



**LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE  
DIRECTORATE OF PUBLIC PROSECUTION, UGANDA**

**BY**

**BRENDA KOBUSINGE**

**13/MPA/4/009**

**A DISSERTATION SUBMITTED TO SCHOOL OF MANAGEMENT SCIENCE IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
A MASTER'S DEGREE IN PUBLIC ADMINISTRATION AND MANAGEMENT  
OF UGANDA MANAGEMENT INSTITUTE**

**JANUARY, 2018**

## **DECLARATION**

I hereby declare that, to the best of my knowledge and believe, am the sole author of this dissertation. The work presented in this dissertation has never been submitted to Uganda Management Institute before for the award of a Master Degree in Management Studies or its equivalent, or to any other University / Institution for any academic award. Thus, the work is original, a result of my own research, and where other people's research was used, the authors have been duly acknowledged.

Signature.....

Date.....

**BRENDA KOBUSINGE**

## APPROVAL

The research report titled “Leadership styles and employee performance in the Directorate of Public Prosecution, Uganda” has been submitted with knowledge and approval of my supervisors.

Dr.Stella Kyohairwe

Signature .....

Date.....

Dr.Florence Bakibinga Sajjabi (Mrs.)

Signature .....

Date.....

## **DEDICATION**

To the people without whom this would not have been possible. My auntie Kabajumba Joy,  
and my sisters Nyakato Christine and Nyangoma Jennifer and My Mum Mpanja Meboh

## **ACKNOWLEDGEMENTS**

I owe an enormous intellectual debt to my Lecturers from whom I have drawn upon the knowledge and ability to carry out research.

Specific thanks to my supervisors, Dr. Stella Kyohairwe and Dr. Florence Bakibinga Sajjabi (Mrs.) for their guidance and commitment towards the completion of this research. I also thank my classmates for all the support rendered during the mind boggling moments. My Auntie, sisters and daughter have been a source of unwavering support and motivation to achieve. It would not have been easy to accomplish this work without your support and morale. To all of you, I thank you. I am heavily indebted to you and pray that the Almighty God rewards you abundantly.

## TABLE OF CONTENTS

DECLARATION .....	i
APPROVAL .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENTS .....	iv
LIST OF FIGURES .....	x
LIST OF TABLES .....	xi
LIST OF ABBREVIATIONS .....	xii
ABSTRACT .....	xiii
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background to the study .....	1
1.2.1 Historical Background .....	1
1.2.2 Theoretical background .....	2
1.2.3 Conceptual background .....	2
1.2.4 Contextual background .....	4
1.3 Statement of the Problem .....	4
1.4 Main purpose of study .....	5
1.5 Objectives of study .....	5
1.6 Research questions .....	6
1.7 Hypotheses of the study .....	6
1.8 Conceptual framework .....	7
1.9 Scope of study .....	9
1.9.1 Geographical scope .....	9

1.9.2 Content Scope .....	9
1.9.3 Time scope .....	9
1.10 Significance of study.....	9
1.11 Justification of study .....	10
1.12 Operational definition of key terms and concepts .....	11
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Theoretical review .....	12
2.3 Delegative leadership style and Employee Performance.....	13
2.3.1 Minimum Supervision .....	14
2.3.2 Minimum Directions.....	15
2.3.4 Maximum Freedom.....	15
2.4 Democratic style and employee performance.....	16
2.4.1 Group participation .....	16
2.4.2 Collective actions.....	18
2.5 Autocratic style and employee performance.....	19
2.5.1 No participation of employees in decision making.....	20
2.5.2 Inflexible policies.....	20
2.6 Summary of literature review .....	20
<b>CHAPTER THREE: METHODOLOGY .....</b>	<b>22</b>
3.1 Introduction.....	22
3.3 The Study population.....	22

3.4 Determination of sample size.....	23
3.5 Sampling techniques and procedure .....	23
3.6 Data collection methods.....	24
3.6.1 Questionnaire method .....	24
3.6.2 Interview method .....	24
3.7 Data collection instruments.....	25
3.7.1 Self-administered questionnaires (SAQ) .....	25
3.7.3 Interview guide .....	25
3.7.4 Document checklist.....	25
3.8 Validity and Reliability.....	26
3.8.1 Validity .....	26
3.8.2 Reliability.....	27
3.9 Data collection procedure .....	27
3.10 Data processing and analysis .....	27
3.10.1 Quantitative data analysis .....	27
3.10.2 Qualitative data analysis .....	28
3.10.3 Measurement of variables .....	28
3.10.4 Ethical consideration.....	28

**CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

.....	<b>30</b>
4.1 Introduction.....	30
4.2 Response rate .....	30
4.3 Background information on the respondents .....	31
4.3.1 Age of the respondents.....	31



4.3.2 Gender of respondents .....	32
4.3.4 Level of Education of Respondents .....	33
4.2.4 Marital status of respondents .....	34
4.2.5 Period of Service of Respondents .....	34
4.3 Empirical findings as per objectives of the study .....	36
4.3.1 Employee performance .....	36
4.4.2 Delegative style of leadership and performance of employees in the Directorate of .....	40
4.4.3 Correlation between Delegative and performance of employees .....	44
4.4.4 Democratic style of leadership and employee performance in the Directorate of .....	46
4.4.5 Correlation between democratic leadership style and performance of employees .....	49
4.4.6 Autocratic leadership style and performance of employee in the Directorate of .....	52
4.4.7 Correlation between autocratic style and employee performance .....	55

**CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....56**

5.1 Introduction.....	56
5.2 Summary .....	56
5.2.1 To examine how Delegative leadership style influences employee performance in .....	56
5.2.2 To examine how democratic leadership style influences employee performance in.....	56
5.2.3 To examine how autocratic leadership styles influences employee performance in .....	57
5.3 Discussion of results .....	57
5.3.1 Delegative leadership and performance of employees .....	57
5.3.2 Democratic leadership style and performance of employees .....	58
5.3.3 Autocratic leadership style and performance of employees .....	59
5.4 Conclusions.....	59

5.4.1 Delegative style and performance of employees .....	59
5.4.2 Democratic style and performance of employee .....	60
5.4.3 Autocratic style and performance of employee .....	60
5.5 Recommendations.....	61
5.5.1 To investigate how Delegative style of leadership influences employee performance ..	61
5.5.2 To examine how democratic leadership style influences to employee performance in Directorate of Public Prosecutions Kampala headquarters.....	61
5.5.3 To examine how autocratic leadership style influences employee performance in.....	61
5.6 Areas for further research .....	62
REFERENCES .....	63
APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES .....	69
APPENDIX B: INTERVIEW GUIDE .....	74
APPENDIX C: DOCUMENTARY REVIEW CHECKLIST .....	75

## LIST OF FIGURES

Figure 1. 1 Conceptual Frame work shows relationship between leadership styles and performance. ....	8
Figure 4. 1: showing age of respondents .....	31
Figure 4.2: Showing Gender of respondents.....	32
Figure 4. 3Diagram showing level of education of respondents .....	33

## LIST OF TABLES

Table 2: Showing proposed sample from the population .....	23
Table 3. 1: Showing proposed sample from the population .....	23
Table 4. 1: Response rates of the various respondents .....	30
Table 4.2: showing marital status of respondents .....	34
Table 4.3 Showing Period of Service of Respondents .....	35
Table 4.4: showing responses from respondents to statements on performance of employees .....	36
Table 4.5: Showing responses from respondents to statements on Delegative leadership style and performance of employees. ....	40
Table 4.6: Correlation on Delegative leadership style and performance of employees .....	44
Table 4.7: modal summary on Delegative style leadership and performance of employees .....	44
Table 4.8: showing the influence Delegative leadership style on performance of employees.....	45
Table 4.9: Showing responses from Respondents to statements on democratic style of leadership and employee performance .....	46
Table 4.10: Correlation between democratic leadership style and performance of employees .....	49
Table 4.11; Modal summary on democratic leadership style and employee performance .....	50
Table 4.12: Showing variance (ANOVA) results .....	50
Table 4. 13: Showing responses from respondents to statements on autocratic leadership style and employee performance .....	52
Table 4.14: Correlation between autocratic leadership style and performance of employees .....	55

## **LIST OF ABBREVIATIONS**

CVI	-	Content Validity Index
DPP	-	Directorate of Public Prosecution
DV	-	Dependent Variable
IV	-	Independent Variable
SPSS	-	Statistical Package for Social Sciences
UMI	-	Uganda Management Institute

## **ABSTRACT**

The study examined the effect of leadership styles on employee performance at the Directorate of Public Prosecutions. The objectives were analyzed the influence of laissez faire, democratic on autocratic leadership styles on employee performance at the Directorate of Public Prosecutions headquarters. The study employed a cross sectional research design supplemented with both quantitative and qualitative approaches. The sample size of 120 respondents was established and sampling techniques employed were; simple random sampling and purposive sampling. Subsequently, the data collection methods were the questionnaire and interview methods respectively. The study findings suggested a positive relationship between Delegative leadership style and employee performance, a relationship between democratic style of leadership and employee performance, and a moderate positive relationship between autocratic style of leadership and employee performance at the Directorate of Public Prosecutions. The conclusion is that laissez faire, democratic and autocratic styles of leadership had positive relationships with employee performance. The recommendations included: leaders involved employees in decision making process of the Directorate at all levels and time. This can be achieved through employee involvement in Committees like Finance, Disciplinary, Security, procurement and welfare.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

The research examined influence of leadership styles and employee performance at the Directorate of Public Prosecutions. Leadership styles are conceived as independent variables and Employee performance as dependent variable.

Chapter one presented the background of study, statement of problem, purpose of study, research objectives, research questions, research hypotheses, conceptual framework, scope of study, significance, justification and operational definition of terms and concepts.

### **1.2 Background to the study**

#### **1.2.1 Historical Background**

Leadership lies in the Latin word for hand. According to Hartley,(2012), leadership as a theoretical discipline deals with harmonizing large numbers of people in order to achieve a common set of goals. The first business schools were recognized in the United States to develop a normative theory of organizational administration.

The first research on the significance of leadership was done in the 1920s, it was noted that favorable attitudes towards supervision achieving employee job satisfaction (Bass, 2002). During the 1950s and 1960s, managers used their leadership styles to increase employees' level of job satisfaction (Northouse, 2004). Implication of leadership was to meet employees' job satisfaction (Bass, 2002). Yousef (2000) showed that leadership style was positively relative to job satisfaction hence managers were to adopt appropriate leadership style in order to improve it. Leadership styles force a range of factors such as job satisfaction, performance,

turnover intention, and stress, therefore leadership styles have influence on job satisfaction in an organization (Lok and Crawford, 2004).

### **1.2.2 Theoretical background**

This study was guided by contingency theory advanced by Fiedler in 1967.

This study was guided by the Contingency theory by Fielder (1967), viewed that manager's ability to lead is contingent upon various situational factors, including capabilities and behaviours of workers that depend heavily on the situational factors. It advocates for intimate approach to leadership through focusing on situation first rather than organizational means. It is assumed that an individual influences others through both directive and supportive (relationship) behaviours. Fiedler (1967) articulated that behavioral forms of manager will help attain competences for effectiveness during use of styles in their relevant situations. Contingency theory guided the study by showing the significance of structures, processes and systems in organizations.

### **1.2.3 Conceptual background**

“Leadership styles” was measured by; Delegative, autocratic, and democratic styles while Employee performance was measured in terms of executing well-defined duties and achieving departmental goals at the Directorate of Public Prosecutions.

Leadership style is among the critical practices towards organizational effectiveness. Leadership style is a method of managing an organization. It is an approach where managers in proper allocation of resource and division of subordinates to achieve organizational goals (Quang, 2002; Hartzell, 2006). Davidmann (2005) articulates that effectiveness of any



organization is greatly relied on level of workers commitment to the organization. The performance progress can be traced back to the dawn of human refinement.

