

**MANAGEMENT STYLES AND PERFORMANCE OF EMPLOYEES AT UGANDA
WILDLIFE AUTHORITY**

By

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DECLARATION

I, Tushabe Assumptah Byensi hereby declare that this is my original work and has never been presented to any institution for any award. Where other peoples work has been used it has been clearly quoted and referenced.

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Date:

APPROVAL

This is to certify that this research report has been carried out under my supervision and is now ready to be submitted for examination with my approval.

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Supervisor

Date:

DEDICATION

I dedicate my Research work to my late mother Mrs. Monica Byensi for her constant advice of valuing education before anything else. To my late sister Adeodatta Byensi for her wise counsel. May the good Lord rest their souls in eternal peace. To all those who helped me morally, spiritually and financially and lastly to my children Isaac and Arnold.

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LIST OF ACRONYMS

CA Conservation Area

CAP Chapter

CEO'S Chief Executive Officers

CVI Content Validity Index

PA Protected Area

UWA Uganda Wildlife Authority

ABSTRACT

The study sought to establish the relationship between management styles on the performance of employees at UWA. The study was guided by three objectives that is to say to establish the relationship between autocratic democratic and laissez-faire management styles on the performance of employees at UWA. The study was basically quantitative; however it also involved the use of qualitative approaches. The study was cross - sectional involving a number of employees who were selected using stratified and purposive sampling techniques. Data was collected using a self-administered questionnaires and interview guide. The hypotheses were tested using Pearson's correlation co-efficient index. While qualitative data was analyzed basing on the study main themes. The findings revealed an insignificant relationship between autocratic, and laissez faire management systems on the performance of employees at UWA. It revealed a significant relationship between democratic management style on the performance of employees at UWA. It was therefore concluded that autocratic and laissez-faire management styles insignificantly relate with employee performance at UWA. It was recommended that if employee performance is to be improved at UWA, managers should not focus mainly on application of autocratic and laissez-faire management styles but should ensure that all employees at UWA are given an opportunity to get involved in the activities of the organization.

CHAPTER ONE

1.1 Introduction

The study examined the relationship between Management style and employee performance at Uganda Wildlife Authority. Management styles was an independent variable that was measured in form of Autocratic, Democratic and Laissez-fare management styles while employee performance was the dependant variable that was measured in efficiency, effectiveness, quality of output, meeting targets, readily available and being there for others. This chapter covered the background to the study, the statement of the problem, the general objectives, the specific objectives of the study, the research questions, the hypotheses, the scope of the study, the significance, justification of the study, operational definitions of terms and concepts.

1.2 Background to the Study

The background to the study was explained in four different perspectives that included the historical, theoretical, conceptual and contextual perspectives of the study.

1.2.1 Historical Background

Uganda Wildlife Authority is a semi-autonomous government agency established under the 1996 Wildlife Act that was amended in 2000 under Cap 200. It is mandated to ensure sustainable management of Wildlife resources in Uganda both within in and outside the protected areas and supervises activities related to protected area management in the 10 National Parks and 12 Wildlife Reserves. Management Styles was an area of concern at Uganda Wildlife Authority. Management styles applied were the centre of employee's performance; these are responsible for the dedication

of efforts at work. It was raised that performance of employees failed due to poor Management practices.

Various studies had been undertaken on the issue of employee performance for example Ajaayi, et al, (2011) in a study about work environment as a correlate of academic staff performance in South West Nigeria Universities found out that there was a positive significant relationship between the work environment and job performance of academic staff in universities. Also in Somech (2013) study's about the effects of leadership styles and team process on performance and innovation, in functionally heterogeneous teams found out that, participative management style was positively associated with team reflection, which in turn led to team innovation. It was established that this management style decreased team role performance. O'Neill (2008) in a study about progressive party's and democratic progressive party development found out that the party performance behavior influenced more its performance in the electoral process. However, these studies were done in different context from that one of UWA and were not specifically on management styles of autocratic, democratic and Laissez-faire styles which the intended study targeted.

1.2.2 Theoretical background

The study was guided by two theories that is the situation /contingency theory developed by Fielder (1974), and the theory X and theory Y that was developed by Douglas McGregor in (1960). According to the contingent/situation theory a manager or management approaches was contingent upon situation in place, it focused on particular variables related to the environment that might determine what particular style of management was suited for the situation(Nkata2001).The theory

opined that the management practices, approaches and styles depended very much on the prevailing situations and on the maturity of levels of employees. For instance employees who showed high sense of maturity at work through making self direction, control and knew what was required of them were suitable for the democratic and Laissez-fare management styles. However, if the situation at work showed that employees were un-cooperative and not aware of what is required of them then, autocratic management style was suitable. Hill (2005) identified that kinds of circumstances required different kinds of management. Managers are managers because they are able to study and remain focused to situations regarding decision making and they apply the most suitable style of management. Fielder's model based on the managers' effectiveness on situational contingency theory could also benefit the study. It resulted from the interaction of management style and situational favorableness.

In Macgregor theory, theory X managers believed that people are lazy, they had inherent dislike of work and that they had to be coerced, controlled and directed. Theory Y on the other hand stated that people seek work as natural phenomena, and that they accepted responsibilities. Therefore to make them perform as expected, a manager had to study them and apply theory X strategies such as coercing, threatening, punishing, giving deadlines and expelling those employees that are theory X in nature. However, on theory Y employees, the manager had to allow them take independent decisions, as they controlled themselves since they were dedicated at work and knew what was required of them. In line with above theories managers at Uganda Wildlife Authority had to study their employees critically and they applied theory X and Y or the contingent/situational theory depending on employee's response towards work.

In the study, theories X and Y or contingent were used to encourage Managers at the Authority to either use theory X or Y or contingent strategies depending on the nature of employees. Managers showed whether their employees were theory X and applied theory X strategies that made them perform. They were requested to identify the extent to which employees were theory Y oriented to let them guide and direct themselves at work or they would assess the situation and decide which type of management style to use depending on the prevailing circumstances.

1.2.3 Conceptual Background

The independent variable in the study was management style. Nkata (2001) defined management as a process of working with and through individuals to achieve organizational goals. This study employed autocratic management style whose characteristics included coercive, monopolistic decision making, threats, warnings, and expulsions and giving deadlines. Mullins (2002) defined autocratic management style as a style of management where power would be with the manager and interactions within the group moved towards the manager. The study also looked at democratic management style where the focus of power was more with the group as a whole and there was greater interaction within the group. In the study democratic management style involved collective decision making, consensus at work, consultation and participation of all group members.

Finally, it also involved the Laissez-faire management style defined by Cole (1996) as a management style where the leader ensured that members of the group worked well on their own. In the study, Laissez-faire management style involved free decision making, self direction and free motivation. The dependant variable in the study was performance. Performance was defined by Gove et al (1993) as accumulated results of an individual's work process. According to Webster (1984) performance

was defined as the execution of an action or achievement. In this study, employee performance at UWA referred to employee time management, value of office time, completion of assignments, achievement of organizational goals and quality of output.

1.2.4 Contextual background

The study was contextually done at Uganda Wildlife Authority which is located at plot 7 Kira Road Kamwokya in the central Division of Kampala. Uganda Wildlife Authority was established in 1996 by the wildlife act Cap 200 after the merger of Uganda National Parks and Game Department. Its role is to ensure sustainable management of wildlife through coordinating, monitoring and supervising the activities related to wildlife management. Its vision is to be a leading self-sustaining wildlife conservation agency that transforms Uganda into one of the best eco tourism destination in Africa.

It also has a mission which is to conserve, economically develop and sustainably manage wildlife in the protected areas of Uganda in partnership with the neighboring communities and other stakeholders for the benefit of the people of Uganda and the global community. In order to achieve its mandate, UWA identified its plan purposes as ensuring efficient and effective management to preserve the integrity of wildlife protected areas in Uganda, effectively manage wildlife outside Protected areas in collaboration with stakeholders, promote conservation led business and investments that would contribute to local and national development, strengthen its capacity to become self-sustaining and to strengthen relationships with communities in order to reduce the human –wildlife conflict .

