of leadership where organizational performance was tied to each and every member of the team regardless of the rank.

Organization performance under autocratic style of leadership which offers a high degree of control and limited participation of members in decision making is likely to be affected if the leaders have a narrow and subjective idea of what success may look like. In an autocratic environment where member's commitment, creativity and innovations and involvement in decision making are limited, some organization may prosper whereas other may fail this is attributed to how the leader applies his/her interpersonal skills and by keeping tight control over group decision and activities. Through autocratic leadership may boost organization performance, this level may not be sustained for long since it is built on fear of subordinate.

Organization performance under laissez faire style of leadership which offers a great freedom of choice by leaders during duty performance is likely to suffer because of no control and clear direction as each team may assume to be taking the right direction which might not be the case as result of leadership style.

In the conclusion therefore, democratic style of leadership when applied leads to increase in staff and organization performance. In any leadership, leader will be shifting along the continuum of leadership style however sustainable organization performance can be realized within a democratic governance where the team is committed loyal and deliver willingly with minimal supervision unlike where they are coerced, this means that there is no innovations and the team can't go an extra mile so the performance of the organization will be limited to the leader's presence (Odetay 2007). According to this literature, democratic leadership style has been identified to have a positive effect on the success of the organization which meant that there was excellence in performance unlike the autocratic leadership style where the performance is on the probability since it might not be easy to find the leader with all the expertise to lead to efficient organization performance, likewise the laissez faire leadership has also had a negative effect on the performance of the organization (Burton et al,2005).

Chapter Three

Methodology

3.1 Introduction

This chapter covered research design, study population, methods of data collection and instruments, procedure for collecting data, data quality control, ethical considerations, analysis of data and measurement of variables

3.2 Research design

A cross-sectional survey research design employing both qualitative and quantitative approaches are to be used. This is where the researcher analyses the results from the study participants at the same time (Setia, 2016). This study used a cross-sectional survey research design as it facilitated in observing what was happening and data were gathered from a cross section of respondents at the same in time (Sekaran, 2003). This design was adopted because it helped the researcher gather data from a sample of a wider population at a particular time and used such data to make inference about the wider population (Creswell, 2013). The design also aided in locating an overall picture of the study and allows the study to look at various characteristics of the subjects under study at once like age, income gender (Kumar, 2014; Cherry, 2018). Quantitative approach was used to obtain the magnitude between leadership styles and organisational performance whereas qualitative approach was used to supplement quantitative approach in obtaining opinions, perception and understanding of supervisors (Heads of Departments and CAO) and how they influence motivation of employees (Creswell, 2013). Therefore, this research design was applied in selecting departmental staff members, heads of department and CAO and ensure that data is collected at one point in time.

3.3 Study Population

The study concentrated on Isingiro district Local government. The total target population for this study was 36 based staff comprises of Administration, Finance, Production, Health, Education, Natural Recourses, Works, Commerce and Community Based Services, and 1 Chief Administrative officer as well as departmental staff members. These were staff who work with Isingiro Local Government (Human Resource Manual, 2023).

3.4 Sample Size

The sample size of respondents were determined by using Krejcie and Morgan tables(1970).

Table 3.1: Sample Size

Respondents	Population	Sample Size	Techniques used
Chief Administrative Officer	1	1	Purposive
Head of department	4	4	Purposive
Administration and Management	7	7	Purposive
Finance	3	3	Purposive
Production	4	4	Purposive
Health	3	3	Purposive
Education	3	3	Purposive
Natural Resources Management	2	2	Purposive
Works	4	4	Purposive
Commercial officers	2	2	Purposive
Community Based Services	3	3	Purposive
Total	36	36	

Source: Isingiro District Local Government employee human resource manuel (2024)

3.5 Inclusion and Exclusion Criteria

3.5.1 Inclusion Criteria for study participants

The following individuals were included in the study as cases;

- Employees aged 18 years up to 60 years.
- Employees who work in Isingiro district local government
- Administrators of Isingiro district local government

3.5.2 Exclusion Criteria for study participants

The following individuals were excluded from the study;

- Individuals that do not meet the inclusion criteria.
- Employees not directly involved in Isingiro district local government

3.6 Sampling Techniques

The researcher used random and purposive.

3.6.1 Simple Sampling Technique

Simple random sampling was used to select staff members who are expected to participate in the study in order to reduce bias. This was used because respondents were selected and every person in the population has the same probability of being selected for the study, and the selection of the individual did not affect selection of any other individual (Crewell, 2014).

3.6.2 Purposive

It was used to select key informants including Chief Administrative Officer and heads of department because of their significant roles and strategic management position warranting them to have information that was very important to this study (Creswell, 2011). It enabled the

researcher to identify and select groups of individuals that were proficient and well-informed with a phenomenon of interest.

3.7 Data Methods

The researcher used both Questionnaire and Interview methods to collect data.

3.7.1 Questionnaire Survey

This method used questionnaires to enable departmental staff members to answer questions without bias (Neuman, 2011). Many respondents were covered in a few minutes hence less costly tool and offers greater assurance of secrecy in cases of sensitive information (Saris, 2014; Kothari, 2014). In this method a questionnaire as an instrument were used to obtain data from Isingiro District Local Government staff members.

3.7.2 Interview Method

Oral interviews were administered top officials such as Chief Administrative Officer, 9 departmental heads. The interviews were comprised of a set of oral questions from which a researcher collects the information through direct interface with the respondents (Kenneth & Bruce, 2007). According to Kothari (2014), interview method was usually best for getting the information behind a participant's experiences. The method was used to obtain data from key informants because they play significant roles and are therefore deemed had enough data for the study.

3.8 Data instruments

This study used questionnaire and interview guide as main tools for collecting data

3.8.1 Questionnaire

Structured self-administered questionnaire with closed-ended questions will be utilized to gather

quantitative data from departmental staff as it allowed them to provide independent opinions without fear, as their identity was not indicated on the questionnaire. It also aided the researcher to code data easily for subsequent analysis hence reducing the error gap and closed-ended questions are easier to analyze (Mugenda & Mugenda, 2003). The respondents got time and chance to answer questions at their pace and covered a wide scope of the research questions (Kothari, 2014).

3.8.2 Interview Guide

Interviews guide was used for Principal Heads of departments and chairman LCV. This was applied in face-to-face encounters which involved obtaining direct information (Creswell, 2009). Interviews were considered because they eliminate response errors since it was the interviewer who controlled the interview process (Amin, 2005) and enables the interviewee to reveal his/her view point as observed. This allowed the researcher to obtain information that could not be directly observed, gain control over a line of questions and obtain historical information (Oso & Onen, 2016). The interview guide was used to interview 9 heads of department and 1 CAO.

3.9 Quality Control

3.9.1 Validity

In this study; that is the questionnaire and interview guide was evaluated to determine their correctness in gathering accurate data. All the items included in the instruments were built basing on previous information and the supervisors before the data collection exercise takes place. This ensured their appropriateness in collecting accurate data. After, content validity was used on the basis at which questions signify the issue they were supposed to measure (Kumar, 2014). This was done through expert judgment of the research supervisors where each of them were given the research instruments to rate out items that were valid. After, Content Validity Index (CVI) for every instrument was determined by summing up the number of items were rated as valid by each

expert judge divides by the total number of items in the instrument. The instrument was valid if the calculated CVI is equal or more than 0.7 Amin (2005).

$$\text{Content Validity Index} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

3.9.2 Reliability

An instrument was reliable if it was measure what it supposed to measure (Sekarana 2003). The rate at which the instrument yields constant results were ensured by using a test-retest method on people with similar characteristic as target respondents, 10 respondents from Isingiro district to ensure consistency and comprehensiveness. Internal consistency technique was used to determine the reliability of the instruments used, where Cronbach's Coefficient Alpha was computed in terms of the average inter-correlations among the items measuring the concept. According to Amin (2005) any instrument with a Cronbach's Coefficient Alpha of 0.7 and above was accepted as reliable in gathering data.

