

**LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE AT CIVIL AVIATION
AUTHORITY, UGANDA**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND
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Declaration

I, Godfrey Kiiragura, wish to declare that this dissertation is my original piece of work except where stated and that it has never been submitted to any other institution of higher learning for any award.

Signature.....Date.....

Approval

This piece of work entitled leadership styles and employee performance in Civil Aviation Authority, Uganda by Godfrey Kiiragura has been successfully completed and submitted under our supervision, guidance and our approval as Uganda Management Institute's supervisors.

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Dedication

I dedicate this piece of work to my late father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. I it is also dedicated to Rev. Samuel kakande of Synagogue Church of all Nations, who taught me that even the largest task can be accomplished if it is done one step at a time.

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List of abbreviations and acronyms

CAA: Civil Aviation Authority

ETN: Equestrian Trade News

ICAO: International Civil Aviation Organisation

PDLP: Police Leadership Development Board

UCAA: Uganda Civil Aviation Authority

Abstract

This report presents findings on the relationship between leadership styles and employee performance at Civil Aviation Authority, Uganda. The purpose of the study was to assess the influence of leadership styles on employee performance at Civil Aviation Authority, Uganda. The study was based on three objectives which included; to examine the effect of Transformational leadership style on Employee performance at Civil Aviation Authority, to examine the effect of Transactional leadership style on Employee Performance at Civil Aviation Authority and to examine the effect of laissez-faire style of leadership Employee Performance at Civil Aviation Authority. The study used a cross sectional survey design and adopted a triangulation of qualitative and quantitative approaches for data collection and analysis. In total, a sample of 150 respondents from top management, directors air navigation services, security and economics regulations finance and accounting, then human resources and administration participated in the study. In data collection, the researcher used both primary and secondary sources. Data collection methods were questionnaires and interview guides. Data was analyzed using Pearson correlation coefficient to determine the relationship between variables. Findings revealed that transformational leadership style has the most significant effect on employee performance at CAA with $r=0.825$ compared to transactional leadership ($r=0.650$) and laissez-faire ($r=0.776$). The study recommends that management at Civil Aviation Authority should promote team building activities such as staff outings, tours and sports to strengthen cohesion among employees in the same environment. Management at Civil Aviation Authority should also encourage delegation as a leadership component to empower employees and prepare them future challenging tasks.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study assessed the effects of leadership styles on the employee performance at Civil Aviation Authority – Uganda. This chapter presents the background to the study, the problem statement, and the purpose of the study, the objectives of the study, the research questions, hypothesis, the conceptual framework, the scope and significance of the study, justification of the study and finally definitions of key terms used in the study.

1.2 Background to the Study

The background to the study is presented in a historical perspective that gives some of the origins of leadership styles and employee performance in Civil Aviation Authority. Theoretical background provides a guiding theory while the conceptual background explains the concepts which are used in the study. In addition, the contextual background provides information on Civil Aviation Authority and how leadership styles influence employee performance.

1.2.1 Historical Background

Kinicki and Kreitner (2009) report that studies on leadership began with the ‘Great Man’ Theory of leadership which was based on the assumption that leaders were born with some in-born ability to lead. This was succeeded by Trait Theory, before World War II which argued that leadership could be developed through experience and learning and leadership traits were not in-born. In contrast, the behavioral theories that followed during World War II focused on leader behaviors that led to higher work group performance. The situation leadership theories followed which proposed that the

effectiveness of a particular style of leader behavior depends on the prevailing situation. Most recent approaches to leadership have been transactional and transformational leadership which are based on extrinsic and intrinsic motivation respectively.

Leadership and management studies were taken up in earnest in the early 20th century. Northouse (2013) advanced the evolution of leadership behavior studies from the traits of effective leaders to follower –centered leadership theories proposed in the late 20th and earlier 21st centuries. In the earlier 20th century, Fredrick Winslow Taylor proposed the practice of scientific management, the way leader – managers interacted with employees and handled production of a given product. Max Weber a German sociologist was the first to propose and describe Charismatic authority as a special personality characteristic that gives a person exceptional powers that result in the person being treated as a leader. Dr. Fred Fiedler believed there was one best style of leadership and that that style fit all situations. Fiedler in various works came to believe that the best leadership style was the one that best fit a given situation thus the evolution of contingency theory of leadership. The above quoted theorists and others not mentioned, significantly contributed to the current leadership styles being applied in leadership and management of most organizations universally.

According to Mullins (2007), there has been a dramatic change in how management thinkers regard leadership today, leaders are not born, they that, but made. In the mid 20th century, focus was on the importance of the situation, interactions between the variables involved in the leadership situation and patterns of behavior, but there is no single style of leadership appropriate to all situations. In recent years, leadership has evolved to a process of engendering motivation and commitment, creating a vision for transforming performance of the organisation and appealing to the higher ideals and values of the followers. Civil Aviation Authority – Uganda has been in existence for over twenty years yet the

exodus of talent from this organization reflects an administrative phenomenon where the contingency of leadership style and performance criteria has been left to suffocate.

1.2.2 Theoretical Background

There are various theories of leadership, which attempt to explain the factors involved in the emergence of leadership, the nature of leadership, or the consequences of leadership (Bass, 1990). Three recent theories to guide this study are: the contingency theory, the transactional theory, and the transformational theory. The contingency theory speculates that leadership styles are task or relationship oriented. Therefore, this theory will inform the study by establishing the leadership styles employed by CAA, and how they foster relationship between management and employees. The contingency theory further suggests that effective leadership is determined by the situation and an effective leader is able to adapt to a variety of situations. In this regard, the theory will show how the management at CAA adopts to the working environment in order to steer employees to improve their performance. Several models have prevailed under the contingency theory of leadership. The Situational Leadership Model (Hersey and Blanchard, 1977) seems to have been the most accepted and most prevalent model under the contingency theory (Graeff, 1983). This was deemed the most effective leadership model from the late 1960s to the early 1980s and as such, was the most prevalent (Bryan, 2002).

The second and third leadership theories to be discussed in this study were introduced by Burns (1978) who identified two types of leaders: transactional leaders and transformational leaders. He made a sharp distinction between transactional and transformational leadership and considered them as opposite ends of the spectrum. Whereas the above theories seem to have opposite ends, the study used

them to establish which one of them CAA applies and the effect the leadership style(s) has on employee performance.

1.2.3 Conceptual Background

The dependent variable in this study is employee performance which is perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles in the minimum possible time (Adair 2005). In fact, Hakala (2008) has proposed following ways to measure employee performance (work performance): Quantity: number of units produced, processed or sold is a good objective indicator of performance. Quality: An organization can measure work of the employees through measuring the quality of the person in terms of efficiency and productivity. Timeliness is time required to complete a particular task can be regard as measuring tool of work performance of that employee within the organization. Absenteeism can be used to measure work performance of an employee. Creativity: Creativity can be used as measuring work performance but it is very difficult to measure performance based on creativity (Hakal, 2008). The above dimensions guided this study in conceptualizing performance in terms of: quantity of work accomplished, quality of work accomplished, timeliness, creativity, personal appraisal results and efficiency and effectiveness.

The independent variable in this study is leadership styles. Leadership Style *is* the process in which an individual influences the thoughts and actions of another's behavior (Northouse, 2007; Yukl, 2002). An operational map for leadership is drawn along transformational, transactional and laissez-faire style. Transformational Leadership Style motivates and educates subordinates toward making decisions without interaction with supervisors. Followers experience a higher level of self-efficacy when experiencing such transformational leadership (Barnett et al, 2005). The leader develops a widely

shared vision with the organisation and builds a consensus regarding organisation goals and expectations, provides individualized support and intellectual stimulation within a collaborative culture (Fernandez, Jantzi, & Leithwood, 1993).

A transactional leader communicates specific standards of conformity while monitoring for deviance and rewarding compliance (Avolio et al, 2003). This leadership style is characterized whereby lay their focus on routine and competence values. Bass (1985) this leadership style contains three different theoretical components: Contingent reward the leaders clarify what is expected from followers and what they will receive if they meet expected levels of performance; Active management-by-exceptions: leaders focus on monitoring task execution for any problems that might arise and correcting those problems to maintain current performance levels. Finally Passive management-by-exceptions: leaders tend to react only after problems have become serious to take corrective action, and often avoid making any decisions at all (Bass, 1985)

1.2.4 Contextual Background

Civil Aviation Authority (CAA) was established in 1991 through CAA Ordinance number 2 of 1991, which was later replaced by CAA Statute No.3 of 1994, Cap 354. Civil Aviation Authority operates thirteen (13) domestic airports and is responsible for the regulation of Air Transport, Air Navigation and Air Traffic services and operation and development of Aeroplanes (www.caa.co.ug/index.php).

As of January 2015, various global news agencies reported that the International Civil Aviation Organisation (ICAO) has used words such as "inconsistent, inefficient and insufficient" in its four paged urgent recommendation to expose the poor performance of the Uganda Civil Aviation Authority (UCAA) in the audit on its operations (Daily Independent (Lagos) 1 January 2015). The International Civil Aviation Organisation (ICAO) has used words such as "inconsistent, inefficient and insufficient" in its four paged urgent recommendation to expose the poor performance of the Uganda Civil Aviation

Authority (UCAA) in the audit on its operations earlier in 2014. According to Equestrian Trade News (ETN news), on June 17, 2014, UCAA pulled all Air Operator Certificates (AOCs), sanctioning flights beyond Uganda's borders, effectively shutting down flights by Ugandan registered airlines across the national borders, but allowed several of the affected airlines to continue domestic operations. This, according to ETN, exposed the flaws in the UCAA's decisions, as its mouthpiece tried to make the local media believe that safety concerns were the primary factor behind their action. *"How can we be unsafe flying across the borders and yet we are considered safe enough to fly within Uganda? This simply does not add up,"* complained by a Kajjansi-based operator at the time (Daily Independent, 2015).

The UCAA had argued that ICAO audit had also focused on the airlines, an argument that was later discovered to be entirely false representation, as ICAO strictly deals with national regulators, not the airlines under UCAA jurisdiction, and that the document now received makes not one mention of having audited airlines, although it exposes a wide range of shortcomings within the UCAA spread over four pages covering 12 Focus Areas of heightened concerns. ETN said that based on the UCAA action, Air Uganda lost its AOC and that UCAA decided not to grant a temporary AOC, while re-certification was ongoing as is ordinarily the practice in aviation. It added that UCAA action shut up airfares and that the fares only returned to pre-June 17 levels after RwandAir and Ethiopian began to fly from Entebbe to Juba and RwandAir and was granted fifth freedom rights to fly from Entebbe to Nairobi, though the latter route is yet to be operational. The ETN said that UCAA is also failing Ugandans in its capacity as airport managers, adding that ideally, Uganda would have incorporated a Uganda Airport Authority, which, as is the case in countries such as Tanzania and Kenya would be subject to regulatory oversight, citations for shortcomings, and punitive measures for continued failures to rectify them. It, however, stated that in Uganda, managing Entebbe International Airport is done by

the same body, which also regulates itself and that despite several complaints over the years nothing has changed in key areas, where passengers are made to suffer (Daily Independent, 2015).

1.3 Problem Statement

To ensure good employee performance, CAA recruits qualified and professional managers, and it promotes the most productive staff member as pacesetters. The recruited managers and administration apply a combination of leadership styles to enhance employee commitment and improved performance. Appropriate leadership styles such as transformational, transactional and laissez faire are expected to enhance employee's commitment by inspiring, motivating and encouraging company employees to be more creative, productive, pay attention to quality and keep employees in the organization for a long period of time and vice versa. While applying the above leadership styles, management at CAA uses a number of strategies to ensure that members of staff are highly committed to the organization by offering better staff welfare, good working conditions, reasonable salary pay, and employ young and energetic staff with wide working experience(CAA human resource manual, 2012). This is done purposely to enhance employees' productivity, increase product and services quality and establishing long term citizenship between employees and the organization.