However, the performance of employees was identified by UWA 2011-2012 as poor which might further worsen the performance of the Authority and if unattended too in the long run UWA would fail to achieve its mandate. Despite being with a multiplicity of factors that would be responsible for the poor performance, the study was basically to explore how management styles relate with the performance of employees at Uganda Wildlife Authority.

Table 1.1 Showing performances in the different periods

Period	Targeted performance	Actual Performance	Variance
2009-2010	100%	51%	49%
2010-2011	100%	55%	45%
2011-2012	100%	45%	55%

Source: UWA Annual performance Reports 2009-2012

The above table shows the performance levels of the organization in the different years. The variance between the expected and the actual performance was too high in 2011-2012 at 55% variance. This showed a high performance decline which this study addressed.

1.3 Problem Statement

Uganda Wildlife Authority has plans with clear strategies and targets to realize its mission at specific period in time usually a year as it operates on an annual budget. Overtime, the organizations developed and established strategies and mechanisms that enhanced the performance of its employees. Some of such strategies included skills improvement through a training plan on a yearly basis, new staff were attached to peer and senior supervisors for on job training, coaching and

mentoring, as continuous process of learning. UWA also provided for exchange programme with related stakeholders at regional basis for bench-marking purposes, staff were sponsored both locally and at international to upgrade their skills.(UWA Annual Reports 2009-2010). UWA also ensured that, their staffs are motivated by timely payment of salaries, provision of individual development loans, car loans and setting up medical schemes that caters for staff and their dependants. Six (6) members of staff were sent for exchange programs, 5 employees were supported for further studies at local and international levels, new employees were inducted and attached to senior members or experienced peers for on job guidance, staff incentives are provided in a timely manner and medical scheme for staff, that caters for spouse and four biological (4) dependants are in place (HR reports 2012). But the training plan was not being followed as it should have been done and the selection criteria for participants that attended the exchange program and other trainings were not clearly defined. However, despite the above efforts by UWA, the M&E reports 2009-2010 reflected that most departments failed to meet their performance targets as two (2) departments out of the six (6) were able to meet their targets above 70% and also performance appraisal report 2011-2012 reflected poor performance of employees which was reflected in failure of employees to meet their own set targets, being un-stable at work ,rampant irregular cases, failure to accomplish tasks by some employees and non-renewal of contracts of staff as a result of poor performance.

The poor performance was also concretized in the Auditor General's report 2011 where Uganda lost 25 Elephants and was described as the worst ever reported scenario in a single conservation area considering Uganda was losing three (3) elephants annually. This was an acute sign of poor performance of employees in UWA. The variance in performance was at 55% in 2011-2012. If this poor performance continues, unchecked, UWA and the Tourism sector in general would worsen

impacting negatively on the economy of Uganda as a country since tourism is one of the revenue generating sources. There was no empirical study that has been conducted to establish the effects of management style and employee performance at UWA, hence there was need to conduct the study. Although there are various factors responsible for poor performance, the study was on how management styles relate with employee performance at Uganda Wildlife Authority Kampala office.

1.4 Purpose of the study

The purpose of the study was to establish the relationship between management styles and employee performance at Uganda Wildlife Authority Headquarters in Kamwokya.

1.5 Specific objectives

The following specific objectives guided the study;

- (i) To establish the relationship between autocratic management style and employee performance at UWA.
- (ii) To find out the relationship between democratic management style and employee performance at UWA.
- (iii) To examine the relationship between Laissez-faire management style and employee performance at UWA.

1.6 Research Questions

The following Research Questions guided the study:

- (i) What was the relationship between Autocratic management style and employee performance at UWA?

- (ii) How does democratic management style relate with employee performance at UWA?
- (iii) What was the relationship between laissez-faire management style and employee Performance at UWA?

1.7 Hypothesis of the study

The following hypothesis guided the study;

- (i) Autocratic management styles had a positive relationship with employee performance at UWA.
- (ii) There was positive relationship between democratic management styles and employee performance at UWA.
- (iii) Laissez-faire management style had a positive relationship on employee performance at UWA.

1.8 Conceptual Framework

Management Styles (IV)

Autocratic management Style

- Deadlines
- Punishments
- Directives
- Monopolistic

Employee Performance (DV)

- Efficiency
- Effectiveness
- Quality output

Fig. 1.1 Conceptual framework showing management styles and employee Performance

Source: Adopted from (Mullins (2010) and modified by the Researcher

The conceptual framework as illustrated in Figure 1.1 above shows how management styles relate with employee performance. The Figure (1.1) showed what is constituted in management style as independent variables and employee performance as dependant variable. The independent variable management style was operationalised into autocratic management style involving deadlines, punishments, directives, monopolistic decision making, threats and warnings. It also included democratic management style that involved consultations, participatory decision making, listening to one another and consensus for all. Finally it involved Laissez-faire management style that included free direction, individual self motivation and freedom to make decisions. These were

hoped to have a direct impact on employee performance for when management styles are fair to all employees their performance improves through creation of efficiency, effectiveness, quality of output meeting their targets, being there for others and the reverse would be true.

1.9 Significance of the Study

The study findings would be significant to the following:

The policy makers in the ministry of Tourism and Antiquities as these would be informed how management styles relate to employee performance hence adopt appropriate management styles.

To the employees in the Authority, as the management styles applied would be based on results that would enable them work harder for better performance.

The management of UWA as they would know what management styles would be appropriate in the organization to enhance better performance.

For the future Researchers, as they would use the study findings as sources of reference in their studies hence would help to suggest study gaps in their future studies.

1.10 Justification of the study

The study was justified because it would provide empirical explanation between management styles and employee performance at Uganda Wildlife Authority with a view of addressing the different stakeholders identified gaps and to draw recommendations for improved declining performance of staff in the Authority.

1.11 Scope of the Study

1.11.1 Geographical Scope

The study was geographically done at Uganda Wildlife Authority Headquarters at plot 7 Kira Road with the employees as the study respondents.

1.11.2 Time Scope

The study period was of four (4) years that is between 2009 to 2012. This was the period when the performance of employees declined sharply and it was the same period when there were changes in the top management (UWA annual Report 2010-2011).

1.11.3 Content Scope

The study content scope involved management styles mainly; the autocratic, democratic and Laissez-faire management styles which would be related with the performance of employees in the Authority.

1.12 Operational definitions and key concepts

Management styles are defined by Nkata (2001) as those behaviors' exhibited by managers to get work done in organization. Autocratic management style was defined by Tibamwenda (2010) as the Authoritarian nature of a manager where decisions are made by one individual and subordinates are supposed to follow. The manager usually had too much power.

Democratic Management Style was defined by Mullins (2010) as a management style where employees are allowed to contribute towards decision making. It involved more of consensus decision making, there was too much teamwork among employees.

A Laissez-faire management Style was defined by Armstrong (2009) as a style of management where the manager ensured that members of the group are doing well on their own. The employees had self control and directed themselves in decision making without interference from the manager.

Performance was defined by Noon & Geery (2001) as the outcomes of an individual work process. Employees in UWA referred to any individual who had entered into contract of service with UWA and was paid for the work he/she does (UWA Human Resource Manual 2008).

1.13 Summary

This chapter presented background to the study following the four perspectives of historical, theoretical, conceptual and contextual perspectives. The problem at hand was brought out clearly leading to formulation of study purpose, objectives, research questions and the hypothesis. The conceptual framework clearly defined the key variables. The Study significance to the various stakeholders was articulated .The study scope and definitions were brought out clearly leading us to the literature review section. The study used the contingency theory of Fielders, theories X and Y as these were deemed more relevant to management styles and the performance of employees at UWA. Conclusively, it was clear that there was enough justification to undertake the study since

the problem of poor performance would impact negatively on the performance of the organization.

In the next chapter, review of literature related the theories and to the study objectives is presented.

The reviewed works involved textbooks, journal articles, past dissertations and internet works.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter included; the theoretical review which gave a detailed account of the theories showing how different scholars utilized them in their studies actual literature review based on the three study objectives that is to say the relationship between autocratic, democratic and laissez-fare management styles on employee performance. Furthermore, it also dealt with summary of the literature review related with the three study objectives.