3.10 Data Analysis

Quantitative data collection techniques were used for data analysis.

3.10.1 Quantitative Data Analysis

Researcher was analyze the background variables using frequency tables, bar graphs, percentages and pie charts using Statistical Package for Social Scientists version 20. Descriptive statistics were used to provide numerical and graphical procedures to recapitulate a collection of data in logical way. Numerical approach helped to compute mean and standard deviation while graphical approach aided in identifying patterns in the data.

Pearson correlation coefficient was used to determine the effects of laissez faire leadership style on

organizational performance (Sarantakos, 2013). Multiple regression analysis was applied to test the three hypotheses, aggregates them together and determines their contribution to the dependent variable (Punch, 2005; Neuman, 2011; Babbie, 2007; Sarantakos, 2013).

3.11 Procedure for Data Collection

The researcher got a letter from Bishop Stuart University after clearing with Bishop Stuart University Research Ethical committee introducing him to the CAO of Isingiro district local government as confirmation of permission to collect data. The questionnaires were physically issued to the respondents by research assistants were filled after a careful guidance from the researcher.

The researcher interviewed key informants to help probe for more detailed and missing data that might not have been captured by the questionnaire tool. The quantitative data collected were first screened for suitability and after, the information obtained were entered into the SPSS software package version 16 where comprehensive electronic checking were made to reduce errors and to correct the identified errors while the qualitative data were transcribed and analyzed thematically.

3.12 Ethical Considerations

In alignment with the University's guidelines for conducting research involving human subjects, this study were adhered to specific ethical considerations applicable to both its quantitative and qualitative research components.

3.12.1 Requirement for BSU REC Approval

To ensure the legality of the research endeavor, the researcher sought written approval from the faculty of agriculture, environment sciences, and technology at Bishop Stuart University before initiating the study.

3.12.2 Confidentiality and Privacy

Confidentiality pertains to the discreet handling of information related to respondents, assuring them that their identities were treated with the utmost confidentiality. The researcher emphasized the trust principle, assuring participants that their trust was not exploited for personal gain, either through deception or betrayal in the research process or its published outcomes (Lubbe, 2003).

3.12.3 Voluntary Participation and Informed Consent

Respondents were briefed on the concept of voluntary participation, with explicit acknowledgment of their right to withdraw from the study at any point. The principle of informed consent was verbally communicated to interviewees and explicitly included in the questionnaire, ensuring that participants comprehend the research process and its objectives.

Table 3.1: Dissemination plan for results

Dissemination channels	Target groups	Purpose of the study results
Workshops and seminars	Local government employees	Results will help them ascertain the best leadership skills
Websites	University staff, Students/future researchers	Results will be used as a source of literature when carrying out related studies
Brochures and press release	Government	The study results will help government employees to know where to base during imparting leadership techniques

Presentations through workshops and seminars	Community members/Co-authors and editors	This will help them know that leadership styles is an important in governing different people. The results will further help government to reduce on expenditure training workers
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Table 3.2: Community engagement plan

Values	Strategies	Research outcomes
Communities and researchers share power and responsibility Equitably	The community members are involved in all aspects of the research, from planning through dissemination of results. The investigators/researchers and the community members commit to working toward achieving the study goals and to honor the commitments made to one another throughout the research.	Traditionally underserved communities increase their responsibility to share research knowledge with researchers/investigators
Community members are	All segments of the community	The research objectives are

included in an equitable manner and considered major research Beneficiaries	potentially affected by the research are represented. Potential barriers to community participation will be addressed.	clear and relevant and will significantly benefit community members
The research objectives are clear and relevant	The study objectives will be designed to achieve leadership styles for positive leadership change among the community	The research will solve community leadership challenges
The research project results in mutual benefit for community Members	Benefits of the research should include improved community services within a specified time Period through interventions	Investigator/researcher and the community will benefit from the dissemination of research

	developed and agreed on by the Researchers and community members. The research provides resources to build capacity of community members in all aspects of the research process.	findings, methodologies and development of interventions.
All community members will receive equal respect	Researchers will explain all aspects of the research project using non-technical language	Trust between community and investigator will increase.
	before the community members agree to participate. All community members will have self-determination rights and responsibilities during research	

	Study	
The monitoring and evaluation during research process should be transparent	Members develop a transparent process for evaluating progress and research impact. Members will use mutually agreed-upon evaluation strategies.	A transparent monitoring and evaluation process ensures accountability. Community members will enhance their ability to use evaluation research techniques.
The researcher and community members establish appropriate policies regarding ownership and dissemination of results	Members agree on who has access to research data and where the data will be stored. Findings are disseminated to all members in understandable and respectful language. Findings are disseminated	This will help community members build reputation and enhance the expertise in research

	beyond the membership. All members will serve as reviewers and co-authors of research Publications	
Investigator/researcher translate the research findings into policies and interventions	The members monitor the effectiveness of translation.	Results are used to guide community members in developing interventions, and other community policies.
The researcher and community members sustain the relationship and the research outcomes at the end of research	This is done through meeting consecutively during data collection process	Community members benefit from the research outcomes through understanding the appropriate adaptive

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

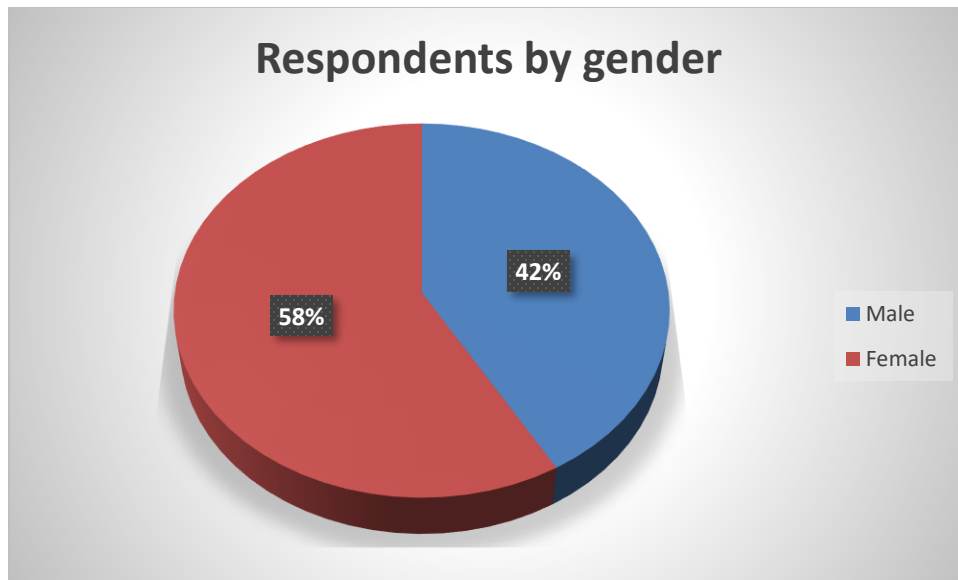
This study aimed at establishing the influence Leadership styles and Organisational performance of local governments in Uganda based on Isingiro District Local Government. To complete this study properly, it was necessary to analyze the data collected in order to test the hypotheses. The chapter therefore, presents the findings of the study which include the response rate of the respondents and demographic characteristics. The presentation and analysis is in line with the objectives of the study which included; the impact of democratic leadership style on the performance, autocratic leadership style on the performance and the effect of laissez faire leadership style on the performance of Isingiro district Local government.

4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who were surveyed using a questionnaire during data collection process. Demographic characteristics are summarized basing on age, gender, level of education and length of service. Below are the presentation, analysis and interpretation of the demographics of the respondents who participated in filling the questionnaire.

4.3.1 Respondents by gender

This sub-section presents gender composition of the respondents who took part in the study. Figure 4.1 below indicates the distribution of the respondents by gender.