Irrespective of the interventions put in place, CAA performance has not improved. According to the Annual report (2013), CAA still suffers low, inefficient and ineffective productivity with a lot of work un accomplished on time, poor quality of work produced and poor employee performance as reflected in staff appraisals. In May, 2015, President Museveni put Civil Aviation Authority Management to task to explain the sorry state of Entebbe International Airport which results from employee performance (New Vision, 9th May 2015). The Human resource report (2014), further stated that some CAA leaders are seen as not performing to expectation of workers as they seem to have relaxed immediately after

assuming office. This has resulted into reduction of cost per passenger from 33 in 2008 to 30 dollars per passenger in 2012. More so, CAA investments in the last years have been irregular. In the period 2008/2009, 7 million dollars was invested, but for the subsequent three periods nearly 1 million dollars was invested every financial year (CAA Master Plan Report 2014 – 2034). If no study is carried out to establish the effect of leadership styles on employee performance, the situation is likely to worsen and lead to the collapse of business at the air port. Therefore this study established the effect leadership styles on employee performance in order to suggest measures of improving the situation.

1.4 General Objectives

The overall objective of this study was to assess the relationship between leadership styles and employee performance at Civil Aviation Authority Uganda.

1.5 Specific Objectives

- i. To examine the effect of Transformational leadership style on Employee performance at Civil Aviation Authority.
- ii. To examine the effect of Transactional leadership style on Employee Performance at Civil Aviation Authority.
- iii. To examine the effect of laissez-faire style of leadership Employee Performance at Civil Aviation Authority.

1.6 Research Questions

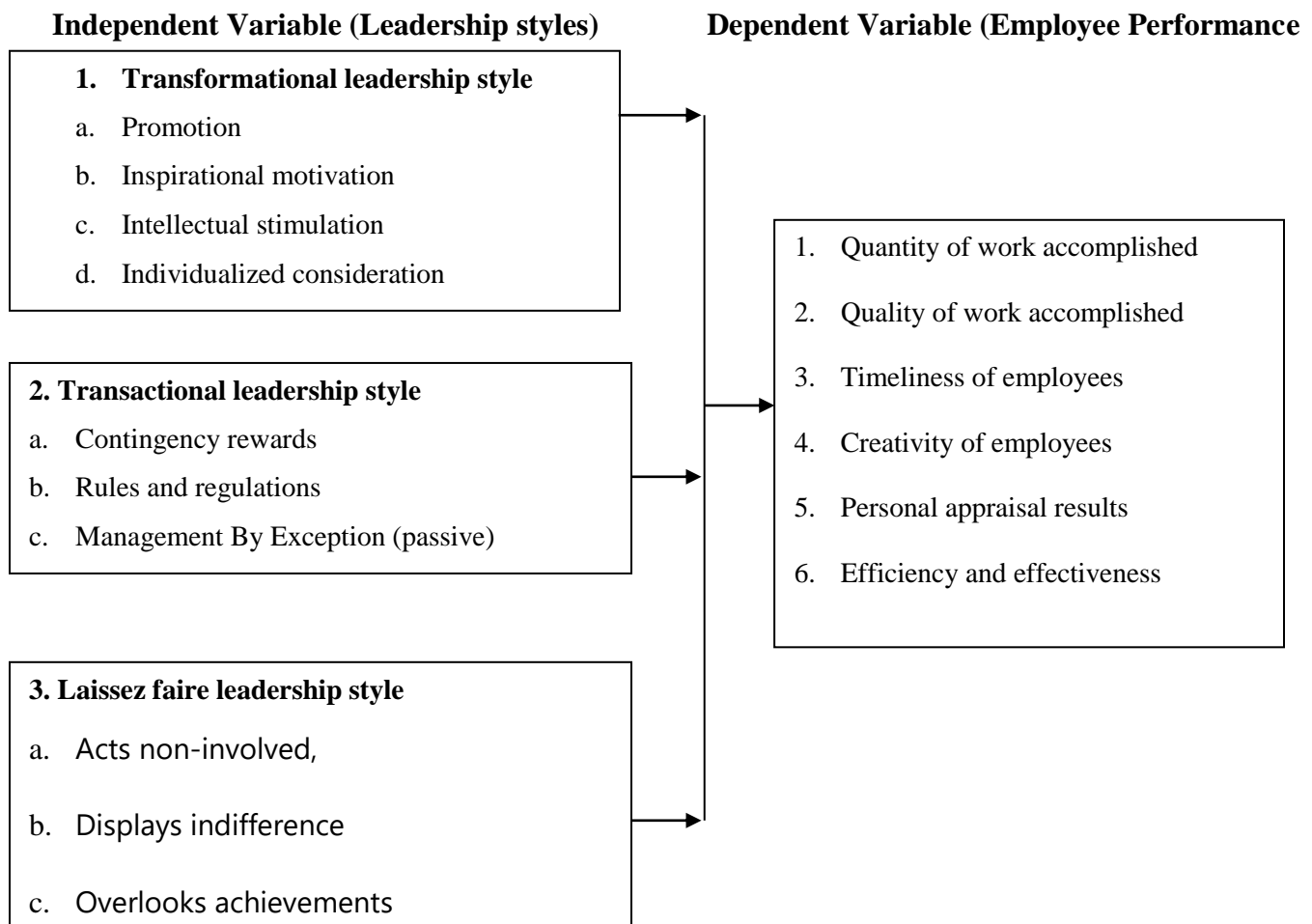
This study shall address the following research question:

- i. What is the effect of transformational leadership style on employee performance at Civil Aviation Authority?
- ii. What is the effect of transactional leadership style on employee performance at Civil Aviation Authority?
- iii. What is the effect of laissez-faire leadership style positively affects employee performance at Civil Aviation Authority?

1.7 Hypotheses of the Study

- i. Transformational leadership style positively affects employee performance
- ii. Transactional leadership style positively affects employee performance
- iii. Laissez-faire leadership style positively affects employee performance

1.8 Conceptual Framework



Source: Parry et al., Qualities of transformational and transactional leadership style; Avolio and Bass, 2004; Bass (1985)

The conceptual frame work in figure 1 above suggests that transformational leadership looks at promotion, inspirational motivation, intellectual stimulation and individual consideration. Transactional

leadership covers contingency rewards, rules and regulations and management by exception. In addition, laissez faire involves acts non-involved, displays indifference, overlooks achievements, ignores employee and work problems. On the other hand, employee performance encompasses quantity and quality of work accomplished, timeliness and creativity of employees, personal appraisal results and efficiency and effectiveness of employees. It is conceptualised that effective application of the above leadership styles leads to improved employee performance.

1.9 Significance of the Study

The findings of this study add to the wealth of knowledge in other leadership styles and employee performance studies. It could also be helpful for individuals who want to conduct further studies in related topics and other organizations those faces similar problems.

This study may also contribute to the growing body of research on antecedents to leadership styles and employee performance by examining the three important leadership styles and its impact on employee performance. It is believed that this study would have added value to the literatures on supervisors' leadership styles, especially in the Ugandan settings since there were limited literature and arguments done on similar setting.

The study findings are expected to benefit organizations intending to obtain effective performance from their employees by using new approaches to leadership.

The study would also be useful to leaders and managers in organizations by employing leadership styles in relevant situations effectively.

The study may also be useful to future researchers, students and academicians digesting the effect and importance of the different leadership styles on employee performance.

1.10 Justification of the Study

The main reason behind this study is to examine overall effects of leadership styles which influence employee performance of CAA. Although some international studies have been done, such as Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership style-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. From this review of related literature, it is evident that although some scholars believe that leadership styles enhances employee performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to re-examine the proposed leadership style-employee performance relationship and, thus, contribute meaningfully to the body of growing literature and knowledge in this area of study.

1.11 Scope of the Study

Content scope: the study mainly focused on examining the different leadership styles affect employee performance. Thus, any term found in this study should be interpreted in relation to the leadership styles and employee performance.

Geographically, the study was carried out at CAA Head Office Entebbe. It covered leadership styles of executives, heads of departments, section heads and line managers on employee performance of CAA.

These were measured using the views of employees (subordinates) in CAA about different ways in which leadership styles are characterized and how they affect employee performance.

Time/Period Scope: the study covers the period from 2010 –2014 when a number of HRM modifications and restructurings were made in CAA.

1.12 Definition of Key Terms

Leadership can be defined as a complex social process, rooted in aspects of values, skills, knowledge as well as ways of thinking of both leaders and followers. Thus, it is all about the continuous process of establishing and maintaining a connection between who aspire to lead and those who are willing to follow (Hersey & Blanchard, 1984).

Idealized influence: Refers to leaders who are admired and respected by their subordinates. This is accomplished by putting the needs of subordinates over the needs of the leader, considering the values of subordinates and acting in an ethical and moral way (Bass et. al. 2003; McKenna 2006).

Inspirational motivation: This is accomplished by providing a vision that is challenging, motivating, optimistic and future oriented. Visions that are based not based on some level of practicality are viewed by subordinates as unrealistic and thus may not motivate subordinates to perform beyond their expectations.

Intellectual Stimulation: Transformational leaders provide opportunities for subordinates to deviate from the standard ways of doing things which are more energizing.

Individualized consideration: transformational leaders focus on individual needs for achievement and growth of subordinates. This is accomplished by provision of training and mentoring programs that ensure development of subordinates to higher levels of potential and performance.

Employee performance: For the purposes of this work, will be defined as the employee's ability to execute or accomplish assigned work, acts, feats, etc.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

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

2.2 Theoretical Review

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

2.2.1 Transformational Theory of Leadership

Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization (Murphy and Drodge, 2007). Chan, (2005) argues that these leaders go beyond transactional leadership and are characterized as visionary, articulate, assured, and able to engender confidence in others so as to motivate them to surpass their usual performance goals (Schwarzwald, Koslowsky and Agassi, 2008). They attempt to stimulate the undeveloped or dormant needs of their subordinates (Chan, 2005; Parks 2013).

Idealized influence represents role-modeling behavior where the leader instills pride, faith, and respect, and has a gift for seeing what is really important, and transmits a sense of mission. Inspirational motivation represents the use of images and symbols that enable the leader to raise the expectations and

beliefs of their follower concerning the mission and vision. Individualized consideration represents providing experiential learning and occurs when the leader delegates a project, provides coaching and teaching, and treats each follower as an individual. Intellectual stimulation represents cognitive development of the follower and occurs when the leader arouses followers to think in new ways and emphasizes problem solving and the use of reasoning before taking action (Johnson, 2006).

With regards to the law enforcement arena, the transformational leader expects their subordinates to be more occupied with problem solving and community-oriented policing which more often than not equate to lower statistics (Engel, 2009). They continuously show concern for their subordinates' needs, treat them with respect and utilize a flexible approach towards them. This does not necessarily mean that the leader never resorts to punishment or negative feedback. When these behaviors are used, they are perceived or may be interpreted as exceptional and required for completing the present task (Schwarzwalder et al 2007).

A leading example is Kouzes and Posner's (2010) model which offered a leadership model with five distinct practices that outstanding leaders use to influence employee performance. This model consists of some of the key elements of the transformational leadership styles. The practices of exemplary leadership are: challenging the process: searching and seizing challenging opportunities to change, grow, innovate, and improve, with the willingness to take risks and learn from mistakes; inspiring a shared vision: enlisting followers' support in a shared vision by appealing to the followers' values, interests and aspirations; enabling others to act: achieving common goals by building mutual trust, empowering followers, developing competence, assigning critical tasks, and providing continuous support; modeling the way: being a role model and being consistent with shared values; and encouraging the heart: providing recognition for success and celebrating accomplishments.