2.2 Theoretical Review

The study was guided by two theories that is the situation/ contingency theory developed by Fielder (1974) and theory X and Y developed by McGregor in (1960). According to Nkata (2001) in this theory, management approach is contingent upon situations in place. The theory opines that the effectiveness of management practices, approaches and styles depended very much on the prevailing situations and on the maturity levels of employees. For instance employees who showed a high sense of maturity at work through self direction, control and know what was required of them would be suitable for democratic and laissez-fare management styles. However, if the situation at work showed that employees were un-cooperative, are not aware of what was required of them, autocratic management style was suitable. While theory X leaders believed that people are lazy, have had inherent dislike for work and that they had to be coerced, controlled and directed. Mullins (2010) identified that theory X represented the carrot and stick assumptions on which traditional organizations were based. He further asserted that due to natural dislike employees had on work they needed to be threatened with punishments if the organization was to achieve goals.

Further Jenifer and Gareth (2006) argued that the average person avoided responsibility, preferred to be directed and lacked ambition. Therefore to make employees who are theory X work for better performance they had to be coerced, directed, controlled and threatened with punishments.

In addition, Mullins (2010) opined that the central principal of theory Y was the integration of the individual and organizational goals. The assumptions of the theory in this regard included assuming that work was as natural as play, people exercise self direction and control in servicing the objectives to which they . Employees had commitment, were self motivated and had to solve their own problems. Therefore to realize high job performance employees especially those who are were democratic and those who were self directed in nature had to be left to exercise their potential and contributed to the well being of the organizations. However, with the limitations of theory X and Y where employees are neither purely theory X or Y oriented, it gave one a challenge to utilize the two theories in the study depending on the nature of employees.

2.3 Autocratic management style and employee performance

Mullins (2002) pointed out that the leader alone exercised decision making and authority for determining policy procedures for achieving goals. Cole (1996) added that in authoritative management one centralizes power, authority and decision making at hand. Personal contribution was limited. Tibamwenda (2010) identified that autocratic management style was also known as dictatorial management style where authority, power and decision making were centralized in the manager who housed it at the centre and subordinates were expected to obey. The style of management according to Jenifer and Gareth (2006) based more on scientific management principles of Taylor and Fayol which were mechanistic and bureaucratic management principles.

The manager was seen using or used commands to ensure compliance of the rest of the employees. This style of management was associated with creation of employee non-compliance.

Delia and Novi (2013) in their study about leadership styles and employee creativity found out that there was a positive significant relationship between autocratic management styles and employee creativity. However, creativity was only one dimension of employee performance. Warren (2000) identified that in autocratic management style the manager told employees what was to be done without seeking their advice. The manager took himself as having enough information to help him/her in making informed decisions. The manager was not tolerating any opposition from subordinates. Armstrong (2009) pointed out that autocratic managers were authoritative in nature; they used directives in their approach and were very strict on their subordinates. The goals were not agreed upon but were established passed down from above and pushed through subordinates to allow goals and objectives to be achieved. Tripathi (2004) noted that with autocratic management style, it ‘was the manager at the top to determine policies and plans. This type of management never allowed the manager find out how competent were his employees as they never contributed to decision making neither would they alert the manager when the decision was hazardous. Thus, the study therefore, showed how autocratic management style related to employee performance including other dimensions of performance at UWA.

2.4 Democratic management style and performance of staff

Mullins (2002) noted that in democratic management style the management functions were shared with members of the group and the manager was more as part of the team. The greater members had say in decision making, determination of policy and implementation of procedures, the greater

the performance. Tibamwenda (2010) identified that group decision making and supervision used overlapping form of structure. Individuals were known as linking pins. They were not only of their own group but also of the next superior group where appropriate since consultations are normal. This made work to be linked to the rest of the organization resulting into high job performance.

Andreia (2012) in a study about perceived management styles and employee performance in hotel industry found out that participation of employees in decisions made as a group developed high performance of employees. Al-mallam (2001) conducted a study to examine the impact of management style on the performance of public and private hospitals in Kuwait. The study found out that private hospital managers and employees perceived that transformational management styles/ of the presidents and heads of departments led to high levels of employees performance.

Gabbert (2005) investigated on the relationship between the chief executive officers (CEO's) management styles and performance in the health acute care hospitals segment and found out that democratic management style significantly related with employee performance. However, according to Duncan (2002), this form of management made decision making slow and therefore was not suited to some industries as in certain situations decisions needed to be taken urgently. Despite the above review, none of that literature was gathered in the context of UWA specifically on democratic management style and how it related with employee performance which justified the move to undertake the study.

2.5 Laissez-fare Management style and employee performance

Armstrong (2009) identified that in laissez-fare management style the managers consciously made decisions to pass the focus of power to members, allowed them freedom of action to do as they

think best and did not interfere. Okumbe (1999), argued that under this style the manager avoided excessive use of power and authority but largely depended on the group to establish goals and means of achieving progress. Tibamwenda (2010) pointed out that as the situation and environment changed, time came when subordinates, such as medical Doctors became very knowledgeable, very skilled, had requisite competences were empowered and had positive attitudes towards work. Such people could no longer be led through application of the autocratic management style. Even the more progressive democratic management style were imposing some unnecessary and superfluous limitations given that they were able to work without central supervision.

Limsila (2008) in a study about performance and leadership outcomes as correlates of leadership styles and subordinates commitment found out that transformational leadership had a positive relationship with work performance. The more employees were given a free atmosphere to decide on their own the greater the performance. However, the study was not in the context of employees in UWA which gave a go ahead for the study.

Reagan et al (2005) found out those firms which gave employees freedom to take independent decisions with little or limited intervention of their managers achieved better results than firms that over supervised employees. Newstron and Keith (1997) observed that with laissez-fare management style, the manager avoided power and responsibility. The manager depended largely on the group to establish its own goals and work out its own problems. Therefore, the laissez-fare management style ignored the leader's contribution in approximately the same way the autocratic management style ignored the group. It tended to permit different units of the organization to

proceed at cross purposes. There were no stipulated rules and regulations. However, at times this approach left the team floundering with little direction and motivation which left employees with poor work morale not to perform. www.duncanwill.co.uk 2002.accesed on 13.09.2013.

2.6 Summary of the literature Review

The section reviewed literature pertaining to each of the study objectives. This literature involved literature review on objectives. For instance this literature review was on the relationship between autocratic, democratic and laissez-faire management styles that were related with the performance of employees. Further research gaps were posed on each of the study objectives giving way to research on them.

With all the above theoretical empirical gaps, a manager had to apply a style that he or she deemed more important in a given situation. However, those studies were not carried out from the context of employee performance in Uganda wildlife Authority. This was the centre of this study to establish how management styles related with employee performance in UWA. With the literature reviewed and the study gaps posed one would ask how one would go about this study. This automatically led to the methodology part of the study. The methodology captured issues concerning the study design, population, sampling and instruments among others.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter gave the design , the study population, determination of the sample size, sampling techniques and procedures, data collection methods, data collection instruments, validity and reliability, procedure of data collection, data analysis and measurement of variables.

3.2 Research Design

The study used a cross sectional design. Kumar (2010) defined a cross-sectional design as one which does not involve continuous gathering of data from one respondent. This design was appropriate because of relating the two variables of my study and also it helped the researcher to visit respondents at once without repetitively going back to them. This type of designs allowed one to save time and financial constraints since the study covered a big population within a minimum possible time (Amin 2005). It, involved quantitative approach for easy analysis of data obtained using a self administered questionnaire and qualitative approach to allow deeper interaction with the respondents.

3.3 Study Population

The study population was 132 respondents' involving the number of 117 employees and 15 senior managers from Uganda Wildlife Authority Headquarters (List of Headquarter available employees as at May 2013).

3.4 Determination of Sample size

The study target population of 132 employees and senior management staff from UWA, According to Krejcie and Morgan (1970) table of sample size determination derived from Barifaijo, Basheka and Oonyu (2010) suggested a number of 92 employees and 14 senior management staff, but since one (1) respondent has no greater impact, the researcher took the entire population of 15 respondents. It was from these that the sample was selected for the study purposes.