According to the managers' power, Leadership styles can be categorized into autocratic, democratic, and Delegation. These styles can be recognized by influence managers have on inferiors. (Mullins, 2008; Rollinson, 2005) articulated that power is a potential process to influence people. (Northouse 2004) observed that rights allow individual to take decisions about specific matters. Managers will be effective when they know and understand the appropriate usage of power (Hersey et al., 2001).

Accordingly, performance is practically implementing duties, team work input, and achieving organizational goals. Armstrong (2005) viewed that performance leads to achieve organizational objectives and goals. Leadership and performance should be evident through style and approach used by managers to ensure effectiveness.

Miller et al. (2002) argues that leadership styles are arrangements of communication amongst managers and Subordinates. Leadership deals with controlling, directing techniques and methods used by managers towards motivating subordinates. According to Kavanaugh & Ninemeier (2001), observed that factors influencing leadership style include features of managers, subordinates' characteristics and organizational environment. Characteristics of manager such as personality, knowledge, values, and experiences shape leadership style. Employees are born with or acquire different personalities, background, expectations and experiences.

### **1.2.4 Contextual background**

The Director of Public Prosecutions is mandated under Article 120 of the 1995 Republic of Uganda Constitution as to deliver reliable stages of quality services.

The Directorate of Public Prosecution is separated into two; division of prosecutions and quality assurance and division of management support services. Deputy Director of public prosecution is the head to division reporting to the director of public prosecutions. Director of public prosecutions, deputy, deputy DPP (director management support services), assistant director (commissioner for inspection and quality assurance), assistant director (commissioner for persecution), undersecretary/finance and administration, assistant director (commissioner for the field operations and international affairs), commissioner for records, information and computer services. Directorate of public prosecutions has 13 regional offices located in Eastern, Western, Central and Northern Uganda and it operates in 89 districts within Uganda. Within the directorate employee execute different functions.

### **1.3 Statement of the Problem**

The Directorate of Public Prosecutions has made a number of institutional measures to improve performance of employee. Although there are structures, processes and systems like employee reward and support in place in the directorate, a sum of gaps have been identified in the leadership styles employed in overseeing employees for proper task execution. The challenge of leadership style employed in organizations has been a topic for debate in many forums and still many organizations have failed to come up with the most appropriate leadership style, so has DPP. Poor leadership style aggravates most employees in organizations.

Public services offered by the Directorate of Public Prosecutions and is a critical implementation of administration of justice. It thus has a duty of ensuring that prosecutions are conducted in a well-organized and actual manner. In order to make it this happen, different efforts have been put in place prosecution service which included increasing the numbers of staff from 414 to 532 comprising 197 State Attorneys, 107 State Prosecutors and 228 staff under the department of finance and administration and DPP stations increased to 96 countrywide, training programs for staff and collaboration with police (DPP report, 2011).

Despite the application of such efforts, the performance of the Directorate in terms of efficiency and effectiveness has endured below expectations. For example during the calendar year 2009, a total of 62,723 cases were sanctioned, 15,377 files were closed and a conviction rate of 55% was attained, in 2010 there was 91,984 files which were authorized, 23,524 files closed while 18,984 convictions were registered resulting in a conviction rate of 49.1%. In 2011, the conviction rate was 48.7% and increased to 53.7% in 2012 but this was still below the target of 75% (DPP report, 2012). It is not clear as to what has influenced truncated employee performance in the DPP's office. This performance below target could be as a result of ineffective leadership styles started by top management

#### **1.4 Main purpose of study**

The main purpose of this research study was to assess how leadership styles influence the employee performance in the Directorate of Public Prosecutions Kampala Headquarters.

#### **1.5 Objectives of study**

The objectives were as follows;

- i) To establish how Delegative style influences employee performance in the Directorate of Public Prosecutions Kampala Headquarters
- ii) To establish the extent to which democratic style of leadership influences employee Performance in the Directorate of Public Prosecutions Kampala Headquarters.
- iii) To examine how autocratic style of leadership influences employee performance in the Directorate of Public Prosecutions Kampala Headquarters.

### **1.6 Research questions**

The following research questions were asked during study.

- i) What is the influence Delegative style on employee performance in Directorate of Public Prosecutions?
- ii) To what extent does the democratic style influence employee Performance in Directorate of Public Prosecution Kampala Headquarters?
- iii) What is the influence of autocratic style on employee performance in Directorate of Public Prosecutions Kampala Headquarters?

### **1.7 Hypotheses of the study**

The study tested the following hypothesis

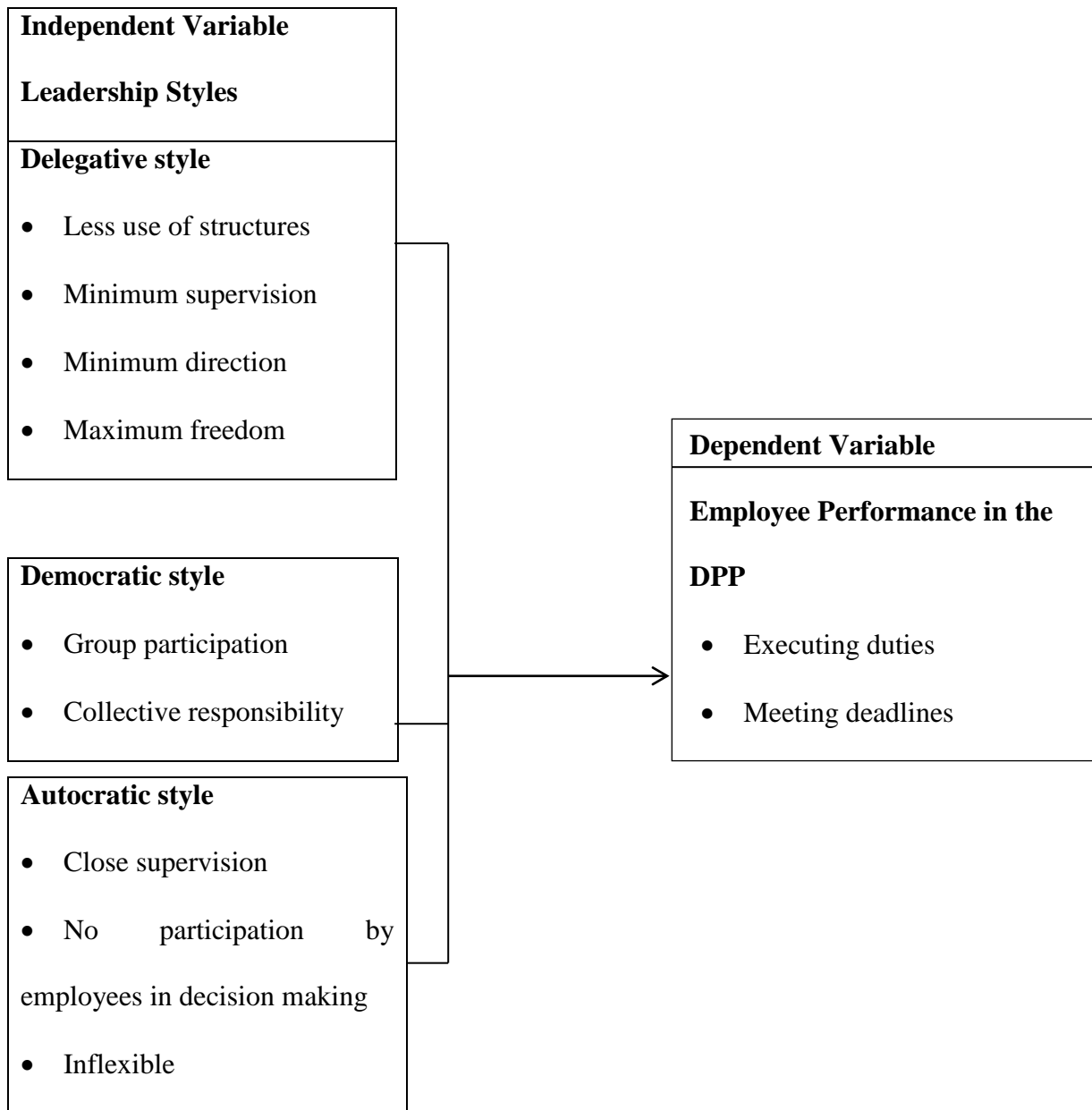
- i) The Delegative Leadership style significantly influences employee performance in the Directorate of Public Prosecution Kampala Headquarters
- ii) Democratic style significantly influences employee Performance in the Directorate of Public Prosecution Kampala Headquarters
- iii) The autocratic style of leadership significantly influences employee performance in Directorate of Public Prosecution Kampala Headquarters.

## **1.8 Conceptual framework**

This study establishes relationship between Delegative, Democratic and Autocratic leadership styles and employee performance in Directorate of Public Prosecutions.

Furthermore, effectiveness and efficiency of employees was largely influenced by quality of leadership. Managerial behaviour assists follower's desires hence leads to effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Leadership styles are investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973).

**Figure 1. 1 Conceptual Frame work shows relationship between leadership styles and performance.**



**Source: Fiedler contingency theory (1967)with modifications**

The study is conceptualized to consist of independent variables as leadership styles { delegative, Democratic and Autocratic. Employee performance is fulfilling the defined duties, responsibilities.

## **1.9 Scope of study**

### **1.9.1 Geographical scope**

This study was conducted at the Directorate of Public Prosecutions, Headquarters in Kampala at Worker's House 11th and 12th Floor Plot 1 Pilkington Road. Kampala is the capital and largest city of Uganda, located in East Africa.

### **1.9.2 Content Scope**

The study focused on the influence of leadership styles on employee performance in the Directorate of Public Prosecution as the independent variable (IV). The researcher mainly concentrated on different kinds of Leadership Styles as Delegative, democratic and autocratic styles and employee performance, which is the dependent variable (DV).

### **1.9.3 Time scope**

The study operated data for 5 years from 2008-2012. This period was preferred because it was within this period when the performance particularly the effective and efficient handling of cases stated to have been below the target of 75% (DPP Report, 2012).

## **1.10 Significance of study**

Research findings were significant in the following ways;

The Directorate of Public Prosecution will be able to identify the impact that leadership styles have on employee performance and will be able to advise the heads of departments from an informed point of view.

The heads of departments and supervisors will get to understand the effect of their leadership styles on employee performance hence enabling them to become better managers.

The findings of this research will enable government to identify gaps in leadership styles as far as the Directorates are concerned and help in planning for further training opportunities of the managers in these institutions.

The study will act as a reference point for researchers who will pursue further research on leadership styles and employee performance in other government ministries and departments.

The study will attach value to the body of obtainable knowledge and perhaps lead to ventures in further research hence contributing to the existing literature on employee performance.

Through the consequential interaction between the researcher and the respondents, the researcher will improve her knowledge, skills.

Completion of the study will enable the researcher to obtain an award of a master's degree in Public Administration of Uganda Management Institute.

### **1.11 Justification of study**

Whilst organizations have not acknowledged the link between internal organizational capacities and their program performance, there is a growing realization among them that leadership is a key determinant of program success (Campbell, 1987). Nearly half (42%) of employee who quit their jobs do so because of disagreements with leadership styles that they see as outdated and unhelpful (Nakanwagi, 2010). Through practices, instructions and feedback from others, people can progress their leadership skills. Many researchers have carried out studies on leadership styles but no known study of this nature has been conducted in the institution of DPP ever before and therefore this study is very relevant, timely and appropriate in the wake of citizens demanding their rights to quick and fair justice.