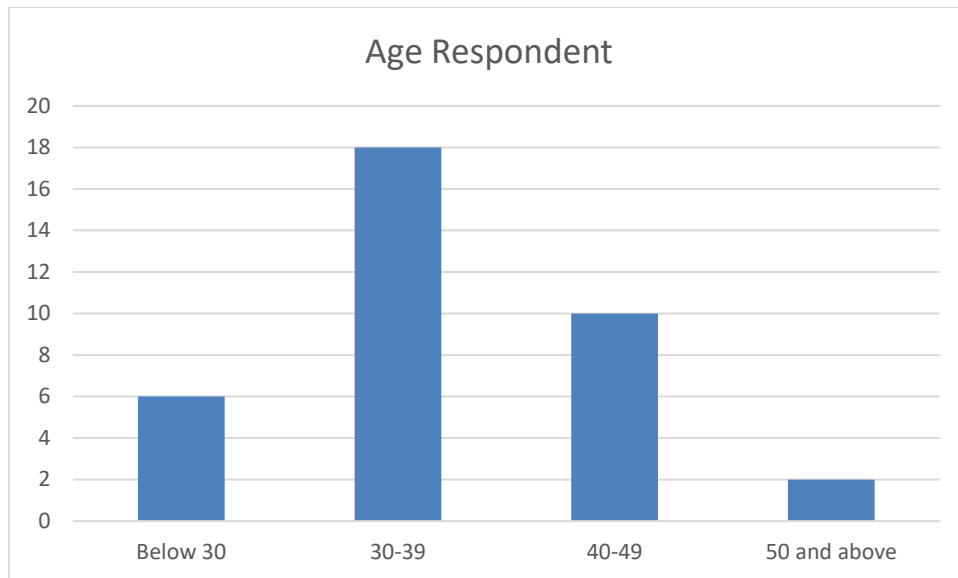


Source: Primary Data

From the Figure 4.1, majority of the respondents 42% were males while 58% were females. Majority of the respondents being females is an indication that the Local Government mare females possible because of their perceived competitive advantage over males to their biological roles associated to maternity leave entitlement, domestic roles and sexual harassment related issues. Responses from males and females were captured obtaining views representative of both gender groups. Thus, both groups of respondents actively participated in providing responses to the study.

4.3.1 Respondents by Age

The 36 respondents who filled the questionnaire were asked to indicate their age range and Figure 4.2 below presents the findings of respondents by age.



Source: Primary Data

Figure 4. 1: Respondents by Age

From the above Figure 4.2, majority of the respondents 18 (50%) were between 30-49 years of age, 10 (27.8%) were 40-49 years, 6(16.7) were below 30 whereas the least 2(5.6%) were 50 and above years of age. This means that a good number of government employees were people above the youth bracket and not yet at retirement age thus very loyal to their work, have relatively gained some experience and are likely to be keenly concerned with their career growth and development.

4.3.3 Respondents by highest level of Education

The respondents were asked to identify their highest level of education and Table 4.2 below summaries respondents by highest level of education.

Table 4.2: Level of Education

Education	Frequency	Percent
Certificate and below	4	11.1
Diploma	12	33.3
Degree	16	44.4
Masters	1	2.8
Others	3	8.3
Total	36	100.0

Source: Primary Data

From above Table 4.2, majority of the respondents 16 (44.4%) had degrees, 12(33.3%) had diplomas, 4(11.1%) had certificate and below, 3(8.3%) had others and 1(2.8%) had masters. This indicates that most educated Ugandans especially at degree levels were working in at the District local Government. This is likely so because most jobs at the District level according require bachelors' degree as a minimum qualification. They are preferred because they are likely to have more skills and knowledge and are in most cases more adaptive and innovative. To a few key jobs a master's degree is an added advantage.

4.3.4 Length of service

This sub-section presents the period in years respondents have worked in the local government. Table 4.3 shows the period of existence of the respondents in the Local Government.

Table 4.3: Length of service

Length of Service		Frequency	Percent
Valid	Below one year	4	11.1
	1-2 Years	12	33.3
	3-4 Years	15	41.7
	5 Years and above	5	13.9
	Total	36	100.0

Source: Primary data

The results shows that 4(11.1%) had spent below one years, 12(33.3%) had 1-2 years, 15(41.7%) had 3-4 years, 5(13.9%) had 15 years and above. Where the Isingiro District has been in existence since 2005, some of the respondents considered the length of service they served under the mother district.

4.4 The effect of democratic leadership style on organizational performance

This section discusses issues pertaining democratic leadership style relating to the above parameters, a five-point likert scale was used to quantify respondents' views on market orientation drivers. The scale used Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The mean was based on the item measured on a five-point likert scale indicating the degree to which democratic leadership style affect employee performance on each item. Thus any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3.00 shows that respondents were not sure and any mean below 3 indicates that disagreement

of the respondents. Table 4.5 below presents evidence on the effect of democratic leadership style on the organizational performance.

Table 4.5: Descriptive Statistics of democratic leadership style and Organizational performance

Democratic leadership style	SD	D	U	A	SA	M
A leader who encourages employee participation	3 (8.3%)	6 (16.7%)	1 (2.8%)	7 (19.4%)	19 (52.8%)	4.02
A leader who encourages shared planning	7 (19.4%)	3 (8.3%)	1 (2.8%)	11(30.6%)	14 (38.9%)	3.23
Administrator who encourages decision making	5 (13.8%)	7 (19.4%)	–	10 (23.8%)	14 (38.8%)	3.52
Sacrifice time to share with you the vision and goals which enables you to contribute to it.	–	3 (4.8%)	3 (4.8%)	18 (50.8%)	12 (33.3%)	4.35
There is delegation of duties and responsibilities to lower staff	20 (55.6%)	9 (25%)	2 (5.6%)	1 (2.8%)	4(11.1%))	2.41

Source: Field data (2024)

Regarding a leader who encourages employee participation, it was found out that 19 (58.6%) strongly disagreed, 6 (16.7%) disagreed, 1 (2.8%) were undecided, 7 (19.4%) agreed and 19(52.8%) strongly agreed. This implies that majority (72.2%) of the respondents with mean of 4.02 agreed that their leadership is affected by a leader who encourages employee participation.

This is evidenced by Key Informant C Male aged 43 who pointed out that leaders who encourage participation move away from dictating tasks and decisions. Instead, they focus on influencing, persuading, and guiding their teams by soliciting their input and valuing their contributions. Encouraging participation requires leaders to become coaches and mentors. They guide employees, provide feedback, and help them develop their skills and abilities to contribute effectively. This shift from “director” to “developer” is crucial for long-term team growth.

By implication, employees who are directly involved in the work often have valuable insights into problems and potential solutions that leaders might miss. Participation allows them to identify issues early and propose innovative approaches. Participative leadership often involves distributing leadership responsibilities among team members. By empowering employees to lead projects, initiatives, or even specific aspects of their work, leaders create a more agile and resilient team. Thus; performance of leaders in Isingiro DLG is influenced by the leadership styles.

The results in Table 4.5 also show that 7 (19.4%) strongly disagreed, 3 (8.3%) disagreed, 1 (2.8%) undecided, 11 (30.6%) agreed and 14 (38.8%) strongly agreed that a leader who encourages shared planning. This shows that majority (69.5%) of the respondents agreed with performance being affected by democratic leadership styles with the mean of 3.23. This was noted that Key Informant F who noted that a leader demonstrates a democratic and inclusive leadership style. By fostering collaboration, transparency, and mutual respect, such a leader not only improves the quality of planning but also strengthens the team’s cohesion, morale, and performance. This approach ultimately drives more effective achievement of organizational goals. From such findings, it can be interpreted that if staff are consulted and involved in planning, they tend to feel to be part of the administration system and are thus motivated to improve their performance.

The results in Table 4.5 shows that 5 (13.8%) strongly disagreed, 7 (19.4%) disagreed, 10 (23.8%) agreed and 14 (38.8%) strongly agreed with administrator who encourages decision making. The mean of 3.52 shows that majority (62%) of respondents agreed with administrator who encourages decision making. One of the key Informant F aged 53 said that employee have nice training rules and procedure for development plan designed by management to collaborate with NGOs and ministries for on job training to enhance their skills. Strategic development policies ensure the achievement of individual objectives as well as the organizational objective. This implies that leaders identify with and see themselves growing with the organization this tends to motivate them, increase employee retention and reminders then ineffective.