Table 3.1 Sample size Determination

Category	Target Population	Sample size	Sampling Technique
Employees in Departments	117	92	Stratified Sampling
Senior Management staff	15	15	Purposive Sampling
Total	132	107	

The Table 3.1 shows that the sample size was 107 respondents. The 92 employees were selected using stratified sampling basing on employees number in their respective departments. However, senior management staffs were selected by using the purposive method because they had confidential information and all respondents in the senior management positions were picked as possible respondents.

3.5 Sampling Techniques

In quantitative researches, it is believed that if the sample is carefully obtained, it is then possible to generalize the results to the whole population as suggested by Amin (2005). The researcher used both random sampling and non-random sampling techniques while conducting the study. Stratified sampling was used where the sample was derived from the table for determining sample size from a given population. Purposive sampling was also used to select the key informants who were knowledgeable about the situation in the organization.

3.5.1 Stratified Sampling

According to Mugenda and Mugenda (1999), stratified sampling is used in a situation when the population is heterogeneous and each respondent had an equal chance of being selected to

participate in the study. Possible respondents were selected from the six (6) departments where respondents were stratified and thereafter a simple random sampling was used to select employees who were willing to offer information based on various departments and the study constituted 92 respondents all of which were employees but from different levels (Krejcie & Morgan, 1970).

3.5.2 Purposive Sampling

Amin (2005) contends that for smaller population less than 100, there is little point in sampling, survey the entire population, therefore all the senior management staff were enumerated. This was because it allowed vital information that could not be easily accessed from other respondents. According to wwwpreservearticles.com.2011 purposive sampling method also known as complete enumeration method is where all respondents targeted are enumerated as possible respondents. This method of sampling allowed getting information from all units studied irrespective, of age, gender, marital status, religion, nationality education, occupation, employment and income wealth.

3.6 Data Collection Methods

The Study employed both quantitative and qualitative data collection methods.

3.6.1 Questionnaire survey

The researcher designed the closed ended questionnaires which were sent out to employees for completion because they are quite many in number (Mugenda & Mugenda, 1999). The questionnaire was in line with the topic and the objectives of the study. The questionnaire was the main data collection method. It was designed to show the key elements of the study variables.

Kakinda-Mbaaga (2000) recommends the questionnaire that it is quicker and allows one to collect data in limited time.

3.6.2 Interviews

The second data collection method was interview. Interview guides with open ended questions that were administered to senior managers because they are quite knowledgeable about management styles employed in UWA. These were designed according to the theme of the study. Macibi (2007) identified that interviews allows face to face interaction between the researcher and the respondents. . Interviews were held because they allowed the researcher get deeper perceptions and views of the study respondents about the variables studied.

3.7 Data collection instruments

The study used two collection data instruments that is to say a self administered questionnaire and the interview guide.

3.7.1 Self administered questionnaire

A self administered questionnaire was the main data collection instrument. It had section A on background variables section, Section B on dependant variable employee performance and section C on independent variable management styles with C1 on autocratic management style, C2 democratic management style and C3 on laissez-fare management style. The questionnaire was preferred since 117employees in the Authority are literate hence in position to interpret questions on their own without external interference. Structured questions arranged per objective were used for employees because this was the most appropriate instrument for a big sample. The

questionnaire used a 5 point linkert scale from (strongly disagree) to (Strongly Agree), in order to provide consistent responses. The questionnaire was systematically organized to include demographic characteristics of the respondents, autocratic democratic and laissez-fare styles of management and employee performance in UWA. A self administered questionnaire was used because so many questionnaires could be distributed to the study respondents within a short period of time hence getting information within in the timelines set.

3.7.2 Interview Guide

The interview guide for senior management staff who included directors, coordinators and managers was the second data collection instrument. Each objective had at least two qualitative items. The interview guide was for senior management staff especially the directors and senior managers since these are informed of management styles applied. Interviews gave the researcher an opportunity to have an extensive discussion of the study variables with the study respondents hence getting information of value (Barifaiijo, Basheka and Oounyu 2010).

3.8 Validity and Reliability

3.8.1 Validity

Validity of the instrument is the extent to which the instrument measures what it is intended for (Amin 2004). Validity was realized by the researcher through giving out questionnaires to supervisors to judge whether the items were worthy to measure the study variables. This helped to collect data that was required. After the content validity index was computed using a formula where

$$CVI = \frac{\text{Number of items rated relevant}}{\text{Total number of items}} = 0.7$$

Total number of items

CVI = 370/390

CVI = 0.95

The instrument was considered valid because when the computed validity value was computed it was 0.95 greater than 0.7 therefore it suggested that the questionnaire was valid to allow collection of data from the respondents at UWA.

3.8.2 Reliability of instruments

Reliability of the instruments was established through the use of Cronbach Alpha provided by SPSS. The researcher carried out a pilot study of about 10 questionnaires to employees in Queen Elizabeth National Park. It was from this data that Cronbach Alpha was computed and it had a value of above 0.7 to consider the instrument reliable.

The reliability test value was analyzed by using Cronbach's Alpha reliability coefficient given by the following formula;

$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum Vi}{V_{test}} \right)$$

Where;

α = Alpha coefficient

n = Number of items in the instrument

\sum = Summation

Vi = Variance of scores on each item

V_{test} = Total variance of overall scores (not %'s) on the entire test

Table 3.2 gives reliability values for the various sections of the questionnaire

Table 3.2: Cronbach Alpha Co-efficient Results for Reliability

Variables	Constructs	Number of items	Alpha value
Independent variable			
Management styles	Autocratic	09	0.764
	Democratic	10	0.811
	Laissez faire	10	0.657
Dépendent variable			
Performance	Performance	10	0.716

The alpha values for the various sections of the questionnaire were greater than 0.7 implying that the instrument was reliable. There after the remaining questionnaires were given out to the study respondents at UWA.

The reliability of the qualitative data from the interview guide was established using peer review and member checking.

3.9 Procedure of Data Collection

After establishing the reliability of the instrument, the researcher got an introductory letter from Uganda Management Institute School of management Science. This letter was used to introduce the researcher to the management of UWA and to respective employees who were the study respondents. The researcher herself distributed the questionnaires to the respondents and picked them ready for analysis. Interviews were conducted within the convenient time given by each of

the senior management staff. After data collection was analyzed followed by writing of the report that was submitted for examination.

3.10 Data Analysis

Data from the field was sorted, edited, coded and entered into computer using Statistical Package for Social Scientists program version20. The program helped generate frequency tables, percentages means, standard deviations and graphs at univariate level. The variables of the study were related using Pearson's Correlations Co-efficient method since the variables were numerical in nature. Qualitative data from the field was sorted, categorized and arranged according to the main themes and sub-themes of study variables. It was finally analyzed using the thematic/ themes that were developed on each of the study variables in the conceptual framework.

3.11 Measurement of variables

The study variables were measured according to their behavioral dimensions and indicators on a five point Likert type scale (1 strongly disagree to 5 strongly agree). According to Mugenda and Mugenda (1999), this scale was suitable for measuring perceptions, attitudes and behaviors that relate to employee performance. Management styles of autocratic, democratic and laissez-fare were measured by the respondents perceptions based on the 5 point Likert scale as it was the best way to rate responses in a study that sought people's opinions on issues. Also the Pearson's Correlation Co-efficient method was used to measure the variables since the variables are numerical in nature.

3.12 Summary

The methodology chapter in brief showed that the study was majorly quantitative involving the use of the cross-sectional design. The respondents of the study were employees of UWA who were selected by use of stratified and purposive sampling. The data collection instruments were a self administered questionnaire and interview guide. Data was descriptively analysed using percentages, means, frequencies and standard deviations. At correlative level, the objectives were tested using the Pearson's correlation co-efficient. From the above methodology which was followed critically, the findings from the field study are presented in the next chapter depending on respondent's background information and on the study objectives.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The chapter presents the background of respondents, description of the dependant variable employee performance and ends with testing of the three study objectives.