## **1.12 Operational definition of key terms and concepts**

Employee performance: Refers to implementing objectives, meeting deadlines and achieving departmental goals. In this case the Directorate of Public Prosecution performance is determined by the number of cases authorized.

Manager: Refers to a person whose character is to manage staff of an organization. In the directorate managers.

Leadership styles: Refers to styles of forecasting, scheduling and guiding the performance or implementation of any type of activity.

Delegative leadership style: leadership style in which managers at Directorate of Public Prosecution are accommodating and direct group members in the making of the decisions.

Democratic leadership style: this leadership style offers the employees of Directorate of Public Prosecution to get involved in decision-making: hence the majority decide on the course of action.

Autocratic leadership style: this is whereby the manager at the Directorate of Public Prosecution makes decisions without the participation of subordinates.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two presented selected reviewed literature of published topic by accredited scholars and researchers. It presented a study and discussion of the literature about the study topic that was chronologically organized. The researcher adopted the same order arranged according to the themes derived from variables of the study. The purpose therefore was to review a selection of existing literature as presented in journals, textbooks, magazine, and articles related to leadership styles and employee performance. It is comprised of the headings of introduction, theoretical review, review of related literature and summary of the chapter.

#### **2.2 Theoretical review**

Oyetunyi (2006) articulated that leadership patterns have transited from traditional leadership methods to new perceptions. Schermerhorn et al.(2000:287) and Hoy and Miskel (2001:409) categorized trait, behavioural and situational or contingency theories under traditional management perceptions, and charismatic and transformational leadership theories under the new leadership perceptions.

According to Nkata (2006) observed that management depends on interaction of three factors namely: traits and followers' behaviors, and the nature of the situation in which management occurs. Leadership, as studied through the traditional theories such as the Ohio State University studies, (Halpin, 2006), the managerial grid model (Blake& Mouton, 2009), and the contingency theories (Fielder, 1967), assumed to happen between a manager and the employees (Cheng, 2002). However, most leadership theories are discovered on the trait, behavioral, and contingency approaches (Balunywa, 2000; Mullins, 2002; Armstrong, 2001).

Fiedler (1967) stated that increase of contingency model for leadership in which he

Whilst organizations have not recognized the relationship between internal organizational capabilities and performance of their programs, an increasing comprehension among them that leadership is an important element of programme success (Campbell, 1987). Nearly half (42%) of employees resign from their jobs do so because of divergences with leadership styles that they see as no longer useful and cooperative (Nakanwagi, 2010).

The manager's aptitude is dependent on various situational factors such as manager's preferred style. Contingent theories help to experiential freedom to leadership, (Delegative style ) North house (2001). Many researchers have established it and have found it to be valid and reliable to explaining how effective leadership can be gained. It highlights significance of converging on personal interrelationships between the manager's style and demands of several situations and employees (Obiwuru et al; 2011).

The leadership styles is one of the factors that enhance the interest and commitment of the individuals in the organization ( Obiwuru et al.; 2011). The manager's ability to contingent upon various situational factors, including the manager's preferred style. Contingent theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). It emphasizes the importance of focusing on inter personal relationships between the manager's style and the demands of various situations and the employees (Obiwuru et al; 2011).

### **2.3 Delegative leadership style and Employee Performance**

Armstrong (2009) defined a Delegative leadership style as a style of leadership whereby the managers guarantees that members of the group are productively towards the organization

targets, objectives and goals. The employee has self-discipline and way in which decision making is made without interference from the manager.

### **2.3.1 Minimum Supervision**

Zehir (2012) articulated that employees have freedom in operation such organizations will be affected negatively, hence employee performance is affected negatively by Delegative leadership style. In the result of no leadership role felt, On the other hand, when employees have assurance to superior, organizational performance can only increase an account of a positive relationship was found. According to research conducted in Kampala City by Kawooya(2010), observed that there is a high levels of corruption where the Delegative leadership style is practiced, this is because real rules of performance were not put into consideration. Zehir, (2012) articulated that minimum supervision, better or improved employee performance levels in terms of meeting deadlines and achieving departmental goals was experienced.

Kawooya(2010), observed that practiced the laissez- faire leadership style had huge presence of corruption that no one cares about rules of performance and the ability to satisfy the supervisor's needs. It is obvious that in some departments where the laissez-faire leadership style was habitant, there were high levels of daily performance

Lebas and Weigenstein, 2006) which aims to encourage organizational members to behave in a certain way towards organizational goals (Cardinal, 2001).The current study found that less use of structures in the Directorate of Public Prosecutions, Kampala headquarters is likely to result into better or improved employee performance levels in terms of executing defined duties and achieving departmental goals.

### **2.3.2 Minimum Directions**

Northhouse, (2001) articulated that Delegative managers provide minimum information and resources. job duties and responsibilities, policies are usually switched from one employee to another hence many processes are out of control (Burns, 2003).

Laissez-faire leadership style leads to conflicts. Effect of laissez-fair leadership style seems to be negative. Erkutlu and Chafra (2006) found that laissez-faire leadership style in a boutique hotel led to negative results in organizational performance such as low satisfaction, high stress, and low Commitment by followers. But there may be an aspect of such a style of leadership that is very positive.

Hersey, Blanchard, and Johnson (2000) articulated that managers have many varying styles depending upon the situation. In one situation, the employees are essentially incompetent and lack job knowledge and skills. the manager must be key person in charge. The study found that minimum direction resulted into better or improved employee performance with very little supervision.

### **2.3.4 Maximum Freedom**

Group members have autonomy to make their own decision in any process as managers have less administrative role to subordinates (Griffin, 2011). Little leadership authority leaves responsibility to subordinates to set objectives, plans, and programs by their own. (Eren,2010).

The Delegative manager relies on the decision made by employees, leaving them to they want. First, the employees know well their duties and responsibilities (Quick and Macik-Frey 2007), the communication between individual well-being and organizational performance.

Kerns (2004) discussed the weight attached with values to organizational leadership, laissez-faire style in bridging the gap between the employer and employee. His concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions. However the danger for this kind of leadership style lies in the creation of high levels of freedom dangerous for employees, in fact Kilburg (2006) argued that the positive self of the manager in his conceptualization of executive wisdom is comprised of three interacting components: discernment, decision making, and action.

## **2.4 Democratic style and employee performance**

Mullins (2002) noted that in democratic leadership style, the duties and responsibilities under leadership are shared between the group members and the manager. It is characterized by group participation and collective action.

### **2.4.1 Group participation**

Oyetunyi, (2006), viewed that leadership distinguishes person's self-worth and esteem. Managers have to be trustworthy, integrity, honesty, equality, openness and mutual respect (Dutton and Heaphy, 2003).

Engaged employees report significantly higher levels of customer satisfaction than employees who are disengaged. Good as it is, the concern is the participation style of leadership, wastes

time due to endless meetings and may lead to confusion and lack of direction. (Oyetunyi,2006).

Democratic manager ensures employee involvement through considering important issues and exercising influence in reaching consensual decisions. Ultimate goal is to democratically attain commitment to/and ownership of decisions. He or she has high performance and quality expectations that are attained through a committed workforce. Employees participate in establishing goals for the good of the organization and goals (Oyetunyi,2006).

Manager ensures employee's success through accomplishing organisational goals. Each employee has the responsibility of informing the manager of any obstacles that prevents successful achievement of the goals, and the manager subsequently removes the hindrances (Rad and Yarmohammadian, 2006).

However Delegative style, the manager maintains authority of making final decision. Using this style is not a sign of weakness; rather it is a sign of strength that one respects the employee's ways of doing things. Delegative style has mutual benefits such allowing staff to become part of the team and make better decisions (Rad and Yarmohammadian, 2006).

The role of the manager is to guarantee each employee's success in accomplishing these goals. A feedback system is instituted where by each employee has the responsibility of informing the manager of any obstacles that prevents successful achievement of the goals, and the manager subsequently removes the hindrances.

The management of every organization should involve every staff at all levels within the organization to participate in the decision making of an organization. The essence of this is to

carry all personnel along and also to have clear view and understanding of all situations in the internal and external environment (Frank, Les and Masoud, 2007).

#### **2.4.2 Collective actions**

Nkata (2004) notes that democratic leadership style leads to team building in order to create a productive climate and harmonious relationship, this can be through partnership between leadership and employees team to flourish.

Tannenbaum 2000 and Schmidt, (2002), argued that managers exercise a range of leadership styles and deploy them. Leadership styles include the autocratic leadership styles, paternalistic, democratic, laissez-faire, and leadership by walking around among others. (Frame 2003, Pasaie 2002, Richard et al 2004),

According to Muyingo (2004), people are regarded as the main decision makers in the democratic style of leadership. Subordinates participate in decision-making, the determination of policy, implementation of systems and procedures of handling business hence good performance.

Democratic manager places a high emphasis upon rewards rather than punishment. When discipline or correction is needed, it is administered justly. Nkata (2004) notes that the importance of democratic leadership style by having team work and team building require the creation of a climate in which productive and harmonious relationship can thrive and are maintained through partnership between leadership and employees team to flourish.



Michael (2010) describes democratic leadership style as one where decision-making and weak execution is decentralized and shared by subordinates. Democratic leadership style sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Leadership styles are characteristic ways of making decisions and relating with subordinates(Tannenbaum 2000 and Schmidt, 2002),. Leadership styles are of different types. Zehir, (2012) describes democratic leadership style as one where decision-making is decentralized and shared by subordinates. The potential for the poor decision-making and weak execution is, however, significant here.

Manager builds trust, respect and commitment, this is because democratic manager involves people in decision making that affect their goals. This drives up flexibility, responsibility and keeps morale high. Its impacts on climate are not as positive as some of the other styles. Its drawbacks are the endless meetings, where consensus remains elusive and people can end feeling confused and leaderless.

However, as Oyetunyi (2006) articulated that manager shares decision-making with the subordinates. Contributions from the subordinates are considered before making a decision. The manager consults Subordinates with teachers before a decision is taken (consensus).

## **2.5 Autocratic style and employee performance**

Mullins (2002) pointed out that decision making is a lone activity, the manager makes decision making without the participation of the subordinates and the manager also has authority for determining policy procedures for achieving goals. It's characterized by close supervision, no participation and inflexibility.

### **2.5.1 No participation of employees in decision making**

Some employees are not able to participate in decision making. Jeremy et al. (2012) articulated that depict autocratic leadership style is adversarial leadership which focuses on asserting rather than persuading. (Mitchell,& Marris, 2007).

### **2.5.2 Inflexible policies**

Autocratic style, managers have decision-making rights. They can damage an organization irreparably in case manager works with a group of experts or peers who are more experienced (Jeremy et al 2012), Micheal, 2010).

Autocratic managers are relying on a stated policy to convince followers participate. In doing so they send a very direct message that policy dictates direction (Fu-Jin et al. 2010).Autocratic managers are usually strongly committed to procedures and processes instead of people, and as a result they may appear aloof and highly change adverse (Fu-Jin et al.,2010).

Fu-Jin et al.(2010) opine that when executives use their leadership style to do demonstrate concern, care and respect for employees, it would increase interest of employees in their work and enable them to put up better performance, there by affecting their job satisfaction positively. Howell and Frost (1989) cited in Fu-Jin et al,2010) also confirm that there is a positive relationship between leadership style and organizational performance.

## **2.6 Summary of literature review**

The summary of literature reviewed that research studies in place have clearly established empowering, enabling, informing, inspiring and sharing vision between the manager and his/her subordinates enhance performance of employees. However, those studies were not

carried out from the context of employee performance in the Directorate of Public Prosecution. This was the center of this study to establish how leadership styles relate employee performance in Directorate of Public Prosecution. Otherwise if not carried out academia shall not be able to find out whether leadership styles have an impact on employee performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

Chapter presented research methodology that was used in study. This chapter comprised of research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control (validity and reliability), data collection procedures, data analysis, measurement of variables ethical considerations and limitations of the study. The rationale for this chapter was how data for the study was collected, analyzed and interpreted to answer the research questions or test the research hypotheses, hence met the purpose of the study.