It was also found out in the results presented in Table 4.4 that 3 (4.8%) disagreed, 3 (4.8%) were undecided, 18(50%) agreed and 12 (33.3%) strongly agreed that sacrifice time to share with you the vision and goals which enables you to contribute to it. The mean of 4.35 shows that 83, 3% (majority) of respondents disagreed. This was evidenced by a key respondent who asserted that employees are supported and assessed by their head of departments during workshops, updating them on training opportunities and providing manuals to them after identifying their weakness despite having no specific needs assessment reports. This implies that leaders assess the performance of employees with the essence of adequately planning and supporting them in training and deliberately designed to build employees career growth.

With regards to whether there is delegation of duties and responsibilities to lower staff, it was found out that 20 (55.6%) strongly disagreed, 9 (25%) disagreed, 2 (5.6%) were undecided, 1(2.8%) agreed and 4 (11.1%) strongly agreed. By implication the majority (80.6%) of the respondents disagreed with the mean of 2.41. According to Key Participant E male aged 48 narrated that it is imperative to align leaders goals to team goals, and team goals to district's goals

in order to improve employee performance. Every worker is working to achieve the district's overall strategy, and targets everyone on the same page and moving in the same direction. The alignment enables employee's contribution to the entire organizational goal. This motivates their leadership styles to realize their worth in the district.

4.5.4 Correlation coefficient between democratic leadership style and organizational performance

In this section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between democratic leadership styles on organizational performance. Table 4.8 below presents the Pearson correlation coefficient.

Table 4. 8: Pearson Correlation Coefficient correlations

		Democratic leadership style	Organizational performance
Democratic leadership style	Pearson Correlation	1	.765**
	Sig. (2-tailed)		.000
	N	36	36
Organizational performance	Pearson Correlation	.765**	1
	Sig. (2-tailed)	.000	
	N	36	36

**Correlation is significant at the 0.01 level (2-tailed).

From the above Table 4.8, the relationship between democratic leadership styles on organizational performance is strong at 0.765 and statically significant at $0.000 < 0.05$. The two stars next to

0.765** indicate a very significant correlation. This shows that there is a very strong association between democratic leadership styles on organizational performance hence the hypothesis that Democratic leadership style has a significant influence on Organizational performance is true.

4.5 Influence of autocratic leadership style on the Organizational performance

In this sub-section, the second objective of this study is presented. That is to assess effect of autocratic leadership style on Organizational performance. The section thus presents, analyzes and interprets the data from respondents in the field. Respondents were asked to express their views on the influence of autocratic leadership style on employee performance. Using a five-point Likert scale of Strongly Agree (5), Agree (4), undecided (3), Disagree (2) and Strongly Disagree (1), any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3 shows that respondents were undecided and any mean below 3 indicates that disagreement of the respondents. Table 4.7 below presents evidence on the effect of autocratic leadership style on the performance.

Table 4.7 Autocratic leadership style on Organizational performance

Autocratic leadership style	SD	D	U	A	SA	M
Communication from my boss negatively affects the duty performance	10 (27.8%)	23 (63.9%)	—	2 (5.6%)	1 (2.8%)	2.31
The leader applies coercion on task finishing regardless of the employee's social wellbeing	5 (13.9%)	6 (16.7%)	2 (5.6%)	10(27.8 %)	13 (36.1%)	3.26
Management rules are designed by superiors.	9 (14.3%)	11 (17.5%)	1 (1.6%)	25 (39.7%)	17 (26.9%)	3.89

The leader increases creativity and productivity	4(11.1%)	6(16.7%)	3 (8.3%)	9 (25%)	15(41.7%)	1.98
Requirements needed are designed according to the council's resolutions.	14(38.9%)	11 (30.6%)	2 (6.3%)	6 (16.7%)	3(8.3%)	1.03
Leaders are expected to know everything	—	3 (8.3%)	3 (8.3%)	17 (47.2%)	13 (36.1%)	4.02
Sacrifice time to share with you the vision and goals which enables you to contribute to it.	15(41.7%)	11 (30.6%)	2 (6.3%)	5 (13.9%)	3(8.3%)	1.89
Leaders feel they control their own destiny	4 (11.1%)	5(13.9%)	1 (1.6%)	11 (30.6%)	15 (41.7%)	4.21

Source: Field data (2024)

Communication from my boss negatively affects the duty performance, 10 (27.8%) strongly disagreed, 23(63.9%) disagreed, 2 (5.6%) agreed and 1 (2.8%) strongly agreed. The majority of respondent (8.4%) implies that Communication from my boss negatively affects the duty performance. According to Key informant C female aged 34 pointed out communication from my boss in the district is paramount; training people for leadership roles and performing the day to day organizational duties is very crucial. This implies that there is divergence in ways how decision making is created thus affecting the performance of employee in Isingiro district Local Government.

It was noted in Table 4.7 that 5 (13.9%) strongly disagreed, 6 (16.7%) disagreed, 2 (5.6%) were un decided, 10 (27.8%) agreed and 13 (36.1%) strongly agreed that the leader applies coercion on task finishing regardless of the employee's social wellbeing. The mean of 3.26 says that the majority (67.1%) of respondents agreed with the statement.

According to Key Informant D male aged 52 pointed out that;

Broadly speaking, leaders who are committed to their organization generally feel a connection with their district, feel that they fit in and feel they understand the goals of the district. The value of such leaders is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

In line with Key Informant B female aged 48;

Committed leaders bring added value to the district through their determination, proactive support, relatively high productivity and awareness of quality. Committed leaders that display positive behaviour within organisations refer the district to contacts and are further adopt the district's vision and goals.

This implies that committed employees are much less likely to leave their current position. In light of the increasing competitive nature of organisations, employee commitment is increasingly playing a key part in retaining top talent in Isingiro district Local Government.

Table 4.7 shows that 3 (8.3%) strongly disagreed, 5 (13.9%) disagreed, 1 (2.8%) were un decided, 17 (47.2%) agreed and 10 (27.8%) strongly agreed that management rules are designed by superiors. This indicates that majority (75%) of respondents agreed with the statement.

According to Key Informant A female aged 57 narrated that;

One to one meetings are designed to strengthen work relationships and enhance career development. Meetings are always held at the district board room weekly. Staff meetings are best held weekly (depending on your requirements) but a well-designed agenda keep them on track with the view of improving their performance.

The findings shows that 4 (11.1%) strongly disagreed, 6 (16.7%) disagreed, 3 (8.3%) were undecided, 9 (25%) agreed and 15 (41.7%) agreed that the leader increases creativity and productivity. It was noted that the majority (66.7%) of the respondents agreed with leaders to be creative and increase productivity.

According to Key Informant G male aged 57 said that;

Respect plays a fundamental role at the workplace. It is the basic building block to improving performance. Without respect, there is a toxic environment where no one trusts each other and few are motivated to go above and beyond their basic job responsibilities.

This shows that trust among leaders plays a crucial role in improving performance in Isingiro district Local Government.

The results in Table 4.7 on whether there is positive employee attitudes shows that 14 (38.9%) strongly disagreed, 11 (30.6%) disagreed, 2 (6.3%) were un decided, 6 (16.7%) agreed and 3 (8.3%) agreed that requirements needed are designed according to the council's resolutions. The mean of 1.03 imply that (69.5%) of respondents disagreed with the statement.

The results also show that 3 (8.3%) disagreed, 3 (8.3%) were un decided, 17 (47.2%) agreed and 13 (36.1%) strongly agreed with managers are expected to know everything. This shows that the majority (83.3%) with mean (4.02) proves that respondents agreed with Leaders are expected to know everything.

The results also indicates that 15 (41.7%) strongly disagreed, 11 (30.6%) disagreed, 2 (6.3%) were undecided, 5 (13.9%) agreed and 3 (8.3%) strongly agreed that sacrifice time to share with you the vision and goals which enables you to contribute to it. This is shown by majority (72.3%) who disagreed with the statement with mean of 1.89 that they sacrifice time to share with you the vision and goals which enables you to contribute to it.