4.1 Response Rate

A number of 92 questionnaires were distributed and 69 questionnaires were duly filled and returned which represented 75% and 15 interview guides were prepared but the researcher was able to conduct interviews with 11 senior managers which represents 73.3% and as suggested by Amin (2005) this was above 70% and a good representation of the survey population

4.2. Background of Respondents

In this section the background of age in years, marital status, gender, responsibility and experience at work are presented. These are presented below;

Table 4.1 Distribution of Respondents by age in years

Age in years	Frequency	Percent
21-30Yrs	16	23.2
31-40Yrs	24	34.8
41.50Yrs	24	34.8
51+	05	7.2
Total	69	100

Source: Primary Data

Results from table 4.1 shows that most of the respondents were in the age group of 31-40 and 41-50 years each contributing 34.8% followed by those in the age group of 21-30years 23.2% while few 7.2% had 51+ years. These results suggest that most of the respondents were below retirement age and still in their productive age which could enable them perform highly on the job.

Table 4.2 Distribution of Respondents by Marital Status

Marital Status	Frequency	Percent
Single	10	14.5
Married	59	85.5
Total	69	100

Source: Primary Data

Results in the table 4.2 above shows that most of the respondents that is 59 which is 85.5% were married compared to 10 14.5% were single. This implied that most employees at UWA headquarters were married and married employees are preferred in most cases on the job since they are regarded more responsible than those that are single. Again, this suggest that married employees have high chances of performing highly on the job than those that are single since they normally have obligations to maintain their families

Table 4.3 Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	45	65.3
Female	24	34.7
Total	69	100

Source: Primary Data

Results of table 4.3 showed that most of the respondents in the study were male 45 (65.3%) 24 (34.7%) who were female. This implied that the gender of the respondents may impact on the performance of employees by males performing higher than females hence more preferred on the job. Further the traditional cultural values favored more education of males than females.

Table 4.4 Distribution of Respondents by Responsibility

Responsibility	Frequency	Percent
Ranger	15	21.7
Secretary	09	13.0
Coordinators	15	21.7
Directors	3	4.3
Wardens	27	39.1
Total	69	100

Source: Primary Data

Results from the table 4.4 showed that most of the respondents in the study were Wardens 27 (39.1%) followed by Rangers and Coordinators each contributing 15 (21.7%) followed by secretaries 9 (13%) while a few 3 (4.3%) were directors. Since employees are distributed in different responsibilities it makes them work as a team to yield high performance.

Table 4.5: Distribution of Respondents by Experience

Experience	Frequency	Percent

0-5 yrs	20	29.0
6-10yrs	24	34.8
11-16yrs	16	23.2
17+ yrs	9	13.0
Total	69	100

Source: Primary Data

In table 4.5, 24 respondents which is 34.8% showed that they had experience of 6-10 years followed by those with experience of 0-5 years 20 (29%) followed by those with experience of 11-16 years 16 (23.2%) and few of the respondents 9 (13%) had a job experience of 17 + years. These findings showed that the job performance of employees at UWA would enable them perform as expected. Findings also showed that when employees are new in the job they tend to be responsive to what is being asked than those who have stayed longer in the job.

4.3 Description of dependant variable Performance of employees

Performance of employees at UWA was operationalised into ten quantitative questions in which employees in the Authority were requested to do self rating basing on Likert scale ranging from one which represented Strongly Disagree, two represented disagree, three represented neutral four represented agree and five represented strongly agree. Results therefore are presented in table 4.6.

Table 4.6: Distribution of Respondents on performance at UWA

Performance indicator	Scale	Freq	Percent	Mean	STD DEV
Iam always effective at work	Strongly disagree Disagree Neutral Agree Strongly Agree	02 00 03 36 28	2.8 00 4.3 52.2 40.6	4.32	.701
Iam always efficient in whatever i do	Strongly disagree Disagree Neutral Agree Strongly Agree	01 00 04 46 18	1.4 00 5.8 66.7 26.1	4.21	.534
I always do quality work at the job	Strongly disagree Disagree Neutral Agree Strongly Agree	00 01 02 42 24	00 1.4 2.8 60.9 34.8	4.31	.580
Outputs of my work are within the set objectives	Strongly disagree Disagree Neutral Agree Strongly Agree	00 04 05 40 20	00 4.3 7.2 55 29	4.13	.731
I readily Achieve results	Strongly disagree Disagree Neutral Agree Strongly Agree	02 03 10 32 22	2.8 4.3 14.5 46.4 31.9	4.04	.888
I am always available at work	Strongly disagree Disagree Neutral Agree Strongly agree	02 03 10 32 22	2.8 4.3 14.5 46.4 31.9	4.59	.714
I am always there in place of others in the organization	Strongly disagree Disagree Neutral	01 00 19	1.4 00 27.5	3.97	.840

Performance indicator	Scale	Freq	Percent	Mean	STD DEV
	Agree Strongly Agree	29 20	42.0 29		
I have an approved performance work plan	Strongly disagree Disagree Neutral Agree Strongly Agree	01 05 12 25 26	1.4 702 17.4 36.4 37.7	4.01	.993
I feel proud when delegated to perform certain duties	Strongly disagree Disagree Neutral Agree Strongly Agree	01 02 04 28 34	1.4 2.9 5.8 40.6 49.3	4.33	.834
I am obliged to add extra time so as to accomplish my work	Strongly disagree Disagree Neutral Agree Strongly Agree	02 01 05 25 36	2.9 1.4 7.2 36.2 52.2	4.33	.902

Source: Primary Data

The findings presented aggregated strongly disagree with disagree to get one percentage. Strongly agree and agree were also aggregated to get one percentage While the percentage for neutral remained alone

Results from the table4.6 showed that most of the respondents in the study agreed that they are effective at work92.8% compared to 2.8 who disagreed While 4.4 were neutral. This suggests that employees at UWA are effective at work. 92.7% agreed that they are always efficient in whatever they do compared to1.4%who disagreed while 5.8% were neutral. This suggests that employees are always efficient in whatever they do. In addition 95.7% of the employees agreed that they

always do quality work on the job compared to 1.4% who disagreed while 2.8% were neutral. This showed that employees at UWA strive to do quality work on the job.

Results showed that 87% of the respondents agreed that outputs of their work are within set objectives compared to 5.7% who disagreed while 7.2 were neutral. This showed that employee's outputs tally with the set objectives of UWA. Over 78.3% of the respondents agreed that they readily achieve results compared to 7.1% who disagreed while 14.5% were neutral. This implied that results are readily achieved at UWA. Further 94.2% agreed that they are always available at work compared to 1.4% who disagreed while 4.3% were neutral. This implied that employees at UWA are always regular.

In addition, 71% of the respondents agreed that that they are always there in the place of others in the organization compared to 1.4% who disagreed while 27.5% were neutral. This meant that employees are always there to stand in for others at the work place. Again 73.9% agreed that they have an approved work plan compared to 8.6% who disagreed while 17.4% were neutral. They neither agreed nor disagreed. This showed that employees at UWA have an approved work plan. 90.9% agreed that they feel proud when delegated to perform certain duties compared to 4.3% who disagreed while 5.8% were neutral. Finally 88.4% agreed that they are obliged to add extra time so as to accomplish their work compared to 4.3% who disagreed while 7.2% were neutral. The cumulative percentages on the whole suggest that employee's performance at UWA was effective. The highest mean value was on the item "I am always available at work" mean = 4.59 while the lowest was on the item " I am always there in place of others in the organization mean= 3.97. These mean values on the whole suggest that the performance of employees at UWA is better. The standard deviations on all the items suggest that respondents had similar views and opinions

about their performance. To get a general summary of these findings all items in table 4.6 were aggregated into one average index performance and results are presented in figure 4.1.