Murphy and Drodge (2008) noted that a key ingredient of inspirational motivation, communicating the vision to all officers and repeating it often, was evident among the detachment. This is essential to leading the subordinates to achieve more than they originally expected to accomplish. Intellectual stimulation was also found to be prevalent by the authors as the leaders of the detachment were focused on continuous employee development.

A critique of theory shows that on the contrary, the acceptance of leadership behavior flexibility that coincides with the situation is accepted as a theory, yet countered as a practice due to the dependence on the maturity of the subordinates (employees). In my view, the above theoretical prescriptive model of measurement of leadership style is conceptually ambiguous. It does not accurately measure the correlation between the maturity of the employee (subordinate) and the task-relevant maturity of high performance initiated by the leadership. However, transformational theory of leadership was used to examine how attributes such as promotion, inspirational motivation, intellectual stimulation and individual consideration are used by Civil Aviation Authority. Indeed, study findings revealed that transformational leadership can be used to positively influence employee performance.

2.2.2 Transactional Theory of Leadership

Transactional theory, as its name implies, involves a “transaction” or quid pro quo between a supervisor and a subordinate. The type of the transaction, whether a reward or discipline depends on the employee performance. Bass (1985) theorized the transactional leaders appeal to the subordinates’ self interests (Chan, 2005). These leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. They expect their followers to attain agreed-upon goals without encouraging them to take on greater responsibilities for self-development or leading others. There is no attempt to change followers’ attitudes, values, growth, and development on a long-term basis. Both

leaders and followers focus on achieving the negotiated performance level (Chan, 2005). A transactional leader motivates subordinates by giving rewards for services provided. This leader clarifies the subordinates' goals and arranges contingent rewards as inducements toward the achievement of the goals (Singer and Singer, 2010).

Contingent reward is when the leader provides rewards if the subordinate performs in accordance with the performance expectations or expends the necessary effort (Densten, 2009). The contingent reward aspect of transactional leadership should also relate positively to performance in that these leaders clarify expectations and recognize achievements that positively contribute to higher levels of effort and performance (Bass et al, 2007). Management-by-exception represents the taking of action by the leader when the follower does not meet the performance expectations (Densten, 2009). In the management-by-exception approach, transactional leaders clarify expectations, specify standards for compliance, define what constitutes ineffective performance, and monitor closely to ensure that deviances and errors are corrected promptly (Bass et al, 2007 cited by Chan, 2005). It should be noted this relationship between employee performance has been the topic of numerous studies whose results have been mixed. Arguments such as: *“does satisfaction lead to employee performance?”* or *“does performance lead to satisfaction?”* or if there any correlation whatsoever between performance and satisfaction still exist. It is still an issue of continuing debate (Buchanan, 2006).

According to visible criticisms of leadership theory suggests a positive relation between transactional, transformational, laissez faire leadership style and other constructs: commitment, job involvement, job satisfaction and organizational citizenship behaviour. However, past research works cited above have often indicated that leaders who exhibited transformational leadership style had achieved their goals over and above those with transactional leadership when the above constructs are considered. Unlike

laissez faire leadership which is an indication of absence of leadership, previous research endeavours did not support as employees did not perform well and this had really impacted negatively on the success of organization where it is used.

2.3 Transformational Leadership and Employee Performance

Transformational leadership has emerged as one of the most extensively researched leadership paradigms to date (Bass, 2007). Perhaps the reason that research on transformational leadership has become somewhat self-sustaining is that positive results continue to emerge on the effects of transformational leadership (Hater & Bass, 2007). Transformational leadership concerns the transformation of followers' beliefs, values, needs and capabilities (Brand, et al., 2006). Kent and Chelladurai, 2012) defines transformational leadership as the process of influencing major changes in attitudes and assumptions of organisational members and building commitment for the organisation's mission and objectives.

Through setting more challenging expectations and raising levels of self and collective efficacy, such a leadership style typically achieves significantly higher performance and commitment levels from their employees (Mester, et al., 2014). While transformational leadership inspires common goals and aspirations that tend to transcend followers' individual needs and result in the attainment of major transformation in work-place effectiveness, it would be narrow-minded to view transformational leaders as the exclusive participants in the process of leader-follower exchanges. Transformational leadership extends transactional leadership to attain higher levels of subordinate performance, but achieves this addition by utilizing various motivational methods and diverse types of objectives and goals (Bass, Avolio and Goodheim, 2006).

A lot of leadership research focused on the influence of leadership style on organizational performance. It showed the existence of a strong direct and indirect relationship between the style of behavior of leaders and subordinates' performance (McColl-Kennedy & Anderson 2008; Bass et al 2007; Limsila & Ognulana 2008). This research focuses on the influence of transformational and transactional leadership behavior on subordinates' performance.

In South Africa, Ristow, Amos & Staude (2009) found a positive relationship between transformational leadership and effectiveness in the administration of cricket. Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2008) found transformational leadership to be more effective than transactional leadership in increasing employee performance. The research (Hayward et al., 2009) found a significant positive linear relationship between transformational leadership and employee performance but no significant linear relationship between transactional leadership and employee performance in a South African pharmaceutical organisation. Evidence has been gathered in South African retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany that points towards the marginal impact transactional leaders have on the effectiveness of their subordinates in contrast to the strong, positive effects of transformational leaders (Brand, Heyl and Maritz, 2009). Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with higher employee satisfaction and individual/organisational performance than transactional leadership (Meyer and Botha, 2008).

Koh et al (2007) examined the correlation between leadership behavior of organisation principals and student performance in Singaporean organisations. The results reported a weak direct effect of transformational leadership on students' performance. However, there was a strong positive, indirect correlation between transformational leadership behavior and student performance. These finding could

be due to the indirect relationship between organisation principals and students. Application of transformational leadership behavior by organisation principals may enhance employees' level of satisfaction and thus, will indirectly impact on students' performance. These relationships are supported by Eden et al. (2012). Their research on the impact of transformational leadership on subordinates' performance was investigated and the results showed that transformational leadership behavior enhanced subordinates' sense of empowerment, motivation and morality amongst subordinates which in turn improved their performance.

Geyer and Steyrer's (2009) research on transformational leadership and performance in banks showed that application of transformational leadership in the banking sector led to higher performance levels than did transactional leadership. Furthermore, the research also demonstrated that the influence of transformational leadership on long term performance is more significant than in the short term. Jung and Avolio (2010) supported Geyer and Steyrer's findings by investigating the influence of transformational and transactional leadership styles on group performance. Their results showed that groups with transformational leaders performed better than groups with transactional leaders.

Bass (2009) reached the same conclusion that the influence of transformational leadership on employee performance is more significant than that of transactional leadership. This is further supported by MacKenzie et al. (2008) who examined the relationship between leadership style and sales performance in a survey of 477 sales personnel. Study findings showed a strong positive correlation between transformational leadership and performance. Furthermore, their research provided a comparison between the utilization of transformational leadership behavior and transactional leadership behavior on sales performance. This implies that leaders in high stress and uncertain environments should adapt their behavior to include both transformational and transactional leadership behavior (Bass et al 2007).

Bass et al (ibid) further reported that the relationship between leadership style and unit performance was partially mediated by the group cohesion and potency variables.

Additional research by Limsila and Ognulana (2008) on the construction industry in Thailand reported a positive correlation between transactional leadership and performance. Their research further showed that transformational leadership had a greater influence on performance than did transactional leadership. McColl-Kennedy and Anderson (2008) identified optimism and frustration mediated the relationship between transformational leadership and performance. The research also showed a stronger negative influence of frustration on performance than the positive influence of optimism. Frustration is caused by unclear objectives and an unrealistic vision. Transformational leaders are characterized with providing a challenging, future oriented vision, clearly identifying the goals for subordinates aligning them with those of the organization, and providing training and mentoring programs. This in turn, it is assumed, reduces subordinates' level of frustration. Noteworthy, authors also reported that transactional leadership is a necessary component of effective management.

Bass and his colleagues found that although both transactional and transformational leadership styles may both have positive effects, transformational leadership, particularly the charisma component, had the highest association with positive outcomes. This has been demonstrated with various criteria including performance level, job satisfaction, employee performance, and citizenship behavior (Schwarzwald et al, 2010).

Trust is a critical element in the successful implementation of transformational leadership (Chan, 2005). Research has provided confirmation that trust in superiors and influence of superiors are predictors of employee performance (Goris et al 2003 in Chan, 2005). Research also found that found

that trust affects job satisfaction and employee performance (Cunningham & MacGregor, 2009). Previous research has thus associated trust in leaders with employee performance, innovative behavior

Van Maanen found that officers preferred to work for a station house sergeant but the majority of patrol officers had more respect for the street sergeant because of this type of supervisor's willingness to back them up on calls and engage in pro-active patrol work. He also found that patrol officer productivity and compliance with rules and directives was significantly higher when working for a street sergeant than with a station house sergeant, suggesting support for the effectiveness of transformational style leadership (Van Maanen, 1985 as cited by Johnson, 2006). Van Maanen (cited by Engel, 2008) described the street sergeant as being "both admired and feared by their men" and thus more likely to influence their subordinates' behavior.

Under Engel's (2012) four supervisory styles theory, all four styles influenced subordinates to some degree but the only leadership style that was classified as a type of transformational leadership, specifically the active leadership style, was the most powerful motivator for the leader's police officers. Patrol officers who worked for active style supervisors were found to be significantly more likely to engage in proactive enforcement activity (including traffic stops) and community problem solving than patrol officers working for the other types of supervisors. Again, this evidence speaks to the effectiveness of the transformational leadership style (Johnson, 2006). Engel asserts the active supervisory style has a significant influence on the increased likelihood of patrol officer's use of force. This discovery that officers with active supervisors are more likely to use force is consistent with the hypothesis that supervisors with stronger supervisory styles would be more likely to sway their subordinates' behavior. The author also indicates these officers have higher arrest rates which may partially explain the higher rate of use of force. Additionally, the officers with active supervisors spend

much more time in self-initiated, problem-solving and community-oriented activities. Thus Engels (2000 and 2001) concludes these findings suggest the active supervisors (i.e., the transformational leader) have the most influence over their patrol officers' behavior.

Murphy and Drudge (2004) conclude that training for transformational leadership is possible and can have positive impact on organizations. A key is teaching leadership skills early in the leaders' careers and to be a continuous work in progress. Additionally, it was noted the enhanced commitment to the organizational and increased performance were observed in subordinates after transformational leadership training. They assert transformation leadership theory is a useful policing leadership.

Boerner, Eisenbeiss and Griesser (2007) stated a positive relationship exists between transformational leadership and organizational performance as documented in previous studies. They hypothesized that transformational leaders increase their followers' performance and enhance followers' innovation. They also hypothesized the same would not hold true for transactional leaders. In their study of 91 leaders in 91 German companies, their hypotheses were confirmed.

Bass et al (2006) examined how transformational leadership predicted performance in U.S Army units operating under conditions of high levels of uncertainty, challenge, and stress. Leadership ratings were then used to predict the performance of the platoon units operating in a 2-week simulation that was designed to test the unit's performance effectiveness under high levels of stress and uncertainty in order to evaluate platoon performance in near-combat conditions. Results show that platoon leaders' transformational leadership had positive and direct relationships with platoon performance. The researchers reported it seemed fair to say that it took both active transactional and transformational leadership to be successful in this performance context.