#### **3.2 Research design**

Case study research design was applied during supplement both quantitative and qualitative method approaches. A case study research design was preferred in-depth investigation was required when collecting data from a sample population that tested attitudes and preferences and this type of research design was selected among others because it identified relationships between the dependent and independent variables under study.

#### **3.3 The Study population**

The study population comprised of administrators and employees of the Directorate of Public Prosecution. The total population was 138 which included 5 Administrators and 133 employees who included 70 prosecutors, 33 finance & registry employees and 30 from the Human Resource Department they are the people directly affected by the leadership styles (DPP Report ,2012).

### 3.4 Determination of sample size

It was asserted that a sample size that has over 50 respondents was good enough to bring about desirable findings about the problem study (Schostak, 2002). The sample size was selected basing on the table of Krejcie and Morgan, as cited in Amin (2005). According to Krejcie and Morgan (1970) a sample size of 50% and above was considered appropriate because of its accuracy, less time consuming and cost effective. Therefore for this particular study, it was made up of 59 prosecutors, 28 finance & registry department staff, 28 human resource officers, 5 DPP administrators giving a total sample size of 120 respondents as shown in table 3.1 below.

**Table 3. 1: Showing proposed sample from the population**

<b>Category</b>	<b>Target Population</b>	<b>Sample size</b>	<b>Sampling technique</b>
Prosecutors	70	59	Simple random sampling
Finance & Registry Department staff	33	28	Simple random sampling
Human Resource Officers	30	28	Simple random sampling
DPP Administrators	5	5	Purposive sampling
<b>Total</b>	<b>138</b>	<b>120</b>	

Adopted from Krejcie & Morgan (1970) "How to get a sample"

For this study the sample size was 120 respondents.

### 3.5 Sampling techniques and procedure

The researcher applied two sampling techniques; purposive and random sampling techniques.

Simple random sampling was used to select prosecutors, finance & registry officers and Human resource officers where the sample was derived from determining sample size table from a given population. Purposive sampling was used to select top administrators in the Directorate of Public Prosecution. This technique was considered because according to Amin (2005) it helped avoid bias. Purposive sampling was used because of their perceived knowledge and experience that they have towards the study and their frequent in the Directorate of Public Prosecution.

### **3.6 Data collection methods**

#### **3.6.1 Questionnaire method**

The researcher used closed ended questionnaires in the research study the questionnaires enable to collect data from prosecutors, Finance & Registry officers and Human resource officers. This method is preferred because considering the large sample size, it's a suitable method as it saves time and responses generated are easy to quantify and analyze (Amin,2005).

#### **3.6.2 Interview method**

Interview guides with open questions were administered to the top administrators because they were quite knowledgeable about leadership styles employed in the Directorate. The questions designed according to the objectives of the study. In this study, top administrator participated in an oral interview to enable a deeper analysis based on their role and experience in the Directorate of Public Prosecutions. This method was helpful to researcher

because she was able to formulate questions, clarify the questions by using the appropriate language, clear doubts and gather more information (Sekaran, 2004).

### **3.7 Data collection instruments**

#### **3.7.1 Self-administered questionnaires (SAQ)**

The researcher used structured self-administered questionnaires (Appendix II) covering all the variables in the study. A questionnaire is a research instrument that contains a set of questions on defined issues under study that are put to respondents for answering on a self-administered basis (Saunders, et al, 2007). It was administered to lower staff and members. In these questionnaires, a five point Likert scale was used to ease data processing and analysis. The scale was marked 1-5 where; 1 represents strongly disagrees and 5 strongly agree. The questionnaire was used because it was easy to apply as most respondents were well educated and filled in the questions easily or with little guidance.

#### **3.7.3 Interview guide**

Qualitative data was gathered by use of interview guides which were structured in a way that allowed flexibility. The researcher was able to ask probing questions based on the responses to pre-constructed questions. This enabled in-depth views of the respondents (Turner, 2010). The interview guide was distributed to senior managers.

#### **3.7.4 Document checklist**

A document checklist was used on the hard copy literature reviewed. researcher discover more important information about the topic under investigations and this information was

more reliable for the study. The documents that were reviewed included HR reports, DPP annual reports, policy statements, any public write on performance of DPP.

### **3.8 Validity and Reliability**

#### **3.8.1 Validity**

Validity of research instruments was checked through content and face validity approaches. These approaches ensured that research instruments that were included are adequate and tackled key concepts of research study. This was done through discussing instruments with research supervisors. During this process, the researcher removed items that were judged invalid. The researcher used expert judgment of his two supervisors to verify the validity of the instruments. The CVI (Content Validity Index) was computed by summing up the two supervisors' ratings and dividing by the total number of items. The items rated not relevant for the study were removed and replaced with relevant ones. The formula was as below;

$$\text{CVI} = \frac{\text{No. of items rated relevant by all judges}}{\text{Total no. of items}}$$

As recommended by Amin (2005), for the instrument to be considered valid, the C.V.I should be at least 0.7 or higher.

Total valid items in the questionnaire = 39

Total number of items in the questionnaire = 45

$$\text{CVI} = \frac{39}{45} = 0.866$$

Therefore the CVI for this particular research study was 0.866 which was in line with 0.7 and higher as recommended by (Amin 2005).



### **3.8.2 Reliability**

The total reliability was checked using the internal consistency method as recommended by Mugenda and Mugenda (1999). Reliability was determined through the use of Cronbach's coefficient Alpha, computed using the SPSS program. Reliability was computed and results were presented in a table form which included: factors of the independent variable and dependent variable. According to Sekaran (2003), for a reliability to be considered reliable, it should be 0.70 or higher.

### **3.9 Data collection procedure**

The researcher submitted his proposal to the School Of Management Sciences for approval. Upon successful defence of the proposal, the researcher obtained a cover letter from the Uganda Management Institute (UMI) authoring her to conduct the research. Questionnaires were hand delivered to the respondents assuring them of voluntary, confidentiality and anonymity. Completed questionnaires were collected after 5 days. The researcher contacted key informants and provided them with the necessary details of the study seeking their consent to participate in the study requesting for a date on which the interview can be conducted.

### **3.10 Data processing and analysis**

Both quantitative and qualitative data was collected and analyzed.

#### **3.10.1 Quantitative data analysis**

After the completion of the interview process on the senior bank managers, the researcher collected answered questionnaires and started editing, coding, classification and tabulation of data. Data was analyzed using descriptive statistics in order to summarize data in a

meaningful manner. This enabled the researcher to present the data in a very meaningful way hence allowing its interpretation. Coding was done for closed ended questions. Authenticity of all the responses that were provided was ascertained by critically examining the information using questions in the questionnaires. Data was presented through tables.

### **3.10.2 Qualitative data analysis**

Qualitative data responses were transcribed into themes and categories, in order to support hypotheses tested. Detailed information was collected, analyzed and presented in form of paraphrases or quoted up on permission of the respondents. The findings were presented objective by objective.

### **3.10.3 Measurement of variables**

An ordinal scale was used to measure variables. This scale provides variables generating responses that can be ranked. Since this study used a five point Likert scale, the level of agreement can be ranked as strongly agree, agree, neutral, disagree and strongly disagree. The choice of this scale of measurement was that each point on the scale carried a numerical score.

### **3.10.4 Ethical consideration**

The researcher followed guidelines provided by the Uganda Management Institute by seeking legal acceptance from UMI in form of a letter of authorization from UMI. An introductory letter was obtained from the office of the Head of Department Higher Degrees, Uganda Management Institute; it was presented to the respective authorities at the Directorate of Public Prosecutions. Also, all participants had to give informed consent prior to their participation in the study that all information collected was confidential and only for

academic purposes. According to Robbins (2009) the participants and respondents about the research study should be protected from harm at all time.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

Chapter presented background variables, data analysis, presentation and interpretation of the study findings; research question per research question from study about leadership styles and employee performance at Directorate of Public Prosecutions Kampala Headquarters. The main purpose of study was to establish how leadership styles affect employee performance at Directorate of Public Prosecutions. The study generated both qualitative and quantitative data. The findings are presented in the form frequency counts, percentages in tables and figures such as bar graphs and pie charts. Analysis and interpretation are presented following the findings. The response rate was 90.8% which is 109 people out of a sample size of 120.

#### 4.2 Response rate

The response rate was carried out to determine whether data was collected from a reasonable number of respondents as table 4.1 below.

**Table 4. 1: Response rates of the various respondents**

Category	Target	Actual	Response rate
Prosecutors	59	54	91.5%
Finance & Registry	28	24	85.7%
Human Resource	28	26	92.8%
Administrators	5	5	100%
<b>Total</b>	<b>120</b>	<b>109</b>	<b>90.8%</b>

*Source: Primary data 2017*

Table 4.1 above, shows that 120 Questionnaires were distributed among the study sample size making a total of 100%. All the 120 questionnaires that were distributed amongst the sample size were returned making 100% response rate.

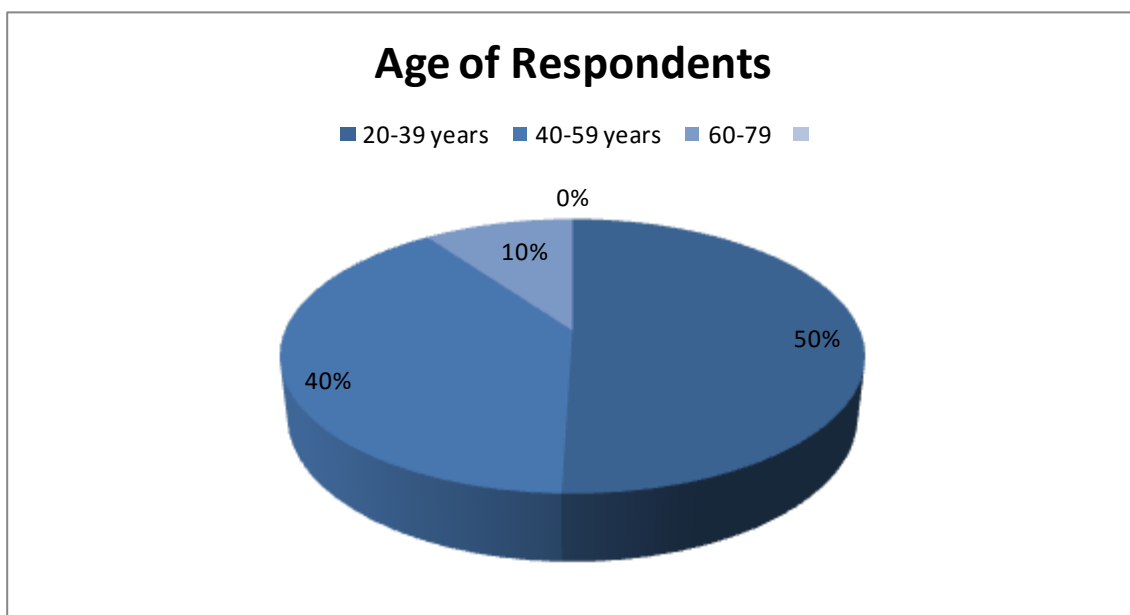
### 4.3 Background information on the respondents

This section covered five major background characteristics that included; age, gender, education level and marital status of the respondents at the Directorate of Public Prosecutions Kampala headquarters as shown below;

#### 4.3.1 Age of the respondents

The researcher took interest in establishing the age pattern of the respondents. This was intended to find out whether the sample was a fair representation of the population where the sample was selected from.