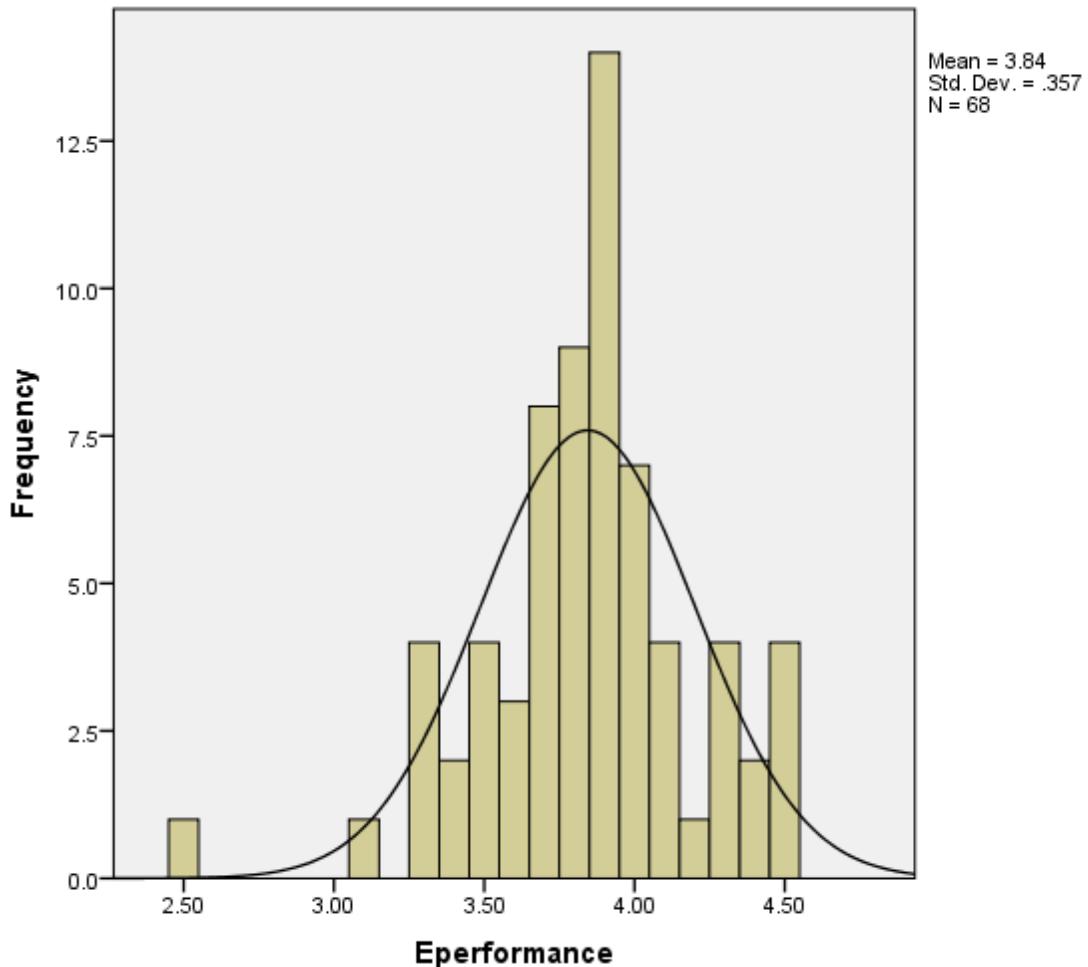


Fig 4.1: Histogram and Curve showing distribution of respondents on performance.

The above figure shows that most of the respondent's views were concentrated on the right side of the histogram curve suggesting that their performance was effective on the job. These findings were similar with qualitative findings obtained from interview held where most of the respondents showed that their performance was effective. One of the interviewees said employees in this organization achieve set targets on the job. Most of these employees are ever dedicated on their

job assignments. This has made UWA to be one of the high performing authorizes in Uganda. Finally the above results show that employee's performance at UWA was effective.

4.4 Testing of the three study objective

Under this section testing of the study objective was presented. The study objective involved to establish the relationship between Autocratic, Democratic laissez-faire management style and performance of employees at UWA Headquarters based at Plot 7 kira Road Kampala.

4.4.1 Objective One: Autocratic management style and employee performance

The first objective of the study was to establish the relationship between autocratic management style and performance of employees at UWA. Autocratic Management style was divided into quantitative items on which employees at UWA were requested to do self rating basing on likert scale from one which represented strongly disagree, two disagree three represented neutral four represented agree and five represented strongly agree. Table 4.7 give results.

Table 4.7 Distribution of Respondents on Autocratic Management Style

Indicators of Autocratic	Scale	Freq	Percent	Mean	STD DEV
I work under set deadlines of the organization	Strongly disagree Disagree Neutral Agree Strongly Agree	01 03 08 39 18	1.4 4.3 11.6 56.5 26.1	4.00	.831
Failure to meet targets given is punishable in the organization	Strongly disagree Disagree Neutral Agree Strongly Agree	11 18 27 11 02	15.9 26.1 39.1 15.9 2.9	3.00	1.029
There are always set directives for each task	Strongly disagree Disagree Neutral Agree Strongly Agree	07 12 15 31 04	10.1 17.4 21.7 44.9 5.8	4.00	1.11508
Decisions made in this Organization are made by a single individual	Strongly disagree Disagree Neutral Agree Strongly Agree	31 27 07 03 1	44.9 39.1 10.1 4.3 1.4	2.00	.090537
I am always threatened for mistakes at work	Strongly disagree Disagree Neutral Agree Strongly Agree	26 26 09 06 02	37.7 37.7 13.0 8.7 2.9	2.00	1.06402
I always receive warnings from management	Strongly disagree Disagree Neutral Agree Strongly Agree	26 25 10 5 3	37.8 36.2 14.5 7.2 4.3	2.000	1.14878
My supervisor takes decisions and expects us to carry them out without question.	Strongly disagree Disagree Neutral Agree	23 21 15 07	33.3 30.4 21.7 10.1	2.00	1.148

Indicators of Autocratic	Scale	Freq	Percent	Mean	STD DEV
	Strongly Agree	03	4.1		
My supervisor uses his/her authority to force us accomplish work	Strongly disagree	26	37.7		
	Disagree	25	36.2		
	Neutral	10	14.5	2.0	1.1030
	Agree	5	7.2		
	Strongly Agree	3	4.3		

Source: Primary Data

The findings presented aggregated strongly disagree with disagree to get one percentage. Strongly agree and agree were also aggregated to get one percentage While the percentage for neutral remained alone.

Results from table 4.7 show that most of the respondents that is 82.6% agreed that they work under set deadlines of the organization compared to 4.7% who disagreed while 11.6% were neutral. This implied that such deadlines are a manifestation of autocratic management style. Over 34.7% of the respondents agreed that failure to complete deadlines is reported to management compared to 29% who disagreed while 36.2 were neutral. This meant that there is a follow up of assignments offered to individual staff. 42% of the respondents disagreed that failure to meet targets given is punishable in the organization compared to 17.8% who agreed while 39.1% were neutral. This showed that punishments are reservedly given to employees in UWA.

In addition 50.7% agreed that there are set directives for each task compared to 28.5% who disagreed while 21.7% were neutral. This meant that directives are passed to employees at UWA. However, respondents at UWA disagreed 84% that decisions made at UWA are made by a single individual compared to 5.7% who agreed while 10.1% were neutral. This meant that decisions made at UWA are decided upon by all employees. 75.4% respondents disagreed that they are

always threatened for mistake at work compared to 11.6% who agreed while 13% were neutral. This suggests that threats are rarely used to enforce work at the organization. Finally respondents disagreed that their supervisors use their authority to enforce them accomplish work. 75.9% compared to 12.5% who agreed while 14.5% were neutral. This suggested that employees are not at times allowed to guide themselves accomplishing work assignments given. The percentages from table 4.7 on the whole suggest that autocratic management style was not highly used on employees at UWA.