In a study of 252 MBA students, transformational leadership was associated with a higher level of team cohesiveness as compared to transactional leadership. Both knowledge level and team cohesiveness predict team performance, particularly among men. From the overall results, it appears that team cohesiveness and knowledge were significant predictors of team performance. Also, as expected, transformational leadership style was associated with higher levels of team cohesiveness (Stashevsky and Koslowsky, 2006).

Masi and Cooke (2007) conducted a study of approximately 2,500 U.S. Army personnel and found strong correlation between transformational leadership and motivation, but weak correlation between transactional leadership and commitment towards the achievement of organizational outcomes. The study strongly supports that transformational leaders empower and motivate their subordinates, while transactional leaders suppress both commitment and productivity.

It was particularly noteworthy that Silvestri (2007) stated the importance of a transformational style for the police organization should not be underestimated. The past decade has witnessed a renewed interest in the role of the police leader as supported by Britain's creation of the National Police Leadership Faculty and the Police Leadership Development Board (PDLP) in 2001. The PDLP has already endorsed the need for transformational leadership throughout the service and has commissioned learning and development packages for its chief officers, which take into account the principles of transformational leadership. While there are few studies that show tangible evidence of the effects of a transformational leadership style for the police organization, Dobby and Tuffin's (2004) recent work does provide some provisional evidence of the benefits of a "transformational approach" for improving police performance. Police leaders who displayed "transformational behaviors" in their study were found to have a wide a range of positive effects on their subordinates' attitudes to their work as well as

increasing both their job satisfaction and their commitment to the organization. Densten (2008) also emphasizes the potential of a transformational approach with its capacity to “alter the higher order needs of followers by changing their attitudes, beliefs and values” (p. 46). He goes on to stress that such behaviors are important to police leaders as they “can directly influence rank and file officers and any process of change. In short, the message is clear; masters of the use of participatory styles are also the masters of change” (p. 46).

Bass (2007) asserted that transformational leadership is more likely to appear in organizations where members are highly educated and innovative, goals and structures are unclear, but warmth and trust are high; while transactional leadership is most likely appear in organizations where goals and structures are specific and where members’ work are extremely well-defined. Bass (2006) theorized that transformational leaders are role models, admired, respected, trusted, confident, determined, persistent, highly competent, innovative, and willing to take risks. He added that transformational leaders also inspire their followers through coaching, mentoring, support, encouragement, and challenge (as cited by Chan 2005). By this explanation by Bass, law enforcement agencies would more likely make use of the transactional leadership style rather than transformational leadership style. This is particularly interesting due to other researchers emphasizing or highly suggesting that law enforcement agencies would benefit by utilizing the transformational theory of leadership.

Furthermore, Dionne et al. (2005) developed a model to examine the relationship between transformational leadership behavior and team performance. Results showed that transformational leadership enhances team performance through its influence on team unity, and communication, and ability to properly reduce team conflict. These findings support earlier results of De Groot et al.’s (2008) meta-analysis on charismatic transformational leadership and organizational outcomes which

showed that transformational leadership is positively correlated with subordinate performance, however, that relationship is stronger when applied to groups than when it is applied to individuals. Jung and Sosik (2010) similarly found that application of transformational leadership enhances team performance through its direct positive influence on team cohesion.

According to Parks (2013), as a result of global technological and social alteration, transformational leadership has become necessary for both private and public agencies, particularly for those in paramilitary structures, such as police agencies, because interactions between supervisors and subordinates are more crucial than ever (Ozmen, 2009).

Bono and Judge (2011) noted that transformational leaders could influence how followers perceive their work activities and that these perceptions resulted in an increase in job performance. Whether called active, street sergeants, etc., strong indications are that transformational leaders affect their subordinates' behavior and effectiveness more (Johnson, 2006).

In contrast to other researchers, Engel (2012) concedes none of the four supervisory styles identified in her research should be considered the ideal standard for police supervision. This assessment is supported by Conger (2004) who argued that transformational leadership is a principally normative model, which takes a single approach to practicing leadership across levels but it does not consider situational contingencies (as cited by Chan, 2005). The study by Bass et al (2006) of 72 U.S. Army platoon' performance in near-combat conditions illustrated the platoon leaders' transactional leadership each had positive, direct relationship with platoon performance.

Ejere and Ugochukwu (2013) tested a hypothesis which was also accepted denoting that there is a significant relationship between transformational leadership style and employee performance. His findings also

supports the results of Pradeep and Prabhu (2011) and Muterera (2012) that transformational leadership style positively contributed to employee performance over and above the contribution made by transactional leadership style. Moreover, the fourth hypothesis was upheld thus indicating that transactional leadership has a positive relationship with employee performance. This is in consonance with the views of Pradeep & Prabhu (2011) and Muterera (2012) but does not support the views of Paracha et al (2012), which suggested that transactional leadership style was more significantly related than transformational leadership style to employee performance.

Walumbwa (2005) also shows that transformational leadership has a greater influence on performance than transactional leadership. Furthermore, it shows that the relationship between transformational leadership and performance is mediated by several factors such as organizational culture, optimism, frustration, and team cohesion. This implies that leaders have to adopt a more transformational leadership style of behavior and adapt it to various influencing factors in order to improve their subordinates' performance. There is, however, controversy pertaining to the respective impacts of transformational leadership styles on organisational performance. Certain studies (for example Rejas, Ponce, Almonte & Ponce 2006) had indicated that transformational leadership had a positive impact on performance while transactional leadership had negative impact on employee performance.

Other studies in Nigeria by Obiwuru, Okwu, Akpa & Nwankere, 2011) established that while transactional leadership had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. Findings from this study revealed that leadership transforms employees' beliefs, values, needs and capabilities. In addition, the study showed that leadership at Civil Aviation Authority influences major changes in attitudes and builds employees'

commitment to performance. Therefore, the findings indicated that transformational leadership strongly influences employee performance at Civil Aviation Authority.

2.4 Transactional Leadership and Employee Performance

Transactional leaders achieve compliance from subordinates through an exchange of rewards for services. For example, transactional leaders will offer raises or promotions for higher work productivity. The weakness of this leadership style is that employees are not invested in their work and once rewards become unavailable, it is difficult to continue to motivate them (Johnson, 2006).

This style assumes that people are motivated by reward and punishment; Social systems work best with a clear chain of command (Goldman, 2012). Leaders under here work through creating clear structures whereby it is clear what is required of their subordinates, and the rewards that they will get for following orders. Punishments are not always mentioned but they are also well understood and formal systems of discipline are usually in place, Pedraja et al (2007) cited in Stoner et al (2009). The style too emphasizes in negotiating the contract whereby the subordinate is given a salary, benefits and the company gets authority over the subordinate. Leaders allocate work to subordinates, they are considered to be fully responsible for it, whether or not they have the resources or capability to carry it out. When things go wrong, the subordinates are considered to be personally at fault and are punished for their failure. (Shamir et al, 2009).

Pradeep & Prabhu (2011) in their study examined the relationship between effective leadership style and employee performance in India. Their study revealed that leadership was positively linked with employee performance for transactional contingent reward leadership behaviour. A similar research carried out by Paracha, Qamar, Mirza, Hassan & Waqas (2012), to determine which leadership style can increase the performance of employees of some selected private schools in Pakistan, demonstrated

that transactional and transformational leadership styles are both positively associated with employee performance. However, transactional leadership was found to be more significantly related to employee performance than transformational leadership style.

According to Parks (2013), a transactional approach is deficient for long-term development, which normally entails significant individual and organizational change. While many leaders utilize transactional leadership, they fail to constantly apply this behavior because of lack of time, inadequate opportunities to observe, ineffective appraisal systems, doubts about positive reinforcement effectiveness, and lack of skills. The negative aspects of leadership behaviors are associated with transactional leadership. One of the most interesting findings of a study of 480 senior Australian law enforcement officers was the prevalence of the transactional theory's management-by-exception over other leadership behaviors. The significantly higher level of management-by-exception indicates that leaders of senior officers are mainly passive and focus on correcting deviations from the status quo. Several previous perceptions of police leadership support this finding, such as police leaders being "after the fact supervisors." Despite the shortcomings of transactional leadership which prevailed in this law enforcement environment, the findings amazingly indicated a relatively high level of follower satisfaction with this leadership behavior. As the author noted, the relatively high follower satisfaction level with such a negative form of leadership behavior was surprising and requires further investigation (Densten, 2009).

Under Van Maanen's "Station House Sergeant vs. Street Sergeant" theory, the patrol officers of the "Station House Sergeant" (i.e., the transactional leader) were significantly less productive and less compliant with rules and directives than employees of the "Street Sergeant" (Johnson, 2005).

Bass, Avolio, Jung and Berson (2010) reported previous research has shown transactional contingent reward style of leadership to be positively related to followers' commitment, satisfaction, and performance. In contrast, the transactional management-by-exception style of leadership is associated with the negative aspects of leadership behavior. While there are positive aspects of the transactional theory, it has shown to have inherent weaknesses. Additionally, the theory maybe deficient in the long-term in that it does not readily avail itself to allow for change which is increasingly important in today's climate. During the study, it was revealed that employees at Civil Aviation Authority are given rewards for their outstanding performance. In addition, management was found to acknowledge staff's good performance. therefore, it was established that transactional leadership style has a significant effect on employee performance.

2.5 Laissez Faire Leadership and Employee Performance

Laissez-faire leadership is commonly confused with empowerment. Laissez-faire leaders are not involved with subordinates and do not provide mentoring or guidance. Empowerment on the other hand, focuses on providing psychological support and required resources to encourage and motivate subordinates to be more interdependent and competent, and to provide more meaning to their work (Sosik and Godshalik 2010).

Kuhnert and Lewis (2007) research on critical personality differences in leaders argued that for a transactional leader to be effective, he/she must instill trust in subordinates by regularly fulfilling their expectations. Thus, effective transactional leaders must have the ability to properly respond to reactions and changing expectations in order to demonstrate to subordinates that they are effective. Consequently, whenever transactional leaders do not have the authority or control over the provision of rewards, their bargaining power and hence effectiveness becomes diminished.

Berrien (2006) studied groups that differed in their adaptation to changes in work. Poorly adapted groups felt little pressure from their superiors and appeared to attribute their poor performance to lax discipline. In the same way, Murnighan and Leung's (2008) experiment found that undergraduate participants who were led by uninvolved leaders were less productive in the quality and quantity of the problems they solved and lower in satisfaction in comparison to participants who were led by involved leaders.

Argyris (1954 cited by Frischer, 2006) conducted a case study in a bank in which the management recruited supervisors who disliked conflicts, hostility and aggression, and wanted to be left alone. The bank's recruitment policy fostered in employees a norm of low work standards and unexpressed dissatisfaction. Similarly, MacDonald's (1967 cited in Frischer, 2006) study of three styles of leadership (laissez-faire, autocratic, and democratic) in the Job Corps found that laissez-faire leadership was associated with the highest rates of truancy and delinquency and with the slowest modifications in performance.

Frischer (2006) reported results from an experiment in which four leadership styles were varied to study their effects on 80 undergraduates' individual risk-taking behavior in group settings and the shift in risk-taking behavior when the responsibility for making decisions moved from the individuals to groups. Their consensus seems to state a disassociation of laissez-faire leadership with leadership in general since it enhances unproductive attitudes and disempowerment of subordinates.