**Figure 4. 1: showing age of respondents**



*Source: Primary data 2017*

Figure 4.1 shows majority (50%) were aged 20-39 years, followed by those aged 40-59 years at 40% and the least were aged between 60-79 years (10%). Although there was difference in age distribution, it can be concluded that the sample was fairly selected since all the age distribution found in the population was captured in the sample.

#### 4.3.2 Gender of respondents

The researcher was interested in finding out whether the gender of the respondents. The findings are shown in table 4.2 below.

**Figure 4.2: Showing Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	61	56
Female	48	44
<b>Total</b>	<b>109</b>	<b>100</b>

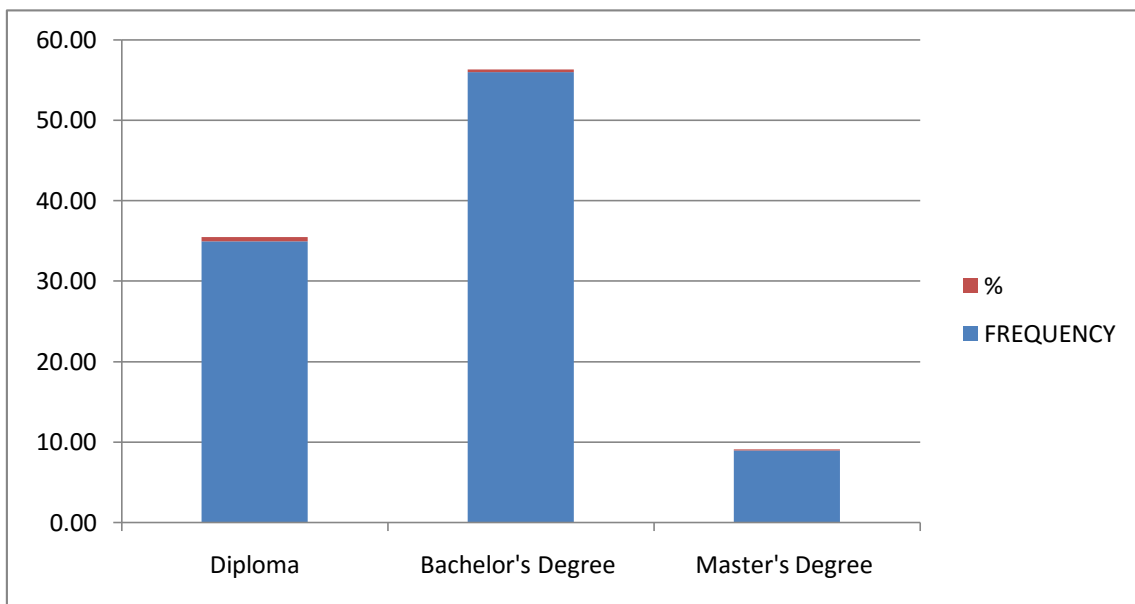
*Source: Primary data 2017*

Table 4.2 shows majority (56%) were males and the least 44% were females. This observation shows that the sample was fairly selected since the sample contains both sexes found in the population, an indicator that the sample was fairly selected.

#### 4.3.4 Level of Education of Respondents

Levels of education obtained by the respondents included Diploma, Bachelor and Masters Degrees. It was relevant to find out this information to establish the credibility of information given by the respondents.

Figure 4.3 Diagram showing level of education of respondents



Source: Primary data 2017

Figure 4.2 shows majority (54.8%) were Bachelor's Degree holders followed by those with diplomas at 34.6% and the least 10% had a Master's Degree. This observation shows that the sample was fairly selected since the sample contains all levels of education found in the population, an indicator that the sample was fairly selected.

#### 4.2.4 Marital status of respondents

This was included determining leadership potential of the respondents; opinions were solicited from both married and single employees.

**Table 4.2: showing marital status of respondents**

<b>Marital status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	28	26
Married	81	74
<b>Total</b>	<b>109</b>	<b>100</b>

*Source: Primary data 2017*

Table 4.3 shows(74%) of respondents were married while (26%) were single. This gave an implication that respondents were responsible and mature enough to give reliable information on the study about duties at the Directorate of Public Prosecutions. Therefore they were able to provide reliable information about the study.

#### 4.2.5 Period of Service of Respondents

This was included to establish the length of service of the respondents with the assumption that the longer the duration, the better the assessment and the more accurate the response given.



**Table 4.3 Showing Period of Service of Respondents**

<b>Years of service</b>	<b>Frequency</b>	<b>Percent</b>
1-10 years	62	56.7
11-20 years	28	26.0
21-30 years	19	17.3
<b>Total</b>	<b>109</b>	<b>100</b>

*Source: Primary data 2017*

Table 4.4 shows that the majority (56.7%) had spent a period of between 1-10 years at DPP, followed by those at 11-20 years (26.0%) and the least had spent 21-30 years (17.3%) in the Directorate. This observation shows that the sample was fairly selected since the sample contains all levels of education found in the population, an indicator that the sample was fairly selected.

### 4.3 Empirical findings as per objectives of the study

This section analyzed employee performance which examined eleven questions. These questions focused on time at which they reported at work, motivation to work, collegiality at work, team work and supervision, time at which they leave work and how leadership affected their performance.

#### 4.3.1 Employee performance

**Table 4.4: showing responses from respondents to statements on performance of employees**

No	STATEMENT on employee performance	SD	D	UD	A	SA	mean	Std devn
1	There is strict observation of reporting time by all workers in the organization	27% (28)	66% (69)	0% (0)	2% (2)	5% (5)	4.09	0.883
2	It is necessary for me to come early	38% (40)	60% (62)	0% (0)	0% (0)	2% (2)	4.33	0.675
3	There is an efficient motivation policy in this organization	13% (13)	30% (31)	2% (2)	41% (43)	14% (15)	2.85	1.335
	Workers encourage each other to perform	6% (6)	55% (57)	3% (3)	20% (21)	16% (17)	3.13	1.278
4	There is team work in all	17% (17)	53% (53)	7% (7)	14% (14)	9% (9)	3.54	1.186

	departments of the organization	(16)	(56)	(7)	(15)	(9)		
<b>5</b>	Supervisors are team players	23%	38%	12%	13%	14%	3.43	1.356
		(24)	(40)	(12)	(13)	(15)		
<b>6</b>	Workers are helped to meet their duties by the supervisors	13%	44%	5%	19%	19%	3.12	1.382
		(13)	(46)	(5)	(20)	(20)		
	Workers in this organization finish their work in time	22%	54%	8%	7%	9%	3.75	1.138
		(23)	(57)	(8)	(7)	(9)		
<b>7</b>	Performance is assessed daily by supervisors	12%	17%	11%	34%	26%	2.57	1.371
		(13)	(18)	(11)	(35)	(27)		
<b>8</b>	Performance is limited by poor leadership of supervisors	14%	15%	5%	30%	36%	2.43	1.467
		(15)	(16)	(5)	(31)	(37)		
<b>9</b>	Workers in this organization are comfortable with their supervisor's leadership	11%	32%	10%	21%	26%	2.82	1.419
		(12)	(33)	(10)	(22)	(27)		

**Source: Primary data 2017**

Table 4.5 above shows 93%(97) agreed they always reported at work in time and only 7% (7) disagreed. This shows that majority of the employees kept time.

It was established that 98% (102) agreed that it was necessary for them to come early at work while only 2% (2) disagreed. This implies that majority of the employees took their work seriously.

Findings also indicated that 55% (58) did not feel motivated to work while 43% (44) agreed that they were motivated to work and only 2%(2) were undecided. This implies that majority employees were not motivated to work. One of the respondents interviewed said:

“Many of our officers feel not well motivated owing to the few incentives offered to them as a result of the financial constraints faced by the directorate”

Majority of the respondents 61% (63) agreed that their colleagues encouraged them to perform while 36 (38) disagreed and only 3% (3) remained undecided. This implies that majority of the employees supported each other to perform better.

It was established that 70% (72) agreed that there was team work in their departments yet only 23(24) disagreed that there was team work in their department and 7% (7) were undecided. This implies that respondents were in agreement that there was team work in many departments.

The study showed that 61% (64) agreed that their supervisors are team players while only 27% (28) disagreed and 12(12) were undecided. This shows that most supervisors in the directorate were team players.

Findings indicated that 47% (59) of the respondents agreed support was given by the supervisors while 38% (40) disagreed and 5% (5) only were undecided. This implies that most employees were helped to accomplish their tasks by supervisors.

Majority of the respondents 76%(80) agreed that they finished their work in time yet 16%(16) of the respondents disagreed and 8%(8) were undecided. This implies that there is still a number of employees in the directorate who never completed their work in time.

It was established that 60%(62) of the respondents disagreed that supervisors were not assessing their performance on daily basis, 29%(31) agreed that supervisors assessed their performance on a daily basis and 11%(11) were undecided. This implies that majority of the employees in most of the departments in the directorate were not supervised on a daily basis. Findings show that 66% (68) disagreed that poor leadership styles of their supervisors limited their performance while 29%(31)agreed that poor leadership styles of their supervisors limited their performance and only 5%(5) remained undecided.

It was further established that 47%(49) of the respondents disagreed that they were comfortable with their supervisors' leadership styles, 43%(45) agreed and only 10%(10) were undecided.

#### 4.4.2 Delegative style of leadership and performance of employees in the Directorate of Public Prosecutions

The purpose of this objective was to find out the extent to which Delegative style of leadership influences employee performance in the Directorate of Public Prosecutions, Kampala headquarters.

The researcher used questionnaires to get responses from the various respondents. Ten questions were used to explore the contribution of Delegative style of leadership to employee performance in the Directorate of Public Prosecutions, Kampala headquarters. These focused on policies, freedom, communication, expression of views, sharing ideas and performance requirements.

**Table 4.5: Showing responses from respondents to statements on Delegative leadership style and performance of employees.**

No	STATEMENT on Delegative style	percentage Response (%)					mean	Std devn
		SD	D	UD	A	SA		
1	Supervisors do not impose policies on me	10% (10)	22% (23)	2% (2)	52% (54)	14% (15)	3.39	1.250
2	There is leadership freedom in my department	14% (15)	26% (27)	3% (3)	41% (42)	16% (17)	3.18	1.371
3	The department performs with	6%	31%	8%	44%	11%	3.21	1.188

	no leadership barriers	(7)	(32)	(8)	(46)	(11)		
4	Workers communicate properly with the employers	12% (12)	10% (11)	0% (0)	56% (58)	22% (23)	3.66	1.259
5	The employer allows workers to express their views openly	14% (14)	14% (15)	6% (6)	43% (45)	23% (24)	3.48	1.351
6	they were mistreat due to having a different view	13% (14)	11% (11)	7% (7)	61% (64)	8% (8)	3.39	1.194
7	The manager attends to employee problems	8% (8)	23% (24)	9% (9)	44% (46)	16% (17)	3.40	1.266
8	Workers share their own ideas	11% (11)	22% (22)	12% (13)	38% (39)	17% (18)	3.29	1.282
9	workers are encouraged to do things their way	9% (9)	32% (33)	12% (13)	31% (32)	16% (17)	3.14	1.273
10	Performance necessities were relied by supervisors	12% (12)	20% (21)	9% (9)	40% (42)	19% (20)	3.36	1.314

**Source: Primary data 2017**

Table 4.6 shows 66 % ( 69) agreed that their supervisors do not impose policies on them while 32 % ( 33) disagreed and only 2 % ( 2) were undecided. It was established that 57 % ( 59) of the respondents agreed presence of leadership freedom in their departments while 40 % ( 42)

disagreed and only 3 %( 3) remained undecided. This implies departments had liberty to have flexible leadership freedom in their departments.