This is in accordance to a key participant male aged 59 at leadership level who noted that;

Employees in this district are monitored for continuous compliance with the procedures and milestones. It is done to identify whether there are faults and whether the work is as per the time frame to provide immediate feedback and identify those who can be involved in the decision making team.

This implies that leaders monitor employee performance to ensure there is no diversion from the set goals, procedure and efficient use of resources and identify decision making team. Majority of the respondents agreed with the statement implying when monitoring is effectively carried out employees are most likely not to divert from the purpose for which they are meant to fulfil, in case errors are identified early decisions can be put in place to put the employee on course or decision making team hence ensuring employee performance.

It is indicated that 4 (11.1%) strongly disagreed, 5 (13.9%) disagreed, 1 (1.6%) were undecided, 11 (30.6%) agreed and 15 (41.7%) strongly agreed that leaders feel they control their own destiny. The majority (72.3%) who agreed with the statement with mean of 4.21 that leaders feel they control their own destiny.

With regards to key participant F aged 52, it was noted that;

Leaders don't control their own destiny because they improve most when they are given clear and prompt feedback on their progress. Using monitoring frameworks and appraisal forms, managers are supposed to give regular feedback to subordinates and decide whether to promote and demote them basing on performance.

This implies that feedback from appraisals determine the subordinates destiny and enhances performance, promotes dialogue and enhances competence building.

4.5.1 Correlation coefficient of autocratic leadership style and organizational performance

In this sub-section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between autocratic leadership style and organizational performance. Table 4.6 below presents the Pearson correlation coefficient.

Table 4. 6: Pearson Correlation Coefficient Correlations

		Autocratic leadership style	Organizational performance
Autocratic leadership style	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.001
Organizational performance	N	36	36
	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.001	
	N	36	36

****.** Correlation is significant at the 0.01 level (2-tailed).

From Table 4.6 above, the results revealed that the relationship between autocratic leadership style on Organizational performance is positive, strong at 0.751 and statically significant since P-value is $0.01 < 0.05$. The results reveal that there is a significant positive correlation between autocratic leadership style on Organizational performance. Therefore the hypothesis that autocratic leadership style significantly influences Organizational performance is true.

4.6 The effect of laissez faire leadership style on Organizational performance

In this sub-section, the third objective of this study is presented to assess the influence of laissez faire leadership style on organisational performance. Respondents were asked to express their views based on a five-point Likert scale of Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1), any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3 shows that respondents were decided and any mean below 3 indicates that disagreement of the respondents as presented in Table 4.9.

Table 4.9: The effect of laissez faire leadership style on Organizational performance

laissez faire leadership style	SD	D	U	A	SA	M
The leader gives workers freedom to do their tasks and make their choices which increases organization performance	20 (55.6%)	8 (22.2%)	—	6 (16.7%)	2(5.6%)	1.48
The leaders encourages following the rules and regulations	13 (33.9%)	6 (16.7%)	2 (5.6%)	5(13.9%)	10 (27.8%)	2.67
The organization follow timetable and repetitive	5	3	1	10	17	3.38

work performance	(13.9%)	(8.3%)	(2.8%)	(27.8%)	(47.2%)	
The superior gives workers full autonomy in production processes which increase organization performance.	14 (38.9%)	16 (44.4%)	2 (5.6%)	4 (11.1%)	–	1.08
Workers are expected to follow designed directions	11 (30.6%)	15 (41.7%)	–	6 (16.7%)	4 (11.1%)	2.82
Decision are made on our behalf	13 (36.1%)	14 (38.9%)	1 (2.8%)	5 (13.9%)	3 (8.3%)	2.45
Employees are demoralized by the inflexibility and high control levels by our leaders	3 (8.3%)	7 (19.4%)	3 (8.3%)	10 (27.8%)	13 (36.1%)	3.98
No hindrances in our day to day work by the leader which increases our obligation	3 (8.3%)	7 (19.4%)	2 (5.6%)	13 (36.1%)	11 (30.6%)	2.76

Source: Field data (2024)

The results shows that 20 (55.6%) strongly disagreed, 8 (22.2%) disagreed, 6 (16.7%) agreed and 2 (5.6%) strongly agreed that the leader gives workers freedom to do their tasks and make their choices which increases organization performance. This implies that the majority (77.8%) of the respondents disagreed with mean of 1.48 that the leader gives workers freedom to do their tasks and make their choices which increases organization performance. This was highlighted by Key Informant A male aged 47 who noted that leader gives workers freedom to do their tasks in Isingiro DLG .This indicates that most of the respondents are informed on the procedures that need to be followed for one to resign on a job thus respecting the rules and regulations.

With regards to whether the leaders encourages following the rules and regulations, it was established that 13 (36.1%) strongly disagreed, 6 (16.6%) disagreed, 2 (5.6%) were un decided, 5 (13.9%) agreed and 10 (27.8%) strongly agreed with the mean of 2.67. The results in the Table 4.9 further shows that 5 (13.9%) strongly disagreed, 3 (8.3%) disagreed, 1 (2.8%) were un decided, 21 (33.3%) agreed and 27 (42.9%) strongly agreed that the organization follow timetable and repetitive work performance. The mean of 3.38 indicates that the majority (56.2%) of respondents agreed with the statement.

The results in Table 4.9 shows that 14 (38.9%) strongly disagreed, 16 (44.4%) disagreed, 2 (5.6%) were un decided and 4 (11.1%) agreed with the statement that the superior gives workers full autonomy in production processes which increase organization performance. The mean of 1.08 shows that majority (83.3%) of respondents disagreed with the superior gives workers full autonomy in production processes which increase organization performance.

The results shows that 11 (30.6%) strongly disagreed, 15 (41.7%) disagreed, 6 (16.7%) agreed and 4 (11.1%) strongly agreed that workers are expected to follow designed directions. The mean of 2.82 implies that the majority (72.3%) disagreed with the findings.

According to Key Informant G male aged 57

These employees are permanent and pensionable but once they get opportunities that pay much higher than their current position, they can be advised to leave after comparing opportunities. One of the workers in health field wanted to leave because of the salary difference but after comparing other benefits like meals allowance, housing allowance and days worked, he decided to stay because they were not favorable, so it counts much for

someone to leave a government job. Therefore workers are allowed to leave their duties whenever they get any engagement that necessitates them to leave.

By implication, employee leave their duties for other district to earn much, they first compare the two jobs in terms of salary and other benefits that entice them to follow the right procedure in leaving the organization however much they are permanent and pensionable.

It was found out that 13 (36.1%) strongly disagreed, 14 (38.9%) disagreed, 1 (2.8%) were undecided, 5 (13.9%) agreed and 3 (8.3%) strongly agreed that decision are made on their behalf. The mean of 2.45 explicitly shows that majority (75%) of the respondents disagreed with the findings.

It further established that 3 (8.3%) strongly disagreed, 7 (19.4%) disagreed, 3 (8.3%) were undecided, 10 (27.8%) agreed and 13 (36.1%) strongly agreed that Employees are demoralized by the inflexibility and high control levels by our leaders

With regards to no hindrances in our day to day work by the leader which increases our obligation, it was found out that 3 (8.3%) strongly disagreed, 7 (19.4%) disagreed, 2 (5.6%) were undecided, 13 (36.1%) agreed and 11 (30.6%) strongly agreed. The mean of 2.76 implies that the majority (66.7%) of respondents agreed with the statement. This is in accordance with Respondent A who said that once workers make a lot of mistakes, they are taken for refresher courses as way of punishment as well as improving on their skills at work. Respondent C said that he has received a lot complaints from the head of departments seeking to replace some of the individuals who have failed to learn from their mistakes, those workers are either advised to go for refresher courses or transferred to other departments and when they fail to change entirely, they are submitted to the

district service commission for disciplinary action. This implies that workers are given opportunity to learn from their mistakes without being fired thus helping them to grow professionally.