Within leadership literature the laissez-faire leadership style is the least effective style of leadership when comparing it with transformational and transactional leadership styles (Barnett et al, 2005). The avoidance or delaying of important decisions coupled with the attitude of acceptance of no change defines a laissez-faire leader (Avolio & Bass, 2005). Laissez-faire leadership style predictably held the

most negative effect on employee perceptions of global satisfaction of leadership. Employee have a desire to be led by their organisation leaders (Barnett et al, 2005). Employee who are abandoned to teach independently without knowledge or accountability to the organisation's mission experience a negative perception of their leader. Glover (2007) encourages the capitalization of strategies to actively engage employee and to avoid a laissez-faire attitude through active listening, respect, the suspension of assumptions, and relating personal truths. According to study findings, Civil Aviation authority does not employ laissez-faire leadership style. It was revealed that leaders are involved in making decisions that affect performance and that leaders instill a high sense of responsibility among team members.

2.6 Summary of Literature Review

The various authors have evaluated the effect of leadership styles on employee performance in various organizations and different countries. This review considered different sources of evidence in an attempt to identify the requirements for effective leadership. Empirical literature shows some consistent associations between specific leadership styles and employee performance outcomes. The limitations of the studies conducted notwithstanding, the empirical literature and the analysis of a selection of major studies reveal several common issues that appear to be crucial for leadership and employee performance. In this section, we discuss the implications of these studies for organisational practice as well as suggest potential avenues for future research.

Each trait of transactional leadership style considered in this study, constructive/contingent reward and corrective and management by exception has significant positive effect on employee performance, and both jointly explain very high proportion of variations in employee performance. Transformational leadership style and employee performance (e.g. acting as a role model, inspiring and motivating employees to work and showing concern for employees' welfare) enhances a number of performance

outcomes including fostering perceptions of a positive working climate, promoting higher levels of employee participation in company activities, compliance with company rules and procedures and citizenship behaviours.

Transactional leadership style has been reviewed in terms of clarifying performance expectations, monitoring and rewarding performance) is associated with perceptions of a positive working climate, quality, quantity of work and reduced turnover rates. Laissez faire leadership (i.e. turning a blind eye to employees) is associated with lower levels of employee consciousness, negative perceptions of organisation climate and an increase in poor performance reviews.

While the results of different authors cannot be generalised in its current form to different organisations, they provide statistically significant evidence of the relationships and the impacts of transactional and transformational leadership styles on employee performance. Based on these findings, the conclusion reached is that this research affirms that though transformational and transactional and laissez faire leadership styles are related to employee performance but that transformational leadership is more significantly related and impactful on employee performance than transactional leadership.

Another gap is that employee performance also has its implications; the measurement of job employee performance is mostly not objective. In most studies reviewed above, employee performance is measured by supervisory ratings. Although, it seems that there exist alternatives for measuring employee performance objectively but they are scarce. However, the aim of this thesis is on the relationship between employee motivation and employee performance and not on designing an objective measurement for employee performance. Thus, in this study the measurement of employee performance is taken as an entity. The study revealed that leadership styles such as transactional and

transformational styles are used at Civil Aviation Authority and they have a positive effect on employee performance.

The researcher also notes that although research on active forms of leadership styles have identified what managers should do to enhance employee performance outcomes, it is equally important to identify the consequences of managers ‘turning the blind eye’ or ignoring employee issues. Further, research into other types of leadership styles, such as how leaders identify and manage errors may be particularly relevant for highly technical organizations like CAA-Uganda. Similarly, authentic leadership is another leadership style that holds promise but requires further research to explore its effectiveness with regards to employee performance outcomes.

More research is required to examine the types of leadership styles that are conducive to employee performance improvement in CAA. This will require a consideration of other measures of employee performance (such as quality, quantity, dependability and job knowledge) beyond those used to measure employee performance by other researchers. However, findings from this study revealed that if properly applied, transactional and transformational leadership styles can have a positive influence on employee performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the approaches and techniques the researcher used to collect data and investigate the research problem. Specifically, the chapter presents the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.2 Research Design

The study used a cross-sectional survey design because it enabled an in-depth study and facilitated the collection of data at a one point in time (Sekaran, 2003). The study adopted a triangulation of both qualitative and quantitative approaches for data collection and analysis. Quantitative approach allowed the researcher to solicit information expressed in numerical format while the qualitative approach complemented the quantitative approach by soliciting more detailed information expressed in textual format (Mugenga&Mugenga, 1999).

3.3 Study Population

Sekaran (2003) defines population as the entire group of people, events, or things of interest that the researcher wishes to investigate. The study population was 177 employees of CAA from whom 150 respondents were selected from the management team, technical Directorates: Air Navigation Services,

Security & Economic Regulation, Finance & Accounting, Human Resources & Administration (CAA, Human resource manual, 2014)

3.4 Sample Size and Selection

The sample size was determined with the aid of Krejcie and Morgan's (1970) table for determining sample size, as cited in Amin (2005), as further explained in Table 1.

Table 3.1 Sample Size and Sample Selection

Staff category	Total Population (N)	Sample Size (s)	Sampling technique
Top management team	5	5	Purposive
Directors	5	5	Purposive
Air navigation services	35	32	Simple random
Security & economics regulations	110	86	Simple random
Finance and accounting	10	10	Purposive
Human resources and administration	12	12	Purposive
Total	177	150	

Source: Population adopted from Human Resource Manual (2014) & Krejcie & Morgan (1970) for sample size selection.

3.5 Sampling Techniques and Procedure

The study employed a combination of both simple random and purposive sampling techniques in selecting the sample, as further explained below;

3.5.1 Simple random

The simple random technique was used to select respondents from Security & economics regulations and air navigation services departments. This was premised on the fact that the simple random technique gives respondents an equal chance of participating in the study and giving reliable data, as Amin (2005) emphasises. The researcher established the population of respondents in each department, after which sample size was determined using Manual (2014) & Krejcie & Morgan (1970) for sample size selection.

3.5.2 Purposive Sampling

The purposive sampling was employed to select key informants who included top management team, directors, fiancé and accounting then human resources and administration departments, since these are expected to be more knowledgeable about leadership styles and employee performance. According to Mugenda and Mugenda (1999) purposive sampling enables a researcher choose participants of his own interest based on knowledge and expertise.

3.6 Data collection methods.

The researcher used both quantitative and qualitative methods to collect primary data. The questionnaire survey method was used for the collection of quantitative data, while the in-depth interview and documentary review methods were used to collect qualitative data.

3.6.1 Questionnaire Survey method

The questionnaire survey method is a set of questions used to obtain information from a large group of people in a given study (Amin, 2005). The questionnaire is an efficient data collection method which has advantages of high complete responses within a short period. Use of questionnaires allowed the

respondents ample time to reflect on answers to avoid hasty responses and thus enhance the validity (accuracy) of the responses (Mugenda&Mugenda, 2003). The questionnaire method also helped to reduce on the cost and time implications, because many questionnaires were distributed to respondents who responded within a short period of time.

3.6.2 Interview method

This is a data collection method that was used when dealing with purposive samples (Kothari 1985, Sekaran, 2003). In-depth interviews were used to obtain data from key informants such as top management team, directors, finance and accounting, and human resources and administration departments who were purposively selected because of the information they held. The interviews were structured comprising a set of issues on transformational, transactional , and laissez faire leadership styles.

3.6.3 Documentary review method

This is a data collection method which involves collecting information from already written materials (Sekaran, 2003). This was used to obtain secondary data by reviewing various books, annual reports journals and and human resource policies in order to get a deeper understanding of the variables under study.

3.6 Research Instruments

3.6.1 Questionnaire

Questionnaires are pre formulated written set of questions to which respondent's record answers usually within rather closely defined alternatives (Sekaran, 2003). Questionnaires were used to collect quantitative data. In this case, close-ended questionnaires were designed for the study, because they

could facilitate quick response from a large number of respondents(Kothari, 2004; Amin, 2005; Creswell, 2003). In addition, questionnaires were used because they increased the degree of reliability due to the many items in them and they enhance the chances of getting valid data, (Amin, 2005). The questionnaires were arranged on a 5 point likert scale, consisting of mainly closed items to facilitate quick data collection and analysis. The questionnaires were self - administered and were given to respondents from the different Departments of CAA

3.7.2 Interview Guide

An interview guide is an oral administration questionnaire or an interview schedule and involves either face to face interviewing or telephone interviews. Questions may be clarified to help the respondent give relevant responses (Kinoti, 1998; Mugenda and Mugenda, 1990). A semi structured interview guide was designed and administered to top management team, directors, finance and accounts, human resources and administration to capture in-depth qualitative data. This guide enabled to get adequate responses from respondents who were purposively selected because of the information they held because it allowed probing for more information. According to Amin (2005), interviews have the advantage of generating more information through probing. In addition, interviews also allow for clarification and capturing facial expressions of the interviewees.

3.7.3 Documentary Review Checklist

A guide listing documents with information to be gathered was prepared before reviewing document and files in the human resource department. Documents included annual reports, CAA human resource manual, journals and other text books containing leadership styles and employee performance.

3.7 Data Collection Procedure

The final questionnaires were sent out to every respondent, together with a personalized official covering letter as shown in Appendix A. To make sure that a full coverage is achieved, a guide was utilized when distributing questionnaires which were conducted listing names obtained from HR Department. Some respondents at headquarters were personally given questionnaires by hand. Two weeks after questionnaires are distributed; the researcher made a follow up by contacting all the respondents directly in order to enhance the response rate.

3.8 Quality Control of Data Collection

Data quality control measures were undertaken to ascertain accuracy and consistence of the data collected. The data collection instruments were pre- tested to ensure validity and reliability.

3.8.1 Validity

Prior to the actual data collection, the developed data collection instruments were pretested to ascertain their validity. Relevant items were identified, while the irrelevant ones were discarded or modified. Particularly, Content validity was used to ascertain the extent to which the content of the instrument corresponded to the theoretical content it was designed to measure (Amin, 2005). The instruments were presented to four experts who assessed the items and rated them basing on the suitability of a given item to the research study objectives to determine the validity index for each of the items. Content Validity Index (CVI) was used to quantify the agreements between the two judges, using the following

formula; $CVI = \frac{K}{N}$

Where CVI = Content Validity Index

K = Number of relevant/suitable items

N = number of items in the instrument.

The Content Validity Indices found to be higher than the recommended one at 0.70 determined the validity of the instruments (Mugenda and Mugenda, 1999).

Table 3.2 Results from validity tests

Variables	Reliability
Transactional leadership style	0.875
Transformational leadership style	0.7534
Laissez faire leadership style	0.9375
Employee performance	0.8125

Source: primary data (2015)

Results in table 3.2 above show that transactional leadership style had an alpha of 0.875, Transformational leadership style (0.7534), Laissez faire leadership style (0.9375), and Employee performance (0.8125) all of which are above 0.70, which indicates that the instruments were reliable.

3.8.2 Reliability

The researcher piloted a sample of 13 questionnaires representing 10% of the total sample size of 132. The final sampling for the study excluded the selected sample though used in pretesting. Results of the pretested questionnaires were precluded, modified and reviewed to rectify errors while in the fields. The degree of reliability was determined using Crobach's Alpha coefficient. Face validity was used to test content validity owing to time constraints. Sekeran (2003) postulated that the higher the coefficient, the better the instrument. Amin (2005) described that if an instrument is perfectly reliable, the coefficient would be 1.00. Mugenda and Mugenda (1999) suggested that a sample of 1% to 10% should

be suggested on pretesting for reliability. The reliabilities found to be above 0.7, as recommended by (Amin, 2005) means the instruments are reliable.

The formula of Cronbach's Alpha Coefficient (α) is:

$$\alpha = \frac{K \cdot \sum SD^2_i}{K - 1 SD^2_t}$$

Where:

α = Alpha coefficient; K = Number of items in the instrument; Σ = Sum; SD^2_i = Individual item variance; SD^2_t = Variance of total score and α of the study instrument if found to be valid in this study should be at 0.7 and above.