The study findings also indicate that 55% (57) of the respondents agreed that their department performs with no leadership barriers yet 37% (39) disagreed and 8%(8) were undecided. During the interview process, most employees narrated that there were no serious problems associated with management in the directorate.

Majority of the respondents 78 %( 81) agreed that they communicated properly with their employer while only 22 %( 23) disagreed. This implies that 78% of the employees in the directorate are communicated to by their managers.

The findings also suggested 66 %( 69) of the respondents agreed that their employer allowed them to express their views openly while only 28 %( 29) disagreed and 6 %( 6) were undecided. This implied that 66 of the employees in the directorate communicated freely and openly.

Findings show that 69 %( 72) of the respondents agreed being mistreated due to having a different view 24 %( 25) disagreed and 7% (7) were undecided. This clearly shows that the majority (69%) of the employees are encouraged by their heads of department to be creative and innovative during decision making process. This type of managers demonstrates a Delegative leadership style because they have it in mind that creativity and innovativeness teaches employees new ideas needed to achieve organizational goals and objectives.



Majority of the respondents 60% (63) agreed that their managers attended to their problems while 31% (32) disagreed and 9%(9) remained undecided. This implies that most managers in the directorate cared about the needs of their employees which is a characteristic of democratic leadership style. This motivates employees.

It was established that 55% (57 of the respondents agreed that they shared their own ideas while only 33% (33) disagreed and 12% (13) were undecided. This clearly indicates that most (55%) of the employees in the directorate are encouraged by their managers to share their own ideas during the decision making process. Such managers who encourage cooperation among staff are democratic in nature.

The findings also indicated that 47%(49) of the respondents agreed that they encouraged others to do things their way while 41%(42) disagreed and 12%(13) remained undecided. This means that in most departments some managers practice Delegative leadership style since a number of employees (47%) have room for self-direction which still affects employee performance levels. Majority of the respondents 59%(62) agreed performance necessities were relied by supervisors while 32% (33) disagreed and 9%(9) were undecided. This implies that in the directorate, majority of the supervisors relied on their own judgment when passing on performance requirements which is a characteristic of Delegative leadership style.

#### 4.4.3 Correlation between Delegative and performance of employees

**Table 4.6: Correlation on Delegative leadership style and performance of employees**

		<i>Delegative</i>	<i>Employee performance</i>
	Pears	1	.651**
<i>Employee</i>	Sig. (2-tailed)		.000
<i>Training</i>	N	104	104
<i>Customer</i>	Pearson correlation	.651**	1
<i>satis</i>	Sig. (2-tailed)	.000	
	N	104	104

**\*\* Correlation is significant at the 0.05 level (2-tailed).**

Table 4.7 above shows a strong positive relationship between Delegative leadership style and employee performance in the Directorate of Public Prosecution Kampala headquarters ( $r=.651^{**}$   $p < 0.05$ ). The positive relationship indicates that the two variables (Delegative leadership style and employee performance) move in the same direction. However there was need to confirm whether the relationship is predictive or not.

**Table 4.7: modal summary on Delegative style leadership and performance of employees**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>adjusted R Square</i>	<i>std. Error of the Estimate</i>
1	.651 <sup>a</sup>	.423	.418	.51088

a. Predictors (Constant) Delegative

Table 4.7 shows that 41.8% of the variation in employee performance is a result of changes in laissez faire leadership style. However, the testing is not conclusive thus the need to run analysis of variance (ANOVA).

**Table 4.8: showing the influence Delegative leadership style on performance of employees**

<i>Model</i>	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
1 Regression	19.536	1	19.536	74.851	.000 <sup>a</sup>
Residual			.261		
Total	26.622	102			
	46.158	103			

a. Predictors: (Constant), Delegative

b. Dependent variable: performance of employees

Table 4.8 shows a considerable influence of Delegative leadership style on employee performance ( $P=.000 < 0.05$ ). This led to the acceptance of the alternative hypothesis which states a positive significant influence of laissez style of leadership on employee performance in the directorate of public prosecutions.

#### 4.4.4 Democratic style of leadership and employee performance in the Directorate of Public Prosecutions

The purpose of this objective was to find the extent to which democratic leadership style contributes to employee performance in the Directorate of Public Prosecutions, Kampala headquarters.

The researcher used questionnaires to get responses from the various respondents. Seven items were used to explore the contribution of democratic style of leadership to employee performance in Directorate of Public Prosecutions, Kampala headquarters. These focused on policies, freedom, communication, expression of views, sharing ideas and performance requirements.

**Table 4.9: Showing responses from Respondents to statements on democratic style of leadership and employee performance**

Statements on Democratic style	Percentage Response					Mean	Std Dev
	SA	A	UD	D	SD		
Workers are friendly and approachable to fellow employees	46% (48)	43% (45)	2% (2)	4% (4)	5% (5)	4.22	1.014
Workers are consulted before employer takes action	7% (7)	25% (26)	14% (15)	38% (39)	16% (17)	2.68	1.209

Supervisor encourages delegation	7% (7)	58% (60)	10% (10)	12% (13)	13% (14)	3.32	1.193
Workers act without consulting supervisors	2% (2)	33% (34)	5% (5)	39% (41)	21% (22)	2.55	1.206
Workers dialogue with supervisors on a daily basis	11% (11)	41% (43)	6% (6)	32% (33)	10% (11)	3.10	1.258
Workers are involved in performance appraisals in their departments	19% (20)	43% (45)	14% (14)	18% (19)	6% (6)	3.53	1.182
Workers are consulted by supervisors on decision making	3% (3)	25% (26)	5% (5)	48% (50)	19% (20)	2.44	1.148

**Source: Primary data 2017**

Findings show that 89 % ( 93) of the respondents agreed that workers being friendly and approachable while 9% (9) disagreed and 2 % ( 2) were undecided. This is clearly indicates that most of the employees in directorate are encouraged by their heads of department to have cooperation during the decision making process of the departments. Such managers encourage cooperation among staff are democratic in nature.

It was established that 54% (56) of the respondents disagreed to the statement that they were consulted before their employer took action while 32% (33) agreed that they were consulted before their employer took action and 14% (15) were undecided. This is because there are

certain issues supervisors have to pass without consulting employees, for example disciplining a member of staff.

Majority of the respondents 65% (67) agreed that their supervisor encouraged delegation while 25 % ( 27) disagreed and only 10% (10) remained undecided. This portrays a democratic leadership style practiced by supervisors. According to interviews conducted between the researcher and respondents on what criteria do managers follow when delegating duties to the employees, they responded that some duties are delegated to subordinates basing on knowledge, skills and specialization of the employee.

The study finding also indicated that 60% (63) of the respondents disagreed that they acted without consulting their supervisor while 35% (36) agreed that they acted without consulting their supervisor and only 5% (5) were undecided. This means that most (60%) of the employees in the directorate never acted without consulting their supervisor. This clearly shows that many managers in the directorate practice democratic leadership style which allows subordinates to consult in decision making.

Finding indicated that 52% (54) of the respondents agreed that had dialogue with their supervisor on a daily basis while 42% (44) disagreed and 6 % (6) remained undecided. This means that 52% of the employees in the directorate are communicated to by their supervisors. This portrays a democratic leadership style where supervisors find it easy to pass information to subordinates. This lays a fertile ground for employees to perform well. It was established that 62% (65) of the respondents agreed that they were involved in performance appraisals in their department while 24% (25) disagreed and 14% (14) were undecided. This means that majority of the employees in the directorate are involved in performance appraisals by their

supervisors. This clearly shows that many managers in the directorate practice democratic leadership style which allows better room for good employee performance.

Findings also revealed that 67% (70) disagreed that they were consulted by their supervisors on decision making while 28% (29) agreed and 5% were undecided. This clearly shows that many managers in the directorate practice Delegative leadership style. Despite this, a sizable number (28%) of the respondents agreed in their opinion, meaning that there were some supervisors who practiced democratic leadership style. Therefore, as far as employee involvement in decision making is concerned, Delegative followed by democratic leadership style has fairly affected performance in the directorate of public prosecutions.

#### 4.4.5 Correlation between democratic leadership style and performance of employees

**Table 4.10: Correlation between democratic leadership style and performance of employees**

<b>Democratic</b>	Pearson Correlation	1	.501**
	Sig. (2-tailed)		<b>.000</b>
	N	<b>104</b>	<b>104</b>
<b>Employee performance</b>	Pearson Correlation	.501**	1
	Sig. (2-tailed)	.000	
	N	<b>104</b>	<b>104</b>

**\*\*.** Correlation is significant at the 0.05 level (2-tailed).

Table 4.10 shows a moderate positive correlation between democratic leadership style and employee performance in the directorate of Public prosecutions, Kampala headquarters

( $r=.501^{**}$   $p<0.05$ ). This means that an increase in democratic leadership style, other factors remaining constant is likely to increase the level of employee performance by 50.1%. But this analysis is not conclusive thus the need to test the hypothesis.

**Table 4.11; Modal summary on democratic leadership style and employee performance**

	<b>R</b>	<b>R square</b>	<b>Adjusted R Square</b>	<b>Std error of estimate</b>	<b>Sig.</b>
<b>1</b>	.501 <sup>a</sup>	.251	.244	.58200	.000 <sup>a</sup>

a. Predictors: (Constant), democratic

Table 4.11 shows 24.4% of variation in employee performance is a result of changes in democratic leadership style. However, the testing is not conclusive thus the need to run analysis of variance (ANOVA). The result is presented in table 4.12.

**Table 4.12: Showing variance (ANOVA) results**

<b>Model</b>	<b>Sum of squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig.</b>
<b>1 Regression</b>	11.608	1	11.608	34.270	.000 <sup>a</sup>
<b>Residual</b>			.339		
<b>Total</b>	34.550	102			
	46.158	103			

a. Predictors: (Constant), democratic

b. Dependent variable: performance of employees



Table 4.12 shows a strong significant influence of democratic leadership style on employee performance ( $P=.000 < 0.05$ ). This led to acceptance of the alternative hypothesis which states that there is a positive influence of democratic leadership style on employee performance in the Directorate of Public Prosecutions.

#### 4.4.6 Autocratic leadership style and performance of employee in the Directorate of Public Prosecutions

The purpose of this objective was to find the extent to which autocratic leadership style influences employee performance in the Directorate of Public Prosecutions, Kampala headquarters.

The researcher used questionnaires to get responses from the various respondents. Five items were used to explore the contribution of autocratic leadership style to employee performance in Directorate of Public Prosecutions, Kampala headquarters. These focused on policies, freedom, communication, expression of views, sharing ideas and performance requirements.

**Table 4. 13: Showing responses from respondents to statements on autocratic leadership style and employee performance**

Statements on autocratic style	Percentage Response					Mean	Std Dev
	SA	A	UD	D	SD		
performance is limited by poor leadership from supervisors	10% (10)	23% (24)	10% (10)	19% (20)	38% (40)	2.46	1.441
performance is not limited by leadership style	15% (15)	40% (42)	6% (6)	19% (20)	20% (21)	3.10	1.411
Leadership rules are designed by	27%	39%	12%	12%	10%	3.63	1.263

supervisors	(28)	(41)	(13)	(12)	(10)		
Performance is assessed by my supervisor	22% (23)	21% (22)	8% (8)	29% (30)	20% (21)	2.96	1.487
Performance necessities are planned within the department's needs	28% (29)	36% (37)	14% (15)	9% (9)	13% (14)	3.56	1.343

**Source: Primary Data 2017**

Table 4.13 shows majority agreed with most of the statements. This is because the mean of most respondents were above 3 and standard deviation was close to 1.