4.6.1 Correlation coefficient between laissez faire leadership style on Organizational performance

In this sub-section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between the laissez faire leadership style on Organizational performance. The correlation was important in obtaining preliminary insights into the link between laissez faire leadership style on Organizational performance. Table 4.10 below presents the Pearson correlation coefficient.

Table 4. 10: Pearson Correlation Coefficient correlations

		laissez faire leadership style	Organizational performance
laissez faire leadership style	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	N	36	36
Organizational performance	Pearson Correlation	.887	1
	Sig. (2-tailed)	.000	
	N	36	36

**Correlation is significant at the 0.01 level (2-tailed).

Basing on Table 4.10, the relationship between laissez faire leadership style on Organizational performance is positive and strong at 0.887 and statically significant at 0.000 since P-values is less than 0.05. This shows that there is a very strong association between laissez faire leadership style on Organizational performances

Table 4. 11 Multi linear regression for autocratic, democratic and Laissez leadership style

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.675	.619	.77661
a. Predictors: (Constant), Laissez faire leadership style, democratic leadership style and autocratic leadership style.				

The coefficients of determination ($\text{Adjusted } R^2 = 0.619$) indicates that 61.9% variation in Organizational performance is accounted for by Laissez faire leadership style, democratic leadership style and autocratic leadership style. This implied that there was a good fit between Laissez faire leadership style, democratic leadership style and autocratic leadership style.

Table 4. 12 Analysis of variance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.326	3	10.109	16.760	.000 ^b

	Residual	209.284	60	.603		
	Total	239.609	63			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant) Laissez faire leadership style, democratic leadership style and autocratic leadership style						

The P-value of 0.000 shows that there is statistically positive a significant relationship between Laissez faire leadership style, democratic leadership style and autocratic leadership style since P-Value = 0.000<0.05.

Table 4. 23: Multi linear Regression Model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.725	.170		16.045	.000
	Autocratic leadership style	.067	.056	.072	1.191	.034
	Democratic leadership style	.205	.054	.243	3.784	.000
	Laissez faire leadership style	.074	.044	.103	1.678	.004
a. Dependent Variable: Organizational performance						

Organizational Performance = 2.725 + 0.067 autocratic leadership style + 0.205 democratic leadership style + 0.074 Laissez faire leadership style

The model showed that without autocratic leadership style, democratic Laissez faire leadership style, Laissez faire leadership style then Organizational performance is 2.725. The P-value of 0.000 is less than 0.05 implying that the relationship is significant.

The model further shows that variation of 6.7% in Organizational performance is accounted for by autocratic leadership style. The P-value of 0.034 is less than 0.05 implying that autocratic leadership style is insignificant at 5% level of significance hence there is an influence of autocratic leadership style on Organizational performance. This implied that autocratic leadership style improves Organization effectiveness in Isingiro District Local Government.

This practically implies that performance at organization improves with a positive Autocratic leadership style. This indicates that autocratic style of leadership focuses on the development of value system of leaders, their motivational level and morality together with the development of their skills and this in the end induces employees to perform as expected. A key informant Female aged 46 was quoted as saying, *“Our leaders are very strict at times and this eventually discourages us from putting in much effort to our work which reduces our performance levels.”* Another Key informant A male said, *“Working under tough and strict restrictions and directions makes us lose morale of working and as a result we are not committed to work thus less performance.”* Elements of Autocratic leadership (total authority and control, independent decision making and little input from subordinates) were regressed against performance and it was found out that independent decision making and total authority and control were contributing more to the performance of the Isingiro District Local Government.

The model further showed that a variation of 20.5% in employee performance is accounted for by democratic leadership style. The P-value of 0.000 is less than 0.05 implying that there is a strong positive significant relationship between democratic leadership style and Organizational performance at 5% level of significance. This means that democratic leadership style has a positive significant effect on performance. This practically implies that performance of employee improves with better democratic leadership. Elements of democratic leadership (participation in decision making, staff meetings and delegation of duties) were regressed against performance and it was found out that participation in decision making was contributing more to the performance in Isingiro District Local Government.

CHAPTER FIVE

SUMMURYOF FINDINGS, DISCUSSION, CONCLUSION AND RECOMENDATION

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study which was to establish the influence of leadership styles on Organizational performance.

5.2 Summary of findings

5.2.1 Influence of democratic leadership style on Organizational performance

The findings revealed that most of the participants agreed that their leadership is affected by a leader who encourages employee participation, a leader who encourages shared planning, with administrator who encourages decision making. However, it was disagreed that sacrifice time to share with you the vision and goals which enables you to contribute to it. The results also revealed that the relationship between democratic leadership style and organisational performance is strong at 0.765 and statically significant at 0.000. The two stars next to 0.765** indicate a very significant correlation. This shows that there is a very strong association between democratic leadership style hence the hypothesis that democratic leadership style has a significant influence on organisation performance is true.

5.2.2 Influence of autocratic leadership style and Organizational effectiveness

The study found out that communication from my boss negatively affects the duty performance, the leader applies coercion on task finishing regardless of the employee's social wellbeing, leadership rules are designed by superiors, with leaders to be creative and increase productivity,

and requirements needed are designed according to the council's resolutions. However, some leaders are not invited during decision making, there is no full trust and respect for managers, there is no positive employee attitudes and leaders are no part of decision making team. The results further revealed that the relationship between autocratic leadership style and Organizational performance is positive, strong at 0.751 and statically significant since $P\text{-value} = 0.01 < 0.05$. The results reveal that there is a significant positive correlation between autocratic leadership style and Organizational performance.

5.2.3 The influence of laissez faire leadership style on Organizational performance

The findings shows that the leader gives workers freedom to do their tasks and make their choices which increases organization performance, the leaders encourages following the rules and regulations and the leaders encourages following the rules and regulations. However, it disagreed that with the superior gives workers full autonomy in production processes which increase organization performance, workers are expected to follow designed directions and decision are made on their behalf. The results also revealed that relationship between laissez faire leadership style and Organizational performance is positive and strong at 0.887 and statically significant at 0.000 since $P\text{-values}$ is less than 0.05. This shows that there is a very strong association between laissez faire leadership style and Organizational performance.

5.3 Discussion

The following are the discussion of the results in comparison with other research findings.

5.3.1 Influence of democratic leadership style on Organizational performance

The findings revealed that most of the participants agreed that their leadership is affected by a leader who encourages employee participation, a leader who encourages shared planning, with administrator who encourages decision making. The results also revealed that is a significant

positive correlation between autocratic leadership style and organizational performance. This is in line with Ojokuku R, 2012, who argued that democratic leader foster open communication among all employees at all levels. Under such a working environment the employee will develop organization spirit of ownership, and become part and partial of the organization hence owning it which will motivate them and fight to achieve organization goals at all level .The results are also in agreement with (Odetay, 2007), who propounded that autocratic leadership is demonstrated that organization's management must help to structure work in an appropriate manner and to encourage cooperation, communication and meaningful jobs for the employees.

The results are also in accordance with Northouse, P. (1997) who stated that the democratic leadership style may show great results in a short time period. Similarly Koontz et al (1978) argued that democratic leadership is only useful with, such as “situation of emergency” and “in case where homogenous work force is involved” and where the manager is wise, just and has considerable under-standing of the followers.

However, it was disagreed that performance requirements are designed according to the council's needs. This is true with Purwanto et al. (2019) who narrated that autocratic managers allow for only a minimal team participation in the decision making process and sometimes even ignore the opinions of their subordinates. Autocratic leaders centralize power and decision making in them. They structure the complete work situation for their employees, who expected to do what they are told.

The results are also in agreement with Rehman et al. (2018) who found that decision-making was less creative under authoritarian leadership. They also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed

as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where leaders are the most knowledgeable member of the group.