Table 3.3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.873	35

Source: Primary data (2015)

3.10 Data Analysis

3.10.1 Quantitative data analysis

First the relevant data was coded, summarized and then transferred to SPSS (ver 19) to be analyzed and presented. Frequency tables were used to summarize the respondents profile in the form of frequency and percentages. Subsequently, correlation analysis supported in determining both the form and degree of the relationship between the leadership styles and employee performance.

3.10.2 Qualitative Data Analysis

Thematic analysis was used to analyse data and involved breaking up the data into manageable themes, patterns and trends. Data analysis in qualitative research is interpretive in the sense that it is verbal. As the researcher generated data through interviews, he checked on patterns, behaviour images, themes or sub themes in the evidence that would be unfolded. This the researcher achieved through entry of evidence in personal journals, coding data identified from emerging themes, summarizing observations and looking out for new questions that emerge from interviews.

3.11 Measurement of Variables

The independent variable (transformational, transactional, laissez faire) and the dependent variable employee performance in terms of quantity of work accomplished, quality of work accomplished, timeliness, creativity, personal appraisal results and efficiency and effectiveness will be measured on a five point Likert type scale (1- strongly disagree, 2-Disagree, 3-Not sure, 4- Agree and 5-Strongly agree). The choice of this measurement was that each point on the scale carries a numerical score which was used to measure the respondents' attitude. According to Mugenda (1999) and Amin (2005), the Likert scale is able to measure perception, attitudes, values and behaviours of individuals towards a given phenomenon.

3.12 Ethical Consideration

The researcher emphasized confidentiality of all research findings by not taking note of the respondents' names in order to ensure anonymity of the responses. In addition, permission was sought from the management of CCA before administering the questionnaires and interview guides. The researcher also used research assistants where he anticipated bias during data collection.

CHAPTER FOUR

PRESENTATION, ANALYSIS, INTERPRETATION OF DATA

4.0 Introduction

This chapter presents the response rate, respondents' background information in terms of gender, age, education level, working experience and managerial level. The chapter further presents study findings, analysis and interpretation of data in line with the study objectives.

4.1 Response rate

During the study, the researcher used questionnaires and interview guides to obtain data. The table below shows the number of questionnaires distributed and the ones filled and returned. The table also shows the number of planned interviews and those that were actually conducted. The table further shows the response rate for each of the research instruments plus the overall response rate.

Table 4.1 Response Rate

Research instrument	Distributed/ Planned	Number collected/ conducted	Percentage
Questionnaires	140	132	94%
Interviews	10	7	70%
Total	150	139	92%

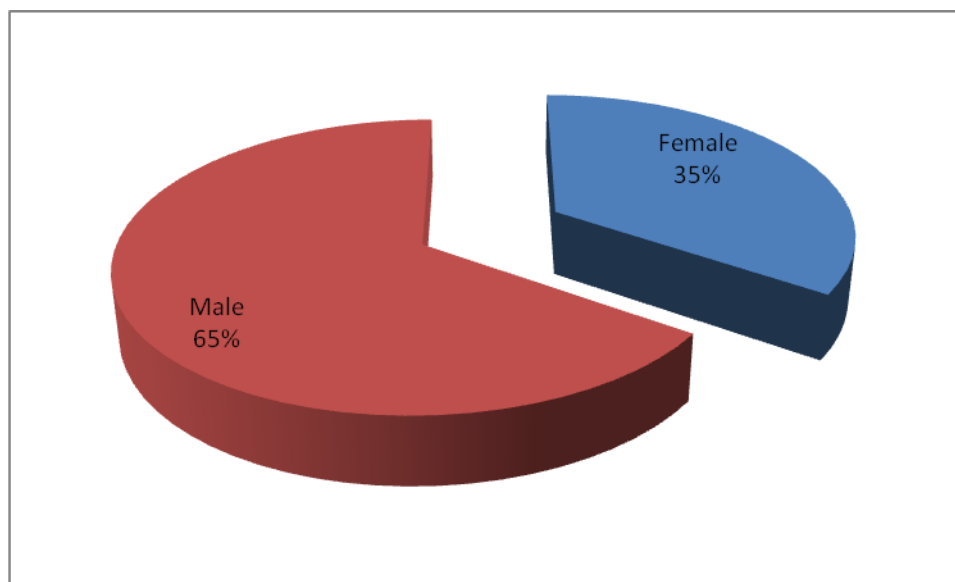
Source: Primary data (2015)

In table 4.1 above, out of 140 questionnaires which were distributed, 132 were returned giving a percentage of 94%. Out of the ten interviews that were planned, seven were conducted, giving a response rate of 70%. The overall average response rate was 92% which is above the recommended two-thirds (67%) response rate (Amin, 2005; Mugenda and Mugenda, 1999). This indicates that the researcher accessed most of the targeted respondents.

4.2 Background information

The researcher sought information on background characteristics of respondents in terms of gender, age, education level, department and working experience. The information obtained is presented below:

4.2.1 Respondents according to gender



Source: Primary data (2015)

Figure 4.1 indicating gender of respondents

Figure 4.1 above indicates that majority of the respondents(65%) were males while 35% were females. Most respondents were males because they are the majority employees, as far as employment statistics at CAA is concerned. This means that data was obtained from a gender balanced sample size and there findings were therefore not biased.

4.2.2 Respondents according to age groups

During the study, the researcher asked respondents to indicate their age group which enabled him to determine whether they were mature and legible to participate in the study. Results are presented in Table 4.2 below.

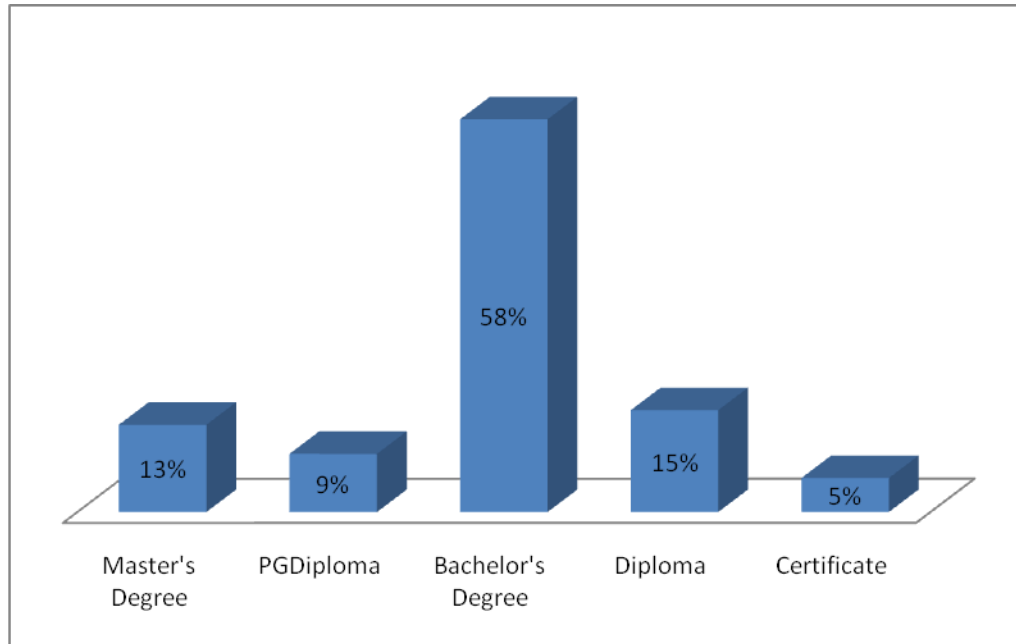
Table 4.2 indicating respondents according to age groups

Age group	Frequency	Percentage
20-30	28	20%
31-40	74	53%
41 and above	37	27%
Total	139	100%

Source: Primary data (2015)

Table 4.2 above indicates that majority of the respondents (53%) were aged between 31 to 40 years. these were followed by respondents (27%) aged 41 and above, and the last age group was 20 to 30 years. Majority of the respondents were between 31 to 40 years because CAA prefers to employ youthful and energetic people with experience and who are very ambitious. This implies that the respondents were enthusiastic and able to provide reliable data.

4.2.3 Respondents according to education level



Source: Primary data (2015)

Figure 4.2 Respondents' level of education

Figure 4.2 above shows that majority of the respondents (58%) held Bachelor's degree. These were followed by diploma holders (15%), Masters degree (13%), Postgraduate diploma (9%) and lastly certificate (5%). Respondents who held Bachelor's degree were the majority because CAA mostly employs graduates with the required skills and experience. This shows that all respondents were knowledgeable, able to read and understand questions and provided valid and reliable data.

4.2.4 Respondents according to departments

The researcher established the departments in which the respondents belonged as indicated in Table 4.3 below:

Table 4.3 Respondents according to departments

Category	Frequency	Percentage
Top management team	3	2%
Air navigation services	30	21%
Directors	4	3%
Security and economics regulations	83	60%
Finance and accounting	8	6%
Human resource and administration	11	8%
Total	139	100%

Source: Primary data (2015)

According to table 4.3 above, most of the respondents worked in the security and economics regulations (60%). These were followed by air navigation (21%), Human resource and administration (8%), finance and accounting (6%), directors (3%) and lastly top management team (2%). The above statistics indicate that most respondents most respondents belonged to the security and economic regulations department because it is core to Civil Aviation Authority and at the same time, the authority puts great emphasis on security to ensure adequate security.

4.2.5 Respondents according to working experience

Respondents' working experience was another factor considered during the study. Results obtained are indicated in Table 4.4 below:

Table 4.4 Rrespondents' working experience

Years	Frequency	Percentage
1-5	28	20%
6-10	89	64%
11-20	18	13%
21 years and above	4	3%

Source: Primary data (2015)

Table. 4.4 above shows that majority of the respondents (64%) had worked at CAA for between 6 to 10 years. These were followed by 1to 5 years (20%), 11to 20 years (13%) and 21 years and above, 3%. According to the above results, most respondents had worked for six to ten years because CAA has good employee retention strategies such as good a rewarding system. This implies that they had adequate knowledge about leadership and employee performance at CAA and were in position to provide valid and reliable data.

4.3 Empirical findings

4.3.1 Employee Performance

Table 4.5 showing responses on employee performance

Statement	SA	A	N S	D	S D
I deliver work of high quality	61(46%)	45(34%)	4(3%)	15(12%)	7(5%)
I accomplish given work in time	30(23%)	26 (20%)	7(5%)	48(36%)	21(16%)
I adhere to policies and procedures of CAA	67(51%)	56(42%)	0(0%)	6(5%)	3(2%)
I effectively use resources including time and materials	72(55%)	54(41%)	0(0%)	4(3%)	2(1%)
I am consistently a high performing person in the team	31(23%)	14(11%)	0(0%)	54(41%)	33(25%)
I serve as many customers as possible	52(39%)	44(33%)	6 (5%)	18(14%)	12(9%)
I actively initiate projects for the benefit of CAA	30(23%)	44(33%)	6 (5%)	35(26%)	17(13%)

Source: Primary data (2015)

Results in table 4.5 above indicate that most employees at CAA deliver work of high quality. This was reported by 80% (46% + 34%). Only 17% (12+5%) disagreed while 3% were not sure. On whether employees accomplish given work in time only 43% (23% +20%) agreed. 42% (36% +16%) disagreed while 5% not sure. This indicates that there is a big challenge of employees not completing work on time. This was attributed to heavy workloads to be completed within short timelines. This was confirmed by an interviewee who had this to say;

“Sometimes I have too much work and my boss expects me to finish it just within days. This makes me complete some of the assignments when it is past the deadline.”