The highest mean value was on items “I work under set deadlines and on the item they are always set directives for each task” mean =4.00 on each of these. This mean value meant that if they work under strict deadlines and tight schedules their performance would be negatively affected. The mean values on most of the items were ranging in two suggesting a disagreement that autocratic management style is applied highly on employees at UWA. To get the general view of how employees in UWA rated autocratic management style all items in table 4.7 were aggregated into one average index autocratic. Fig 4.2 gives the results

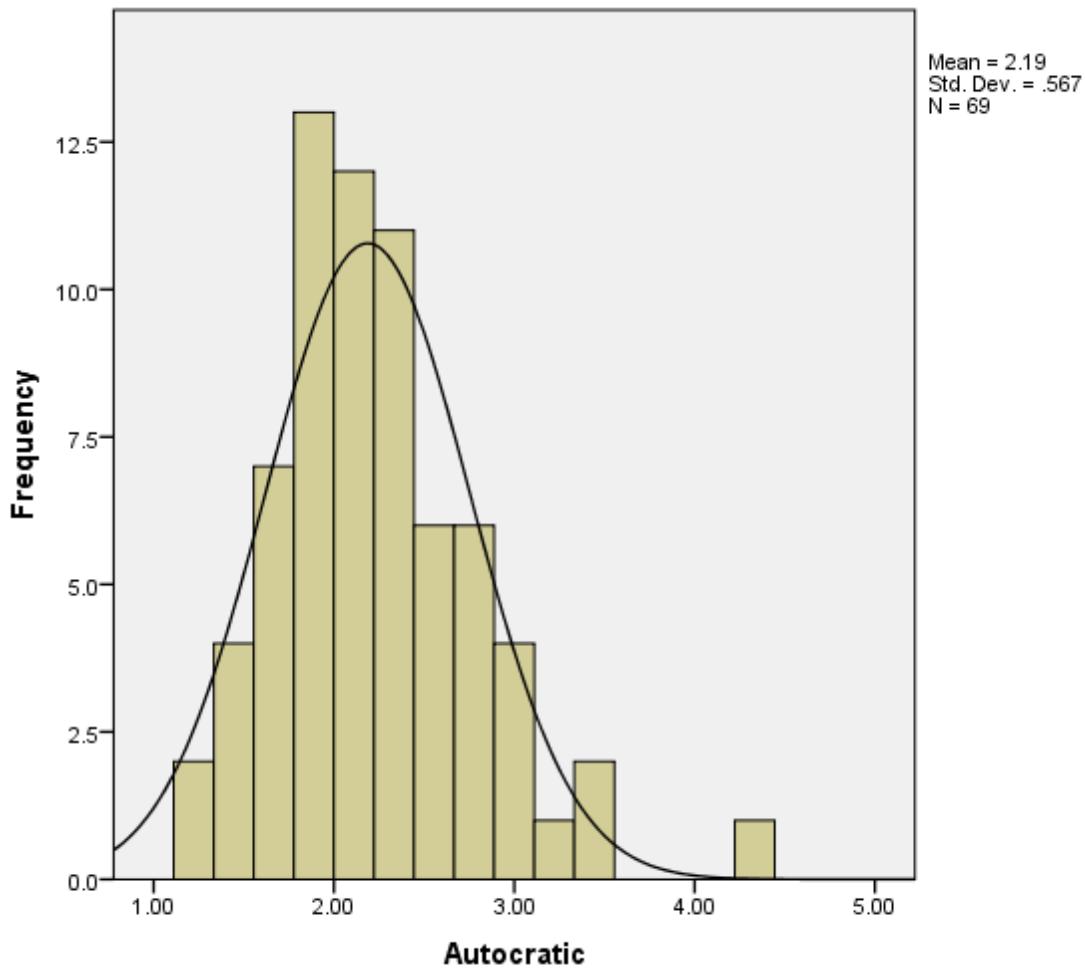


Fig. 4.2: Histogram and curve showing distribution of respondents on autocratic Management style

These findings suggested that most of the employees were on the left side of the histogram/curve suggesting that they disagreed that autocratic management style is applied onto employees at UWA. The qualitative findings from interviews held on autocratic management style showed that senior managers rejected that they use autocratic management style. One of the senior managers said “I use team work and consensus approach when handling or deciding on key issues at work “Another one said

“using the hot rule or the autocratic approach to solving problems at work does not work in modern times”. Employees have to participate in all activities going on at work. To some extent autocratic is not majorly practiced one of the respondents said,

“There is no mutual trust among staff. People in meetings are not free to some extent to express themselves” Source: Primary data

This implied that at times autocratic management style is applied at Uganda Wildlife Authority.

To find out whether autocratic management style had a relationship on employee performance at UWA, the two were related using the Pearson’s Correlation –co-efficient index as in table 4.8

Table 4.8: Pearson’s Correlation Coefficient index on performance of employees and autocratic Management style

	Employee performance	Autocratic
Employee Pearson correlation	1	.037
Performance Sig (2.tallied)		.765
N	68	68
Autocratic Pearson correlation	.037	1
Sig (2.tallied)	.765	
N	68	69

Source: Primary Data

Table 4.8 shows Pearson’s Correlation Coefficient index between employee performance and autocratic management style $r = .037$ sig = .765 greater than 0.05. This meant that there was an insignificant relationship between autocratic management style and employee performance UWA.

It means further that even if autocratic management style is applied or not applied the level of employee performance at UWA remains constant. It shows that managers who apply autocratic management style through coercing employees, giving punishments denying them freedom of

decision making ,over supervising employees always do not influence positive performance of employees on the job.

4.4.2 Objective Two: Democratic Management style and employee performance

The second objective of the study was to examine the relationship between democratic management style and performance of employees at Uganda Wildlife Authority. Democratic management was categorized into ten quantitative items on which employees at UWA were requested to do self rating basing on the scale ranging from strongly Disagree, two Disagree, Three neutral four agree and five strongly agree. Results are represented in table 4.9 below

Table 4.9: Democratic leadership style

Indicators of Democratic	Scale	Freq	Percent	Mean	STD DEV
Iam always consulted by management	Strongly disagree Disagree Neutral Agree Strongly Agree	05 09 17 33 05	6.2 13 24.6 47.8 7.2	4.00	1.00787
Consultations I give to managers are welcomed	Strongly disagree Disagree Neutral Agree Strongly Agree	05 02 22 39 06	6.2 2.9 31.9 49.3 8.7	4.00	.92188
I am always encouraged to participate in decision making	Strongly disagree Disagree Neutral Agree Strongly Agree	03 07 21 28 10	4.3 10.1 30.4 40.6 14.5	4.000	.96867
I always participate in meetings held at the Authority	Strongly disagree Disagree Neutral Agree Strongly Agree	03 03 18 13 12	4.3 4.3 26.1 47.8 17.4	4.000	.90797
Decisions in the Authority are made after agreement of all concerned	Strongly disagree Disagree Neutral Agree Strongly Agree	03 08 26 21 11	4.3 11.6 37.7 30.4 15.9	3.000	.99901
I am always allowed to express myself in meetings	Strongly disagree Disagree Neutral Agree Strongly Agree	02 01 10 40 16	2.8 1.4 14.5 58.0 23.2	4.000	.76280
I participate in the discussion whenever the problem arises	Strongly disagree Disagree Neutral Agree Strongly Agree	03 12 15 29 09	4.3 17.4 21.7 42.0 13.0	4.000	1.06947

Indicators of Democratic	Scale	Freq	Percent	Mean	STD DEV
My supervisor listens to me in a discussion	Strongly disagree Disagree Neutral Agree Strongly Agree	00 02 08 40 19	00 2.9 11.6 58.0 27.5	4.000	1.06947
My supervisor provides clear expectations for what needs to be done, when it should be done and how it should be done.	Strongly disagree Disagree Neutral Agree Strongly Agree	02 04 12 27 24	2.9 5.8 17.4 39.1 34.8	4.000	.93401
My supervisor allows a decision to emerge out of a process of group discussion	Strongly disagree Disagree Neutral Agree Strongly Agree	02 04 15 32 15	2.9 5.8 21.7 46.4 21.7	4.00	.95509

Source: Primary Data

The findings presented aggregated strongly disagree with disagree to get one percentage. Strongly agree and agree were also aggregated to get one percentage. While the percentage for neutral remained alone.

Results from the table 4.9 above showed that most of the respondents 55% agreed that they are always consulted by management compared to 19.2% who disagreed while 24.6% were neutral. Further 57% of respondents agreed that consultations given to managers are welcomed compared to 9.1% who disagreed while 31.9 were neutral. This suggested that consultations with staff are done and welcomed. More to the above 55.1% respondents agreed that they are always encouraged to participate in decision making compared to 14.4% who disagreed while 30.4% were neutral implying that they neither agreed nor disagreed with this question. In addition they showed that they always participate in meetings held in the authority and this showed that they are part of

decisions made. 46.3% of the respondents agreed that decisions made in the authority are made after agreement of all concerned compared to 6.9% who disagreed while 37.7 were neutral. This meant that decision making authority is concisely done. 81.2% of respondents also agreed that they always express themselves freely in meetings compared to 4.2% who disagreed while 14.5% were neutral. Again 55% of the respondents agreed that they participate in the discussion whenever a problem arises compared to 21.7% who disagreed while 21.7% were neutral. This showed that problems are solved through all parties' contributions.