The findings from the table above indicate that 57% (60) disagreed that the other factors limited their performance while 23% (24) agreed that poor leadership style from their supervisor is limited their performance and 10%(10) were undecided. This means that most managers 57% were flexible and allowed subordinate participation while manager in some departments are inflexible. This affects employee performance in that responses obtained from interviews indicated that “Some supervisors practice abusive supervision that employees even fear to work with them”.

It was established that 55 %( 57) of the respondents agreed that their performance was not limited by leadership while 39% (41) disagreed and 6% were undecided. This means that most managers 55% supported their subordinates to perform.

Majority of the respondents 66% (69) agreed that managerial rules are designed by supervisors while 22% (22) disagreed and 12% (13) remained undecided. This implied that in some departments employee were not consulted in the setting of guidelines that governed them. Therefore in such departments, employees lacked the liberty to participate. This could affect employee performance in the directorate negatively.

Findings indicate that 49 %(51) disagreed that their performance was assessed by their supervisor alone while 41%(45) agreed that their performance was assessed by their supervisor alone and 8%(8) were undecided. This implies that performance was conducted democratically way where employees are consulted when the supervisors are conducting performance appraisals.

Further 64% (66) of respondents agreed Performance necessities are planned within the department's needs while 22 %( 23) of the respondents disagreed and only 14 %( 15) were undecided. This means that in most of the departments, employees were involved in setting performance requirements unlike in some few departments. Such involvement is likely to yield better employee performance.

#### 4.4.7 Correlation between autocratic style and employee performance

**Table 4.14: Correlation between autocratic leadership style and performance of employees**

		<i>Information technology</i>	<i>Customer satisfaction</i>
<i>Information technology</i>	Pearson Correlation	1	.373**
	Sig. (2-tailed)		.000
	N	<b>104</b>	104
<i>Customer satisfaction</i>	Pearson Correlation	.373**	1
	Sig. (2-tailed)	.000	
	N	<b>104</b>	<b>104</b>

**\*\*.** *Correlation is significant at the 0.05 level (2-tailed).*

Table 4.14 above shows a weak positive correlation between autocratic style of leadership and employee performance in the Directorate of Public Prosecutions, Kampala headquarters ( $r=.373^{**}P<0.05$ ). This means that an increase in autocratic leadership style, other factors remaining constant, is likely to increase the level of employee performance by 37.3%. But this analysis is not conclusive thus the need to test the hypothesis.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

Chapter five presents summary, discussion, conclusion and recommendations on the research study findings. The research study findings are discussed in relation to the study objectives, case study and reviewed literature. The summary gives an overview of the research from which conclusions and recommendations are drawn in relation to the research. Areas for further research are also suggested for those intending to carry out further research.

#### 5.2 Summary

The summary was made basing the objectives of the study.

##### **5.2.1 To examine how Delegative leadership style influences employee performance in the Directorate of public prosecutions Kampala headquarters**

The correlations revealed a positive strong influence of Delegative leadership style on employee performance ( $r=.651^{**}p<0.000$ ). This study found that less use of structures, minimum supervision, minimum direction and maximum freedom to employees in the Directorate of Public Prosecutions, Kampala headquarters is likely to result in better or improved employee performance levels in fulfilling duties, and achieving departmental goals.

##### **5.2.2 To examine how democratic leadership style influences employee performance in the Directorate of public prosecutions Kampala.**

The study found out a moderate positive but strong relationship ( $r=.501^{**}p<0.000$ ) between democratic leadership style and employee performance in the Directorate of Public

Prosecutions, Kampala headquarters. This study found that involvement and inclusion of employees in decision making, collective participation, teamwork and consultative leadership in the Directorate of Public Prosecutions, Kampala headquarters is likely to result in better or enhanced employee performance levels.

### **5.2.3 To examine how autocratic leadership styles influences employee performance in the Directorate of public prosecutions Kampala.**

The study found out a weak positive relationship ( $r=.373^{**}p<0.000$ ) between autocratic leadership style and employee performance in the Directorate of Public Prosecutions, Kampala headquarters. This study found that close supervision, limited participation and strict following of organizational rules, procedures and policies in some departments of the Directorate of Public Prosecutions, Kampala headquarters is likely to result into better or boosted employee performance levels.

## **5.3 Discussion of results**

In this section, the researcher discusses results that were obtained in the study. The main research instrument was self-administered questionnaire. It was basically quantitative with qualitative items on the variables of the study basing on the conceptual framework. This instrument generated valuable information from respondents from which findings discussed were based.

### **5.3.1 Delegative leadership and performance of employees**

The study revealed a strong positive influence of Delegative leadership style on employee performance in the Directorate of Public Prosecutions, Kampala headquarters. Such findings

seem to be in agreement with the views held by Jeremy et al (2012) who found the relationship between the manager and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the manager. The findings are supported by Fielder (1967) Contingency which explains that behavior patterns of the manager will help him/her acquire competences needed for effectiveness. In essence, this implies that in case employees are professional enough, managers could use structure less, supervise minimally, give maximum freedom to employees and there will be likelihood of improved employee performance in the directorate.

This however contradicts the findings by Zehir (2012) who opines that employee performance is influenced negatively by Delegative leadership style, employees who have freedom to decide what to do and what not to do, with no authority to direct, such organizations will be affected negatively. According to research conducted in Kampala City Council by Kawooya (2010), observed that Delegative leadership style leads to corruption.

### **5.3.2 Democratic leadership style and performance of employees**

The study revealed a positive moderate relationship between democratic leadership style and employee performance in Directorate of Public Prosecutions, Kampala headquarters. Following the analysis of the results, democratic style influences employee performance. It was further noted by the researcher through interview with supervisors and heads of department that the administrative structure put in place are flexible to the extent where the democratic culture can breed freely. Such findings seem to concur with those of Musingo (2004), who found out that democratic leadership style regarded people as the main decision makers. The subordinates had a greater say in decision making, the determination of policy,



the implementation of systems and procedures of handling business, which led to excellence in performance.

### **5.3.3 Autocratic leadership style and performance of employees**

The study revealed a weak relationship influence autocratic leadership style on employee performance in the Directorate of Public Prosecutions, Kampala headquarters. Howell and Frost (1989) cited Fu-jin et al, 2010 who confirmed that a positive relationship between autocratic leadership style and organizational performance. However, findings by Kawooya (2010) revealed that a negative influence autocratic leadership on employee performance. This meant that autocratic leadership affected individual performance in a way that compromised the efficiency to work, individual innovation and creativity in Kampala City Council. This therefore articulates that abusive supervision is negatively associated with employee task performance and citizenship behaviors because abused subordinates are likely to experience a low level of interaction and procedural justice and are motivated to restore their sense of control by reducing their effort at work.

## **5.4 Conclusions**

### **5.4.1 Delegative style and performance of employees**

Study found that a strong positive relationship between Delegative style of leadership and employee performance in the Directorate of Public Prosecutions, Kampala headquarters, Delegative style was change in employee performance where better Delegative style of leadership for employees was related to high employee performance, and vice versa. This was concluded after conducting a regression analysis to assess how Delegative style of leadership

affects employee performance in the Directorate of Public Prosecutions Kampala headquarters.

#### **5.4.2 Democratic style and performance of employee**

Study found that a strong positive influence of democratic style of leadership on employee performance in the Directorate of Public Prosecutions whereby a change in democratic style of leadership was related to considerable change in employee performance where better democratic style of leadership for employee performance was related to high employee performance and vice versa. This was concluded after conducting a regression analysis to assess how democratic style of leadership affects employee performance in the Directorate of Public Prosecutions headquarters. The way managers involve employees in decision making has a significant effect on employees in decision making process through staff and departmental meetings and employees' views in meetings are valued and implemented in the final decision process of the directorate. This has greatly enhanced employee performance in the organization.

#### **5.4.3 Autocratic style and performance of employee**

The study found that a moderate positive influence of autocratic style of leadership on employee performance in the Directorate of Public Prosecutions Kampala headquarters whereby a change in autocratic style of leadership was change in employee performance where better autocratic style of leadership for employees was related to high employee performance and vice versa. This was concluded after conducting regression analysis to

assess how autocratic style of leadership affects employee performance in the Directorate of Public Prosecutions Kampala headquarters. The researcher further concluded that abusive supervision involved in autocratic style of leadership could create craziness among workers hence reducing motivation levels to work. Like one key informants stated “An abusive supervisor reduces my morale and makes me lose focus in my work, mistakes are human, so we should be guided not insulted”.

## **5.5 Recommendations**

### **5.5.1 To investigate how Delegative style of leadership influences employee performance in Directorate of Public Prosecutions Kampala headquarters**

The study recommends managers in the Directorate of Public Prosecutions Kampala headquarters get involved in employees work processes.

### **5.5.2 To examine how democratic leadership style influences to employee performance in Directorate of Public Prosecutions Kampala headquarters**

The study recommends managers to engage employees in decision making process of the directorate. This could be done by involving employee participation in Committees like finance, disciplinary, security, procurement and welfare.

### **5.5.3 To examine how autocratic leadership style influences employee performance in Directorate of Public Prosecutions Kampala headquarters**

The study recommends that management in the Directorate of Public Prosecutions Kampala headquarters empower its employees. Employee should make them feel part of the organization and perform maximally for the organization.

## **5.6 Areas for further research**

The researcher recommends a need for a similar study to be carried out in other government agencies in Uganda to see how the situation is portrayed. The researcher further recommends a need to carry out a study on other variables like staff competences and employee performance, staff remuneration and employee performance among others.

## REFERENCES

- Adair, J. (2005). Not bosses but leaders: How to lead the way to success. MPG book Limited. Bodmin, Cornwall.
- Armstrong, M. (2009). *Armstrong personnel handbook of human resource management* London: Kogan page.
- Amin, 2005 Amin, M.E (2005). Statistical interference for social science research. Kampala, Makerere University.
- Anthony R.N.(1965). Planning and Control systems. A framework for analysis, Harvard Business School.
- Balunywa,W.S.(2000) A hand book of business management Kampala: Makerere University School.
- Bass, BM.(2002). Bass& Stogdili: Hand book of Leadership: Theory, Research and Management Applications.(5<sup>th</sup> ed.).Newyork: The Free Press, A Division of Macmillian, inc.
- Blake, R. and Mouton, J.(1985). *The managerial Grid III, Gulf Publishing, Houston.*
- Burns. T; and Stalker. G.M.(1961), *The management of innovation, London; Tavistock Publications.*
- Campbell, P.(1987). Management development management for voluntary organizations. Occasional Paper No.3, International council for voluntary agencies Geneva.
- Campbell, J.P. (1990). Modelling the performance of prediction problem in industrial and organizational psychology. In M.D Dunnette & L.M Hough (Eds.), handbook of industrial and organizational psychology (vol.1, pp.687-732. Palo Alto: consulting psychologists press.
- Chen. J. & Silverthorne C. (2005) leadership effectiveness, leadership and employee readiness.