5.3.2 Influence of autocratic leadership style and Organizational effectiveness

The study found out that communication from my boss negatively affects the duty performance, the leader applies coercion on task finishing regardless of the employee's social wellbeing, leadership rules are designed by superiors, with leaders to be creative and increase productivity, and requirements needed are designed according to the council's resolutions. The results also revealed that there is a very strong association between autocratic leadership style and employee performance. The findings are in line with Ronald, 2011, who asserted that this type of leadership provides almost absolute authority and commands. The autocratic leader usually has a well-defined and controlled disciplinary process with an emphasis on punishments for noncompliance. The findings are also in agreement with Odeta 2007, who argued that autocratic leadership leads to improve the performance of the organization as whole since employees do not have the platform to contribute to the organization in a way of decision making, sharing goal setting and in the end makes them to feel that they are not valued and become de-motivated hence low productive.

The findings further are in line with Michael. A. 2010 who posited that under autocratic leadership style, leaders' enable employees to make suggestions and recommendations on major issues and give subordinates full control and responsibility for those tasks, encourage subordinates to become good leaders and involved in leadership and organisational development (Michael. A. 2010). This style provides confidence to employees who will help them for meeting deadlines, and departmental goals, to provide efficient team inputs (Michael. A. 2010). It was noted by Nsubuga, 2006) that autocratic leadership helps the leaders who uses coercive style of leadership often

creates a reign of terror because of the bullying and demeaning approach used to his/her subordinates, the leader at whatever level he/she may be when just bucks to the subordinates who are the nurses in this case may get intimidated and stop giving him reports on performance.

The autocratic leadership style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic leaders must also be able to communicate that decision back to the group to bring unity the plan is chosen. When situations change frequently, autocratic leadership offers a great deal of flexibility to adapt to better ways of doing things. Unfortunately, it is also somewhat slow to make a decision in this structure, so while it may embrace newer and better methods; it might not do so very quickly (Hughes, et al, 1996). Autocratic leadership style can bring the best out of an experienced and professional team. It capitalizes on their skills and talents by letting them share their views, rather than simply expecting them to conform. If a decision is very complex and broad, it is important to have the different areas of expertise represented and contributing input this is where democratic leader shines (Ronald, 2012).

5.3.3 Influence of laissez faire leadership style on Organizational performance

The findings shows that employees are expected to follow established directions, employees are expected to total obey our leaders and leaders have the right to punish us. The results also revealed that significant positive relationship between laissez faire leadership style and organizational performance.

This is in agreement with Ronald, 2011, who argued that this leadership style has prompted what is known as hand off form of leadership with such a style. Ronald, 2011, found that laissez-faire leadership style provides basic but minimal information and resources, no participation,

involvement, or communication within the workforce and understanding of job requirements, policies, and procedures are generally exchanged from organization to organization. Base on Burton et al, 2005, laissez-faire leaders seldom involved in work. This is in accordance with in Burton et al, 2005) also argued that laissez-faire leaders focuses on increasing employees influence on the business as well as effects the processes, methods, the physical environment, the technology and tools that enhance their work .This is in line with Jorgen, 2011 also argued that laissez-fair style is this form of leadership which empowers employees is important in the process of organization effectiveness/organization performance.

This is in agreement with Jorgen, 2011, found that this style of leadership results into misuse of autonomy leading to misuse of organization funds and poor-quality work produced because of lack of supervision, hence the overall performance of the district is affected .This is in line with Jorgen, 2011 found that that a leader focuses on group atmosphere, task structure and power, through task orientation and group atmosphere orientation the approach of holistic organization can be implemented.

5.4 Conclusion

5.4.1 Influence of democratic leadership style on Organizational performance

The findings concluded that most of the participants agreed that that their leadership is affected by a leader who encourages employee participation, a leader who encourages shared planning, with administrator who encourages decision making. However, it was disagreed that sacrifice time to share with you the vision and goals which enables you to contribute to it.

5.4.2 Influence of autocratic leadership style and Organizational effectiveness

The study concluded that communication from my boss negatively affects the duty performance, the leader applies coercion on task finishing regardless of the employee's social wellbeing, Management rules are designed by superiors, with leaders to be creative and increase productivity, and requirements needed are designed according to the council's resolutions. The results also revealed that there is a very strong association between autocratic leadership style and organizational performance.

5.4.3 Influence of laissez faire leadership style on Organizational performance

The findings concluded that employees are expected to follow established directions, employees are expected to total obey our managers and managers have the right to punish us. However, it disagreed that there is total respect for rules and regulations, employees must follow routine and repetitive task performance, employees are demoralized by the inflexibility and high control levels by our managers, there is high staff turnover and low performance and decision are made on our behalf.

5.5 Recommendation

5.5.1 Influence of democratic leadership style on Organizational performance

Basing on the conclusions, democratic leadership should intentionally create channels for open dialogue and demonstrate that all contributions are valued. Implement regular team meetings, one-on-one sessions, and anonymous suggestion boxes or digital platforms to encourage employees to share their thoughts without fear of reprisal. This ensures a continuous flow of information and ideas.

The researcher's recommendation to leaders to involve employees in the decision-making process is the hallmark of democratic leadership and a direct driver of increased performance. When employees have a say in decisions that affect them, they feel a greater sense of ownership and commitment to the outcomes. Collaborate with team members to set, clarify, and achieve goals. This participative approach ensures that goals are realistic, well-understood, and aligned with both individual and organizational objectives.

The study also recommended that democratic leaders should trust their team members and empower them by delegating responsibility and providing them with the autonomy to carry out their tasks. This fosters a sense of accountability and promotes professional growth. Move beyond simply assigning tasks by delegating real responsibility. This demonstrates trust in an employee's abilities and provides them with opportunities to develop new skills.

5.5.2 Influence of autocratic leadership style and Organizational effectiveness

Basing on the conclusion, the study recommends that Organizations should invest in training leaders to adopt a flexible, situational leadership approach rather than relying solely on an autocratic style. Research consistently shows that the effectiveness of a leadership style is highly dependent on the situation. Autocratic leadership, for instance, can be beneficial in emergencies, crises, or when quick, decisive action is needed. It can also be effective when managing inexperienced employees who require clear direction and close supervision.

The study also recommends that leaders should be creative, innovative, and employee engagement, an autocratic style is detrimental. It can stifle creativity, lower morale, and increase employee turnover. Therefore, leadership training programs should focus on equipping managers with the

skills to diagnose different situations and adapt their leadership style accordingly. This includes knowing when to be decisive and when to be more democratic or transformational to foster a positive and productive work environment.

The study also recommends that the leaders should create structure and clarity. Employees know exactly what is expected of them, which can reduce ambiguity and improve efficiency, especially on tasks that are repetitive or require strict adherence to protocols

5.5.3 The influence of laissez faire leadership style on Organizational performance

Basing on the conclusion, Organizations should conduct a thorough assessment of their teams before implementing a laissez-faire leadership approach. This style should be reserved for teams comprised of self-managed, highly skilled, and intrinsically motivated individuals. For teams lacking these qualities, a more hands-on leadership style is advisable to ensure adequate support and direction.

The study recommends that leaders must ensure that every team member understands their role, the project goals, and the expected outcomes. They should provide all the necessary tools and resources for the team to succeed. Regular check-ins, while not amounting to micromanagement, can help in monitoring progress and providing feedback. Leaders should provide clear direction, information, and necessary resources at the beginning of a project. This initial setup is crucial for self-managed teams to function effectively.

Therefore, Organizations should cultivate a culture that values autonomy and innovation. However, this must be balanced with clear accountability structures. This can be achieved through setting clear performance metrics, having regular (but not overbearing) progress reviews, and ensuring that while employees have the freedom to make decisions, they are also responsible for

the results. The freedom given to employees can encourage personal growth, creativity, and innovation. It allows for faster decision-making as employees do not have to wait for lengthy approval processes. This autonomy can lead to a sense of empowerment and self-regulation among followers.