The study further revealed that nearly all respondents adhere to policies and procedures of CAA. This was reported by the majority 93% (51% + 42%). Only 7% (5% +2%) disagreed with the statement. In the same manner, most respondents 96% (55% +41%) agreed that they effectively use resources including time and materials. However, 4% (3%+ 1%) disagreed. This was confirmed by a respondent from the Human Resource Department who had this to say;

“All employees are required to sign in the daily attendance register. They indicate time of arrival, and because of this, most of them are encouraged to report for duty early enough”

According to the study, only 34% (23% + 11%) self rated themselves as consistently high performing persons in the team. majority 66% (41% + 25%) disagreed indicating that there are times whereby they are not high performing. On customer service, 72% (39% + 33%) agreed, that they serve as many customers as possible, 23% (14% + 9%) disagreed while 5% not sure. study findings further revealed that 56% (23% +33%) agreed to actively initiating projects for the benefit of CAA. On the other hand 39% (26% + 13%) disagreed while 5% not sure.

4.3.2 Objective one: To examine the effect of transformational leadership style and employee performance at Civil Aviation Authority

During the study, eleven statements were presented to respondents who were asked to present their opinions on transformational leadership style and employee performance. The responses obtained are presented in Table 4.6 below;

Table 4.6 showing responses on transformational leadership style

Transformational leadership	S A	A	NS	D	S D
Leadership at CAA transforms employees' beliefs, values, needs and capabilities.	54(41%)	44(33%)	8(6%)	12(9%)	14(11%)
Leadership at CAA influences major changes in attitudes and assumptions of organisational members and building commitment for the company's mission.	30((23%)	57(43%)	13(10%)	20(15%)	12(9%)
Leadership at CAA is responsible for significant achievement of higher performance from its employees	42(33%)	39(23%)	13(10%)	30(24%)	12(10%)
Leadership at CAA enhances employees' sense of empowerment amongst subordinates which in turn improves performance	62(48%)	39(30%)	7(5%)	16(12%)	6(5%)
Leadership is characterized with providing a challenging future oriented vision, clearly identifying goals.	39(29%)	58(44%)	10(8%)	15(11%)	10(8%)
Leadership reduces employees' frustration.	40(30%)	44(33%)	12(9%)	19(15%)	17(13%)
There is a high level of trust between management and staff.	53(40%)	24(18%)	9(7%)	28(21%)	18(14%)
There is a high level of team cohesiveness at CAA	62(47%)	21 (16%)	10(8%)	23(17%)	16(12%)
Leaders are role models, are admired, trusted, confident and highly competent.	77(59%)	28(21%)	7 (5%)	16(12%)	4(3%)
Leadership at CAA enhances team performance through its influence on team unity, and communication.	65(49%)	24(18%)	4(3%)	19(15%)	20(15%)
Leaders at CAA inspire followers through coaching, mentoring, support and encouragement	25(19%)	44(33%)	8(6%)	33(25%)	22(17%)

Source: Primary data (2015)

Results in table 4.6 above indicated that leadership at CAA transforms employees' beliefs, values, needs and capabilities. This was supported by 74% (41% + 33%) while 20% (9% + 11%) disagreed and 6% were not sure. Employees beliefs are in tandem with CAA's values of efficiency and effectiveness

which aim at improved employee performance. Asked whether leadership at CAA influences major changes in attitudes and assumptions of organisational members and building commitment for the company's mission, 66% (23% + 43%) agreed while 24% (15% + 9%) disagreed and 10% were not sure. That leadership at CAA is responsible for significant achievement of higher performance from its employees was supported by 55% (33% + 23%) of the respondents, while 34% (24% + 10%) disagreed and 10% were not sure. This indicates that some employees are not satisfied with the leadership style at CAA. This was confirmed by a respondent who had this to say;

“Some of our managers do not allow employees to suggest new ideas which might lead to improved employee performance and the authority as a whole.”

On the other hand, study findings further revealed that leadership at CAA enhances employees' sense of empowerment amongst subordinates which in turn improves performance as supported by 78% (48% + 30%), while 17% (12% + 5%) disagreed and 5% not sure. This was supported by an interviewee who had this to say;

“Managers delegate assignments to junior staff members which empowers them to take on challenging tasks and motivates them to improve performance”

It is against this background that majority of the respondents 73% (29% + 44%) reported that leadership is characterized with providing a challenging future oriented vision, clearly identifying goals though 19% (11%+10%) disagreed and 8% were not sure. On whether leadership reduces employees' frustration, 63% (30%+33%) agreed, 28% (15%+13%) while 9% not sure. Frustration can be reduced through paying fair remuneration staff members, and attending to both work related and personal challenges such as in times of death.

According to the study, there is a high level of trust between management and staff as reported by 58% (40% + 18%). However, 35% (21% + 14%) disagreed while 7% not sure. Trust mostly existed between members of the same department. The study further showed that there is a high level of team cohesiveness at CAA as reported by 64% (47% + 16%). However, 29% (17% + 12%) agreed while 8% were not sure. Almost all responded (80% (59% + 21%) agreed that leaders are role models, are admired, trusted, confident and highly competent. On the other hand, 15% (12% + 3%) disagreed while 5% not sure. It was also established that leadership at CAA enhances team performance through its influence on team unity, and communication as confirmed by 67% (49% + 18%) compared to 30% (15% + 15%) who disagreed and 3% who not sure. On whether leaders at CAA inspire followers through coaching, mentoring, support and encouragement, only 52% (19% + 33%) slightly above the average agreed, 42% (25% + 17%) disagreed and 8% were not sure.

Table 4.7 correlation matrix for transformational leadership and employee performance

		Transformational leadership	Employee performance
Transformational leadership	Pearson Correlation	1	.825**
	Sig. (2-tailed)		.000
	N	132	132
Employee performance	Pearson Correlation	.825**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

In table 4.8 results show that the correlation coefficient is 0.825(**). This implies that there is a strong positive relationship between transformational leadership and employee performance. The significance

level of 0.000 that is below 0.05 indicates that transformational leadership significantly influences employee performance. From the correlations results, hypothesis that was earlier postulated that transformational leadership positively affects employee performance is accepted.

4.3.3 Objective two: To examine the effect of transactional leadership style and employee Performance at Civil Aviation Authority

Table 4.9 showing responses on transactional leadership style and employee performance

Statement	SD	D	NS	A	SA
Employees are given rewards for their outstanding performance	19(14%)	18(14%)	4(3%)	27(20%)	64(49%)
CAA has strong staff supervision procedures and policies	22(17%)	14(11%)	8 (6%)	52(39%)	36(27%)
CAA has a clear chain of command	14(11%)	10(8%)	6 (4%)	27(20%)	75(57%)
Leaders allocate work to subordinates who are given full responsibility.	13(10%)	14(11%)	3(2%)	29 (22%)	73(55%)
Leaders compliment employees when they do outstanding work thus enhancing their performance	20(15%)	12(9%)	8(6%)	42(32%)	50(38%)
Management acknowledges staffs' good performance	15(11%)	30(23%)	4(3%)	39(30%)	44((33%)

Source: Primary data (2015)

Results in table 4.9 above indicate that employees are given rewards for their outstanding performance as confirmed by 69% (20% + 49%). However, 28% (14% +14%) disagreed while 3% not sure. On whether CAA has strong staff supervision, procedures and policies, 66% (39% + 27%) agreed, 28% (17% + 11%) disagreed and 6% were not sure. supervision is done by managers basing on the laid

procedures and policies that govern the authority's operations.

In addition, majority of the respondents 77% (20% + 57%) agreed that CAA has a clear chain of command while only 19% (11% + 8%) disagreed and 4% not sure. The chain of command is based on the hierarchical leadership whereby the managing director is the overall head of CAA with several departmental heads and their respective assistants. During the study, it was also established that leaders allocate work to subordinates and are fully considered responsible. This was confirmed by 77% (22+ 55%) while 21% (10% + 11%) disagreed and 2% not sure. This confirms that there is delegation of duties and responsibilities at the authority. This finding was further supported by a respondent who had this to say;

“When work is overwhelming, or when a manager is not in office, he delegates duties to subordinates.”

The study further revealed that at CAA, leaders compliment employees when they do outstanding work thus enhancing their performance. This was confirmed by 70% (32% + 38%), and indication that employees efforts are recognized and appreciated. On the other hand 24% (15% +9%) disagreed and 6% were not sure. Similarly, most respondents 63% (30%+33%) reported that management acknowledges staffs' good performance though 34% (11% + 23%) disagreed while 3% not sure.

Table 4.10 correlation matrix for transactional leadership style and employee performance

		Transactional leadership	Employee performance
Transactional leadership	Pearson Correlation	1	.650**
	Sig. (2-tailed)		.000
	N	132	132
Employee performance	Pearson Correlation	.650**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

Source: Primary data (2015)

Results in table 4.10 indicate that the correlation coefficient is 0.650 (**). This indicates that there is a positive relationship between transactional leadership and employee performance. The significance value of 0.000 which is below 0.05 shows transactional leadership has a statistically significant effect on employee performance. Therefore, the hypothesis that was earlier stated that transactional leadership has a positive effect on employee performance is accepted.4.3.4 Objective three: To examine the effect of laissez-faire leadership style and employee Performance at Civil Aviation Authority

During the study, eight statements were presented to respondents who were asked to present their opinions on laissez-faire leadership style and employee performance. the responses obtained are indicated in Table 4.11 below:

Table 4.11 showing responses on laissez faire leadership style and employee performance

Statement	SA	A	N S	D	SD
Leaders avoid decisions at work thus affecting our performance	18(14 %)	20(15%)	5(4%)	37(28%)	52(39%)
Fails to interfere until problems become serious which slows down achievement of CAA objectives	16(12%)	5 (08%)	6(5%)	44(34%)	57(43%)
Leaders are hands-off and prefer to delegate work to subordinates	16(12%)	25(19%)	8 (6%)	45(34%)	38(29%)
Leaders put emphasis on performance at CAA	29(22%)	96(73%)	0 (0%)	4(3%)	3(2%)
Leaders provide minimal direction to employees and allow them to take decisions	39(30%)	56(42%)	8(6%)	17(13%)	12(9%)
Staff members have complete freedom to carry out tasks and projects	50(38%)	37(28%)	7(5%)	13(10%)	25(19%)
Management provides employees with materials necessary to accomplish work but does not directly participate in decision making unless the followers request their assistance	15(11%)	20(15%)	5(4%)	58(44%)	34(26%)
Leaders instill a high sense of responsibility among team members	35(26%)	42(39%)	12(9%)	19(15%)	15(11%)

Source: Primary (2015)

According to table 4.11, very respondents 29% (14% + 15%) agreed that leaders avoid decisions at work thus affecting their performance. Majority of the respondents 67% (28% +39%) disagreed while 4% not were sure. This indicates that leaders at CAA do not avoid decisions at work. The statement that, leaders fail to interfere until problems become serious which slows down achievement of CAA objectives was confirmed by a small number of 20% (12% + 8%). This was supported by an interviewee who had this to say;

“When there is a problem, leaders endeavour to find working solutions before things get out of hand. Our leaders are more oriented towards problem solving”

It is against this background that most respondents 77% (34% +43%) disagreed, indicating that leaders intervene in problems before they become serious while 5% not sure. Similarly, a small number of 31% (12% +19%) reported that leaders are hands-off and prefer to delegate work to subordinates. Majority 63% (34% + 29%) disagreed while 6% not sure. Though it was established that managers delegate work to their subordinates, it is only done in situations where managers either have a lot of work to do, or when they are not in office. According to the study, almost all respondents agreed that leaders put emphasis on performance at CAA. This was confirmed by 95% (22% + 73%) with only 5% (3+2%) disagreeing. To support this, one of the respondents had this to say;

“CAA has performance targets and staff appraisal is done at the end of every year to find out employees with good performance.”