- Leadership & organisation Development Journal, 26(4):280-288.
- Clark R.E (2006) Motivating individuals, teams and organizations. In J.Pershing (Ed.), handbook of human performance technology: principles, practices, potential (3<sup>rd</sup> Ed, pp.478-497). San Francisco, CA: Pfeiffer.
- Cooper C.L & Jackson S.E. (Eds) (1997) creating tomorrow's organizations. A handbook for future research in organizational behavior. Chichester: Wiley.
- David T.G (2007). Building trust among educational stakeholders through participatory school administration, leadership and management in education, Vol.21, No.1, 15-22
- Directorate of Public Prosecutions magazine (2011) vol. 1, issue 4, 2011-2012
- Dubrin A.J (1998). Leadership: Research findings, practice and skills. 2<sup>nd</sup> Edition. Boston Houghton Mifflin Company.
- Eren, Erol (2010). The impact of human resource management on organizational performance: Progress and Prospects. The Academy of Management Journal Vol.39, No.4 (1996), p.p. 779-801.
- Erkutlu, H.V.& Chafra,J.(2006. )Relationship between leadership power bases and job stress of subordinates: example from boutique hotels. Management Research News,29(5):285-297.
- Fiedler, F.E.1967. A theory of leadership effectiveness. Newyork:McGraw-Hill
- Frank R;Les G& Masoud A (2007 Operations Management in context, 2<sup>nd</sup> Edition, Published By Elsevier Ltd.
- Fu-Jin.W,Shieh.C&Tang.M.(2011). Effect of leadership styles on organizationalPerformance as viewed from human resources management strategy. African journal of business management, 4(18), 3924-3936

- Griffin, R.W.(2011). Management,4<sup>th</sup>. Edition, Houghtan Mifflin Company, Boston
- Gold.A.H,Malhotra and Segars(2001). Knowledge management: an organizational capabilities  
 Perspective, journal of information systems,18(1),185-214.
- Goh.S.C. and Richard.G (1997) Bench making the learning capabilities of the organizations.  
 European Management Journal,15(5),575-583
- Halpin,A.W.(2006).Theory and research in administration. New York: Macmillan
- Hartley,T.N.(2012). Management history: an umbrella model Robert Morris University,  
 Allegheny, Pennsylvania,USA.
- Hersey,P;Blanchard,K.H andJohnson D.E.(2001).Management of organizational behaviour:  
 Leading Human Resources.(8<sup>th</sup>Ed). New Jersey: Prentice-Hall,Inc.
- Huang LS(2006).Transformational leadership has effect on organizational performance:the  
 Organizational culture as an intermediary variable. Unpublished master's  
 thesis,National Taipei University, Taipei, Taiwan.
- Howard,A.(Ed)(1995). The changing nature of work. San Francisco, CA: Jossey- Bass.
- Hoy, W.K & Miskel, C.G.(2001). Educational administration: Theory, research and practice,  
 New Jersey: McGraw- Hill Inc.
- Ilggen, D.R;& Pulakos,E.D(Eds)(1999). The changing nature of performance: Implications for  
 staffing, motivation and development: San Francisco: Jossey-Bass
- Ilggen, D.R;&Schneider, J (1991) performance measurement: a multi-discipline view. In C.L.  
 Cooper& I.T.Robertson (Eds), International review of industrial and Organizational  
 psychology( Vol.6,pp.71-108).Chichester: Wiley
- Jeremy.M,Melinde.C&Ciller V.(2012).Perceived leadership style and employee participation  
 In manufacturing company in the Democratic Republic of Congo, African journal of  
 Business management, .6(15), 5389-5398

Kavanaugh, R.R.and Ninemeier J.D.(2001).Supervision in the Hospitality Industry.(3<sup>rd</sup> ed.)

Michigan: The Educational Institute of the American Hotel & Lodging Association.

Kawooya, N.(2010) Effect of leadership styles on employee performance in Kampala district

Makerere University, Kampala.

Krejcie & Morgan (1970) “Determining Sample Size for Research Activities. Educational and Psychological Measurement, 30, 607-610”

Michael.A.(2010) Leadership style and organizational impact. Retrieved from <http://www.apa.org>.

Michael, H.(2010) Organizational effectiveness *discovering How to Make It happen Right Management Inc.*

Mitchell,M.S;&Ambrose,M.L.(2007).Abusive supervision and workplace deviance and the Moderating effects of negative reciprocity beliefs. *Journals of Applied Psychology*,92 1159-1168.

Motowidlo,S.J;Borman, W.C;& Schmit,M.J.(1997).A theory of individual differences in Task and contextual performance *Human Performance*, 10,71-83.

Mugenda, O.M,& Mugenda,A.G.(1999).Research methods.ACTS press Nairobi.

Miller,J.E;Walker,J.R.and Drummond K.E.(2002).Supervision in the hospitality Industry (4<sup>th</sup> ed.). New Jersey: John Wiley & Sons; Inc.

Mullins,J.2002. Management and organizational behavior.6<sup>th</sup> edition. Italy: Lombarda Rotolito.

Mullins,L.J.(2008). Managing People in the Hospitality Industry.(5<sup>th</sup>Ed).Harlow:Addison Wesley Longman Limited.



- Muyingo,J.C.(2004). Changing patterns of university financing in universities in Uganda and Their implications for management of University education, unpublished Phd thesis, Makerere University, Kampala.
- Nakanwagi.H.(2010) Leadership styles and employment performance among Public BTVET Institutions in Uganda. A case of Kampala and Wakiso Districts.
- Nkata, J.L.(2006). *A road map to participation in management of schools, Kampala Masah Publishers Ltd.*
- Northhouse,P.G.(2002) Leadership: Theory and practice. Sage publications, Inc. London
- Northhouse,P.G.(2004).Leadership: Theory and practice.(3<sup>rd</sup> ed.). California:Sage Publications, Inc.
- Nsubuga.Y.K.K.(2008). Analysis of leadership styles and schools performance of secondary Schools in Uganda, Nelson Mandela Metropolitan University
- Obiwuru.T,Okwu.A,Akpa.V & Nwankere.I (2011).Effect of leadership style on Organizational performance:Asurvey of selected small scale enterprises in Ikosi-Ketu Council development area of Lagos Sate,Nigeria.Australian journal of business And management research 1(7)
- Ojock.K.B.(2009) Leaders styles and the Academic performance in Primary Schools in Uganda.A case of Yumbe District
- Ottih.L.O.(2008).Organization theory:structure,design and process, Port Harcourt:Amex Publications.
- Oyentunyi.C.O.(2006). The relationship between leadership styles and schools climate Secondary school. Unpublished Phd Thesis. University of South Africa

- Rad,A.M.M.&Yarmohammadian,M.H.(2006).A study of relationship between manager Leadership styles and employee's job satisfaction.Leadership in Health Service,19(2); 11-28.
- Rollinson,D.(2005).Organizational Behaviour and Analysis:An integratedApproach. Harlow, Essex: Pearson Education Limited.
- Sekaran U. (2003) Research methods for business. A skill building approach (4<sup>th</sup> Ed) New Jersey: John Wiley and sons
- Schermerhorn,J.R.,Hunt,J.G & Osborn,R.N 2000.Organisation behavior.New York Wiley and sons inc.
- Tepper,B.J.(2000).Consequences of abusive supervision.Academy of Management Journal, 43,178-190.
- Van Vugt,M.,Jepson S.F.,Hart,C.M. and De Cremer,D.(2004),Autocratic Leadership in Social Dilemmas:A Threat to Group Stability,Journal of Experimental Social Psychology,40
- Yin,R,K.(2003).Case study Research.Design and methods.(3<sup>rd</sup> Ed) Sage Publications, London, United Kingdom.
- Yousef, D.A.(2000).Organizational commitment:a mediator of the relationships of leadership Behaviour with job satisfaction and performance in the non-western country.Journal of Managerial Psychology,15(1):6-24.
- Zehir C,(2012) The effect of leadership and supervisory commitment to organizational performance Gebze Institute of Technology, Kocaeli, Turkey.

## APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES

Dear Respondents, this questionnaire is intended to facilitate a study on how leadership styles affect employee performance in the Directorate of Public Prosecutions. The researcher requests you to please spare a few minutes of your valuable time and fill it. The information you provide will be treated with Confidentiality and shall be used for research purposes only. You may not put your name on the Questionnaire.

### Instruction

Please use the rating scale 1-5 as provided below to select an option that you most agree with on each of the aspects. Tick (✓) the appropriate number.

1.Strongly disagree 2. Disagree, 3.Not sure, 4. Agree, 5. Strongly agree,

### BACK GROUND VARIABLES

In this section you are kindly requested to tick the alternative that fits your situation.

1. Age

1.20-39  2. 40-59  3. 60-79

2 Sex

Male  Female

3.Highest Level of education

1. Diploma  2. Graduate  3. Masters' degree

5 Marital status

Single  Married

5. How long have you served as an employee in the DPP?

1-10 years  11-12 years  21-30 years

**INDEPENDENT VARIABLE: LEADERSHIP STYLES**

Given the key, tick or choose the right alternative that corresponds with your opinion as

Follows:

<b>No</b>	<b>STATEMENT</b>	<b>1 SD</b>	<b>2 DA</b>	<b>3 UD</b>	<b>4 A</b>	<b>5 SA</b>
	<b>Laissez-faire leadership style</b>					
1	My supervisor does not impose policies on me					
2	There is leadership freedom in my department					
3	My department performs there are less hierarchical structures					
4	I communicate properly with my employer					
5	The employer allows me to express my views openly and work under minimal supervision					
6	Whenever I have a different view from that of my Employee am not mistreated					
7	The manager attends to my problems					
8	I have freedom to share my own ideas at work					
9	I encourage others to do thing my way					
10	My supervisor relies on his/her own judgement when passing on performance requirements.					

	<b>Democratic leadership Style</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>SD</b>	<b>DA</b>	<b>UD</b>	<b>A</b>	<b>SA</b>
1	I am friendly and approachable to my fellow employees					
2	I am consulted before my employer takes action					
3	My supervisor encourages delegation					
4	I act without consulting my superior.					
5	I dialogue with my superior on a daily basis					
6	I am involved in performance appraisals to my department					
7	There is collective responsibility for decisions made?					
	<b>Autocratic leadership Style</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>SD</b>	<b>DA</b>	<b>UD</b>	<b>A</b>	<b>SA</b>
<b>1</b>	My performance is limited by poor leadership style from my supervisor					
<b>2</b>	My performance is not limited by leadership style.					
<b>3</b>	Leadership rules are designed by superiors alone					
<b>4</b>	My performance are assessed by my superior alone					
<b>5</b>	Performance requirements are designed according to the department's needs					

<b>6</b>	There is close supervision in my department					
<b>7</b>	My supervisor is not flexible in decision making					
<b>8</b>	I am to participate in decision making					

## EMPLOYEE PERFORMANCE

No	STATEMENT	1 SD	2 D	3 U	4 A	5 SA
1	I always report at work in time					
2	It is necessary for me to come early					
3	I am motivated to work					
4	I am required to execute outlined tasks					
5	There is team work in my department					
6	My supervisor is a team player					
7	I am given the needed support by my supervisor to meet my duties					
8	I finish my work in time and meet deadlines					
9	My performance is assessed daily by my supervisor					
10	My performance is limited by poor leadership style of my supervisor					
11	I am required to work towards attaining the departmental goal					

**Thank you for your response**

## **APPENDIX B: INTERVIEW GUIDE**

### **STRUCTUREINTERVIEWS FOR MANAGERS AND HEAD OF DEPARTMENTS**

#### **Instructions**

Please answer the following statements as understood or practiced by you

1. In your own understanding, please explain leadership as used by you and your portfolio
2. Briefly state any leadership styles employed by you
3. What is laissez faire leadership?
4. (a) Is laissez faire leadership important for employees performance?  
(b) Support your answer
5. (a) What is democratic leadership styles  
(b) Why is democratic leadership important in employee performance?  
(c) Support your answer above
6. (a) What is autocratic leadership style?  
(b) Is autocratic leadership important in employee performance?
7. What is employee performance?
8. (a) Is employee performance based on leadership?  
(b) Why
9. How can leadership limit successful employee performance?
- 10.(a) What kind of leadership styles do you recommend for your department  
(b) Why

Thanks you for your cooperation



## **APPENDIX C: DOCUMENTARY REVIEW CHECKLIST**

1. Leadership style
2. Organizational structure
3. Human resource manual
4. DPP magazines and Annual Reports
5. Staff performance reports
6. Reward systems manual
7. Supervisor procedure and manual