5.6 Areas for further research

- i. The Effect of Leadership on Organizational Performance in Isingiro DLG
- ii. The impact of internal management on organizational performance in Isingiro DLG

COVID-19 and Ebola Risk Mitigation Plan

In response to the global COVID-19 and Ebola pandemic, companies, communities and individuals have been called upon worldwide to make every effort to minimize to the greatest extent possible the risks associated with the transmission and perpetuation of the coronavirus. This document provides guidance to help mitigate the transmission of the coronavirus and provide safe and healthy research environment. The researcher and his assistants shall uphold the following COVID-19 and Ebola guide lines to mitigate transmission of coronavirus among community members in the research study area.

Social Distancing

In accordance with, WHO, State and Ministry of healthy guidelines and recommendations, the researcher and his research assistants shall implement Social Distancing procedures to help limit or minimize contact between personnel and other people to help stop the transmission of the coronavirus. Social Distancing procedures shall include the following at a minimum and shall be updated as conditions, guidelines and recommendations change;

1. Avoid physical contact and practice social distancing, including keeping at least 6 feet of separation from others when possible.
2. Discontinue contact greetings such as hugs and handshakes.
3. Avoid gatherings of any size both internal and external to operations.

Mobilization/Transportation

Understanding that many remote locations require multiple transportation methods, the following precautions shall be taken to help minimize COVID-19 transmission risks during mobilization and transportation of research assistants to the study location.

- Personnel must pass the health screening process prior to data collection.

1. All transportation facilities, including motorcycles and vehicles shall be cleaned and sanitized in accordance with ministry of healthy guidelines prior to each transport.
 2. Transportation methods shall allow adequate space between personnel and overcrowding of transportation methods shall be prohibited.
- All transportation facilities shall contain first-aid kits to assist if any individual becomes ill during transit.

Cleaning and Disinfecting

Ensure that all surfaces and common shared surfaces are cleaned and disinfected periodically as well as at the beginning and end of every research activity, including cell phones, laptop computers, hand tools, vehicle steering wheels, gear shifters, restrooms used during data collection time and all other data collection instruments.

Personal Hygiene

Personal Hygiene is crucial to stopping the spread of COVID-19 and Ebola in order to help stop the spread of virus during research study, it is critical that research team practice the following;

- ☐ Frequent hand washing for 20 seconds with soap and water, or utilizing hand sanitizer with at least 60% ethyl alcohol or 70% isopropyl alcohol.
- ☐ Cover nose and mouth when coughing or sneezing with arm or tissue, dispose of tissue after use and wash /sanitize hands after coughing or sneezing.
- ☐ Do not share personal protection equipment.
- ☐ Utilize disposable gloves where appropriate and wash hands after removing gloves.

Avoid touching face, especially eyes, nose and mouth.

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APPENDIX

APPENDIX 1: QUESTIONNAIRE

Warm greetings,

My name is Katushabe Edinah, a student at Bishop Stuart University carrying out a study on leadership styles on organisational performance of local governments in Uganda: a case of the Isingiro district local government. This is an Academic Research leading the award of a Master's public administration and management. As a stakeholder in Isingiro district Local government, you have been chosen to be one of the respondents in the study. The findings of this research will be purely for academic purposes. Your answers will be treated confidentially. Feel free and answer all the questions by selecting the most appropriate answer.

Thank you.

PART A

BIO DATA (Please tick in the designed box against your answer and fill in relevant blank space).

1. Age (years)

- a. Below 30 ☐
- b. 30-39 ☐
- c. 40-49 ☐
- d. 50 and above ☐

2. Gender

- a. Female ☐

b. Male ()

4. Level of Education

a. No education ()

b. Primary education ()

c. Secondary education ()

d. Tertiary education ()

5. Years of service

a) Below one year ()

b) 1-2 years ()

c) 3-4 years ()

d) 5years & above ()

PART B: Objective one.

Please fill in the blank spaces provided and circle the number against the appropriate answer that you think most suitable to the questions given below. The key is provided below to guide you when making choice.

Statement	SD	D	N	A	SA
A leader who encourages employee participation					
A leader who encourages shared planning					
Administrator who encourages decision making					
Commitment from subordinates					
Staff meetings regularly					
Provision of full trust and respect for leaders					

Positive employee attitudes					
Leaders should know everything					
Sacrifice time to share with you the vision and goals which enables you to contribute to it.					
There is delegation of duties and responsibilities to lower staff					

PART C: Objective two

Please fill in the spaces provided and circle the number against the appropriate answer that you think most suitable to the questions given below. The key is provided below to guide you when making choice.

Statement	SD	D	N	A	SA
communication from my boss negatively affects the duty performance					
The leader applies coercion on task finishing regardless of the employee's social wellbeing					
Management rules are designed by superiors.					
The leader increases creativity and productivity					
Requirements needed are designed according to the council's resolutions.					

PART D: objective three

Please fill in the blank spaces provided and circle the number against the appropriate answer that you think most suitable to the questions given below. The key is provided below to guide you when making choice.

Statement	SD	D	N	A	SA
The leader gives workers freedom to do their tasks and make their choices which increases organization performance					
The leaders encourages following the rules and regulations					
The organization follow timetable and repetitive work performance					
The superior gives workers full autonomy in production processes which increase organization performance.					
Workers are expected to follow designed directions					
Employees are demoralized by the inflexibility and high control levels by our leaders					
No hindrances in our day to day work by the leader which increases our obligation					
Decision are always done on our behalf					
Workers offer total obey to our leaders					
Our boss have the right to punish us					

Section D: Organization performance as result of the leadership style

Please tick in blank spaces provided and circle the number against the appropriate answer that you think most suitable to the questions given below

	Statement	SD	D	N	A	SA
1	Effectively meets its operation costs.					
2	Experiences shortages of resources like manpower					
3	Experiences high user fee collection.					
4	Effectively covers its catchment area.					
5	Experiences good collaboration with the employees					

Appendix I1: Interviewing guide

Dear members,

Am called Katushabe Edinah a student of Bishop Stuart University conducting a study on leadership style on organizational performance. The area of study is known as Isingiro district. This is an Academic Research offering an award of a Masters of public administration and management. As leader in Isingiro District Local government, you have been chosen to be one of the respondents in the study. The findings of this study will be purely for academic purposes. Your responses will be handled with confidentiality. Feel free and answer all the questions by selecting the most appropriate answer.

Thank you.

Questions

1. Identify the motivation factors in democratic leadership style?
2. What are the leadership styles applied at Isingiro district Local Government?
3. How do subordinates committee to superiors?
4. How are staff included in the decision making process?
5. How do leaders at Isingiro district Local Government apply autocratic leadership styles?
6. To what extent is staff being consulted on policy determination?
7. In your opinion, explain how leaders take full control and authority over subordinates?
8. How are staff being are closely supervised?
9. What are problems hindered the leaders in applying autocratic leadership styles in their performance?
10. How does staff have the total respect for rules and regulations?

11. In your opinion, how do Employees must follow routine and repetitive task performance
12. How are the decisions made at Isingiro?
13. Constraints faced in practicing laissez faire leadership style?
14. What are the ways put in place to overcome those problems in your organization?

Thank you for the cooperation

Appendix III

Proposed Research Budget

Items to use during research process	Quantity	Unit cost/item (shs)	Total Amount (UGX)
Typing, Printing and photocopying		1000,000	1000,000
Research assistants for data collection	4	400,000	1,600,000
Transport to the field (too and from)			800,000
Soda and water for participants	36	8000	288000
Binding	6 copies	45,000	270000
Feeding research assistants	4	60,000	240,000
Publishing			1,400,000
Miscellaneous			1000,000
Total			6,598000=

Appendix IV:Study work plan

This is the time for research from the proposal write- up, to data collection and analysis, report writing and submission of the final dissertation.

Research activities	April 2023	May , 2023	September , 2023	November, 2023	Jan, 2024	March, 2024	April- June2025	July- August2024
Presentation and Approval of concept paper								
Proposal writing								
Proposal presentation and approval								
Submission of the proposal to REC								

Review of the proposal by REC								
Data collection								
Data analysis								
Report writing								
Report marking								
Submission of final dissertation								
Publication outcomes								