The study further established that leaders provide minimal direction to employees and allow them to take decisions. This was reported by 72% (30% + 42%) while 22% (13% + 9%) disagreed and 6% not sure. This indicates that staff members are empowered and given the opportunity to work under minimum supervision whereby they are able to fully exploit their potentials. Relatedly, the study found that staff members have complete freedom to carry out tasks and projects. This was confirmed by 66% (38% +28%) who agreed, while 29% (10% + 19%) and 5% not sure.

Asked whether management provides employees with materials necessary to accomplish work but does not directly participate in decision making unless the followers request their assistance, only 26% (11% + 15%) agreed. Majority 70% (44%+26%) of the respondents indicated that in addition to providing employees with necessary materials, management participates in decision making. Only 4% were not

sure. on whether leaders instil a high sense of responsibility among team members, 65% (26% + 39%) agreed, 26% (15% + 11%) disagreed while 9% were not sure.

Table 4.12 correlation matrix for laissez-faire and employee performance

		laissez-faire	Employee performance
Laissez-faire	Pearson Correlation	1	.776**
	Sig. (2-tailed)		.000
	N	132	132
Employee performance	Pearson Correlation	.776**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

Source: Primary data (2015)

In table 4.12 the correlation coefficient of 0.776(**) indicates that there is a positive relationship between laissez-faire and employee performance. This means that proper application of laissez-fair leadership attributes leads to improved employee performance. The significance value of 0.000 indicates that laissez-faire has a statistically significant effect on employee performance. Therefore, the hypothesis that was earlier postulated that laissez-faire leadership has a significant effect on employee performance is accepted.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

5.0 Introduction

This chapter presents the summary, discussion, conclusions and recommendations of the study objective by objective.

5.1 Summary

5.1.1 Objective one: To examine the effect of transformational leadership style and employee performance at Civil Aviation Authority

Pearson's Correlation Coefficient for transformational leadership style and employee performance was $r = 0.825 (**)$ with probability value ($p = 0.000$) that is less than $\alpha = 0.01$ level of significance showing a strong positive relationship between transformational leadership style and employee performance. therefore, employee performance was found to be affected by transformational leadership. The alternative hypothesis earlier postulated was upheld.

Findings from this study revealed that leadership at CAA transforms employees' beliefs, values, needs and capabilities. In addition, leadership at CAA is responsible for significant achievement of higher performance from its employees. Leaders are role models, are admired and inspire followers for improved performance.

5.1.2 Objective two: To examine the effect of transactional leadership style and employee Performance at Civil Aviation Authority

Pearson's Correlation Coefficient for transactional leadership style and employee performance was $r = 0.650$ (**). This shows that there is a strong positive relationship between transactional leadership style and employee performance. The significance value of 0.000 indicates that transactional leadership style has a statistically significant effect on employee performance. Therefore, the hypothesis that was earlier postulated that transactional leadership has a significant effect on employee performance is accepted.

The rewards which employees receive and the strong supervision procedures and policies contribute to employees performance at CAA. The fact that leaders allocate work to subordinates and acknowledge staffs' good performance is an indication of good transactional leadership style which motivates employees to perform better.

5.1.3 Objective three: To examine the effect of laissez-faire leadership style and employee Performance at Civil Aviation Authority

Pearson's Correlation Coefficient for laissez-faire leadership style and employee performance is 0.776(**) showing a strong positive relationship between laissez-faire leadership style and employee performance. The probability value ($p=0.000$) indicates that laissez-faire has a statistically significant effect on employee performance. Therefore, the hypothesis that was earlier stated that laissez-faire leadership style affects employee performance is accepted.

Leaders make decisions and solve problems before they become serious which indicates good leadership qualities. That staff members have freedom to carry out activities and provide employees with materials necessary to accomplish work is an indication of supportive leadership.

5.2 Discussion

5.2.1 Transformational leadership style and employee performance

During the study, it was revealed that leadership at CAA transforms employees' beliefs, values, needs and capabilities as indicated by most respondents. Some of the values referred to include integrity and honesty. This is supported by Brand et al., (2006) who contend that transformational leadership concerns the transformation of followers' beliefs and values. This is further in line with Kent and Chelladurai (2012) who stated that transformational leadership influences major changes in attitudes and assumptions of organisational members. Similarly, the study found that leadership at CAA is responsible for significant achievement of higher performance from employees. This is corroborated by Mester et al., (2014) who asserted that through setting more challenging expectations and raising levels of self and collective efficacy, transformational leadership style achieves significantly higher performance commitment levels from employees.

Leadership at CAA enhances employees' sense of empowerment amongst subordinates which in turn improves performance. This is in line with Eden et al., (2012) who noted that transformational leadership behaviour enhances subordinates sense of empowerment. This motivates employees and increases morale of subordinates to improve their performance. It is against this background that respondents indicated that leadership at CAA reduces employees' frustration. This is in line with McOll and Anderson (2002) who stated that transformational leadership reduces frustration. According to the

authors, frustration is caused by unclear objectives and unrealistic objectives yet transformational leadership caters for them.

The study further revealed that there is a high level of trust between management and staff at CAA. This is corroborated by Chan (2005) who contends that trust is a critical element in the successful implementation of leadership. In fact, trust in superiors and influence of superiors are predictors of employee performance as observed by Goris et al., (2003). As an indicator of teamwork, study findings revealed that there is a high level of team cohesiveness at CAA. Teamwork is strengthened by leaders who are role models and are admired, trusted, confident and highly competent. This is in line with Stashevsky and Koslowsky (2006) who contend that transformational leadership is associated with a higher level of team cohesiveness as compared to transactional leadership which predict performance. Relatedly, Dionne et al., (2007) noted that transformational leadership enhances team performance through its influence on team unity, communication and ability to properly reduce team conflict. This is similar to what the study found, that leadership at CAA enhances team performance through its influence on team unity and communication. In addition, the study revealed that leaders at CAA inspire followers through coaching, mentoring, support and encouragement.

5.2.2 Transactional leadership style and employee performance

According to the study, employees at CAA are given rewards for their outstanding performance which indicates transactional leadership style at the authority. However, Johnson (2006) states that once rewards become unavailable, it is difficult to continue to motivate employees. This makes transactional leadership less credible. CAA was also found to have strong supervision procedures and policies and that the authority has a clear chain of command. This is supported by Goldman (2012) who

asserted that under transactional leadership, leaders work through creating clear structures whereby it is clear what is required of their subordinates and the rewards to get for following orders.

In addition, the study revealed that at CAA, leaders allocate work to subordinates and are fully considered responsible. This indicates managers practice delegation which empowers subordinates to take on more challenging tasks. This is in line with Stoner et al., (2009) who stated that leaders allocate work to their followers whether or not the employees have resources or capability to carry it out. In the same way, the study found that leaders complement employees when they do outstanding work which enhances their performance. This shows that employees' efforts are appreciated which motivates them to improve their performance. Similarly, study findings revealed that management at CAA acknowledges staffs' good performance. This is supported by Bass et al., (2010) whose research findings revealed that under transactional leadership, followers' efforts are recognised and appreciated which is positively related to their commitment, satisfaction and performance.

5.2.3 Laissez-faire leadership style and employee performance

According to study findings, leaders at CAA participate in making decisions that affect performance, contrary to laissez-faire style whereby leaders avoid decisions at work. This was revealed by majority of the respondents who reported that leaders do not avoid decisions at work. They instead get involved and even intervene to solve problems before they become serious. This was also supported by majority of the respondents who did not concur with the statement that leaders at CAA fail to interfere until problems become serious. This contradicts Sosik and Godshalik (2010) who stated that under laissez-faire leadership, leaders do not provide guidance to subordinates or participate in decision making. According to Murnighan and Leung (2008), uninvolved leaders are less productive which lowers the satisfaction.

Whereas delegation is sometimes practiced at CAA, most respondents revealed that leaders are not hands-off and do not prefer to delegate work to subordinates. This is contrary Woods, (2009) who contends that under laissez-faire leadership, leaders are hands-off and prefer delegating responsibilities. Instead, in addition to providing employees with materials necessary to work management further directly participates in decision making even when staff members have not requested their assistance. The study further found that leaders put emphasis on performance as reported by most respondents. On the contrary, laissez-faire leadership requires that leaders allow subordinates complete freedom to carry out tasks and projects with less emphasis on performance. While laissez-faire means non-interference, leadership is about giving direction and ensuring everyone is performing to the best of their abilities. In addition, the study further revealed that at CAA, leaders provide direction to employees and take decisions. However, Wood (2009) contends that with laissez-faire, the leader provides minimal direction to the team and delegates most of the responsibilities to members, allowing them to take decisions.

Study findings further revealed that staff members have complete freedom to carry out tasks and projects. Again, leaders were found to instil a high sense of responsibility among team members. This is supported by Bernard M. Bass & Ruth Bass, (2008) who contend that leaders should instill a higher sense of responsibility among team members.

5.3 Conclusions

Leadership styles employees have a strong influence on employee performance. During the study conducted at CAA, the researcher drew a number of conclusions based on discussion

5.3.1 Conclusions on transformational leadership style and employee performance

It was concluded that transformational leadership at CAA is responsible for significant achievement of higher performance from employees. It was further concluded that the high level of trust between management and staff improves employees' commitment to work, and better performance.

5.3.2 Conclusions on transactional leadership style and employee Performance.

It was concluded that CAA has a strong supervision procedures and policies and that the authority has a clear chain of command. In addition, at CAA, leaders allocate work to subordinates and are fully considered responsible. Complementing employees when they do outstanding work enhances their performance.

5.3.3 Conclusions on laissez-faire and employee performance

Leaders at CAA participate in making decisions which affects performance, contrary to laissez-faire style whereby leaders avoid decisions at work. Leaders are not hands-off and do not prefer to delegate work to subordinates which is contrary to Woods, (2009) who contends that under laissez-faire leadership, leaders are hands-off and prefer delegating responsibilities.

5.4 Lesson learnt

It was learnt that good transformational leadership reduces employee frustration and increases the level of trust between management and staff. It was also learnt that when employees are given rewards for their outstanding performance, they remain committed to their job and even perform better. It was learnt that laissez-faire leadership style does not encourage leaders to make strong decisions which affects employee performance.

5.5 Recommendations

From the study conducted, it is evident that transactional, transformational and laissez faire leadership styles affect employee performance at Civil Aviation Authority. Basing on the findings and conclusions from the study, the researcher made the following recommendations.

5.5.1 Transformational leadership style on employee performance

Leadership at CAA should continuously transform employees' beliefs, values, needs and capabilities such as integrity and honesty since they are highly valued by most employees. Leadership at CAA should enhance employees' sense of empowerment amongst subordinates which in order to improve performance.

5.5.2 Transactional leadership style on employee performance

CAA should strengthen its supervision procedures and policies and leaders should also allocate work to subordinates who are given full responsibility for the work given to them. Leaders should also complement employees when they do outstanding work enhances their performance.

5.5.3 Laissez-faire style on employee performance

Management at CAA should increase supervisory measures to ensure that work assigned to employees is accomplished on time and control the amount of freedom given to staff members to make decisions. If staffs make wrong decisions, they cost the entire authority and individual staff may not be held liable for effects of their wrong decisions. Therefore, consensus should always be reached before final decisions are made.

5.6 Areas for further study

Further study can be conducted on the effect of non monetary rewards on employee performance at Civil Aviation Authority.

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