More so 85.5% of the respondents agreed that their supervisor listens to them in a discussion compared to 2.8% who disagreed while 11.6% were neutral. This meant that there is respect of one another during the discussions. Also 73.9% of the respondents agreed that their supervisors provides clear expectations of what needs to be done , when it should be done and how it should be done compared to 8.6% who disagreed while 17.4% were neutral. Finally 68.1% of the employees agreed that their supervisors allow decisions to emerge out of the group discussion. These percentages as a whole suggested that democratic management style is practiced in UWA. The mean values were almost all at 4.000 suggesting that democratic management style is highly practiced at UWA headquarters. The standard deviations on all items were very low, suggesting that respondents had similar views and opinions about democratic management style. To get an average view of how respondents rated on democratic management style all the items were aggregated into one average index democratic and the findings are presented into figure 4.3.

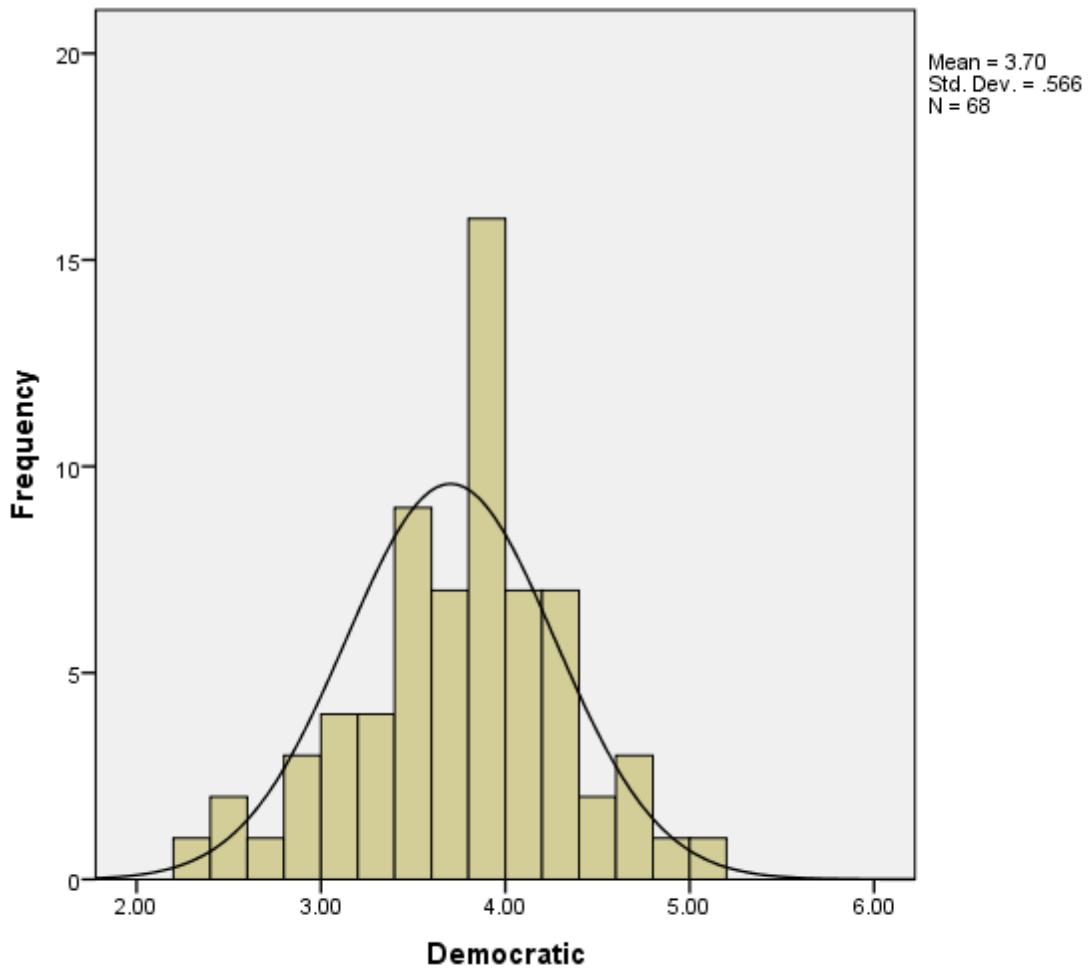


Fig 4.3: Histogram and curve showing the distribution of respondents on democratic management style

The histogram in fig. 4.3 shows that most of the respondents were concentrated on the right side of the histogram curve suggesting that democratic management style is highly practiced at Uganda wildlife authority. These findings were slightly similar with that of the qualitative findings from interviews held for instance one senior manager said

“decisions made at UWA are consultatively done to the extent that I ensure each employee has something to contribute towards decisions made”. Another one noted that

"I ensure that we hold unit meetings frequently to receive opinions and views on how we can perform better".

Source: Primary data.

Respondents when asked how decisions are arrived at showed that decisions are reached at on Monday morning meetings, heads of units invite their colleague to attend meetings where decisions are arrive at. *One of the respondents said,*

"some decisions are imposed by the institution. However, this imposition is not 100%" deadlines, are only given to those who are relevant". Another respondent identified,

"people are given an opportunity to contribute to debates going on however many fear to speak out."

This showed that although strategies to promote democratic management style are available for employees, at UWA. They are not free to say out what they have in mind. Therefore, it was found out generally that democratic decision making is done at UWA. to find out how democratic management style had a relationship on performance of employees at UWA the two variables were related using the pear sons correlation co-efficient index table 4.10

Table 4.10 Pearson's Correlation Co-efficient index between employee performance and democratic Management style

	Employee performance	Democratic
Employee Pearson correlation	1	.343**
Performance		.005
Sig (2.tallied) N	68	67
Democratic Pearson correlation	.343	1
Sig (2.tallied)	.005	
N	67	68

**** Correlation significant 0.01level 2 tallied**

The findings presented aggregated strongly disagree with disagree to get one percentage. Strongly agree and agree were also aggregated to get one percentage While the percentage for neutral remained alone.

Table 4.10 shows Pearson's correlation co-efficient index between democratic management style and employee performance at UWA $r = .343^{**}$ sig = 0.05 less than 0.05. This implied that there is a highly positive relationship between democratic management style and employee performance at UWA. Employees who are allowed to participate in a democratic management style are likely to perform highly than those who are not democratically involved in decision making process.

4.4.3 Objective Three: Laissez-faire management style and employee performance.

The third objective was to establish the relationship between laissez-faire management style and employee performance at UWA. Laissez-faire management style was operationalised into quantitative items and a few qualitative items on which employees at UWA were requested to self

rating basing on the likert scale ranging from one which represented strongly disagree, two represented disagree three represented neutral four represented agree and five strongly agree.

Table 4.11: Distribution of respondents on laissez faire management style

Indicators of Laissez-faire	Scale	Freq	Percent	Mean	STD DEV
I am allowed to take independent decisions at work	Strongly disagree	08	11.6		
	Disagree	06	8.2		
	Neutral	28	40.6	3.000	1.03663
	Agree	24	34.8		
	Strongly Agree	03	4.3		
I am allowed to direct myself at work	Strongly disagree	06	8.7		
	Disagree	06	8.7		
	Neutral	16	32.2	4.000	.84774
	Agree	32	46.4		
	Strongly Agree	09	13		
I am always self motivated to do the work	Strongly disagree	03	4.3		
	Disagree	00	00		
	Neutral	05	7.2	4.000	.84774
	Agree	44	63.8		
	Strongly Agree	17	24.6		

Indicators of Laissez-faire	Scale	Freq	Percent	Mean	STD DEV
I am always allowed to monitor my work process	Strongly disagree	02	2.9		
		02	2.9		
	Disagree	11	15.9	4.000	.84950
	Neutral	41	59.4		
	Agree	13	18.8		
	Strongly Agree				
I do self evaluation at work	Strongly disagree	02	2.9		
		06	8.7		
		12	17.4	4.000	.94904
	Disagree	38	55.1		
	Neutral	11	15.9		
	Agree				
	Strongly Agree				
I can do self reports on my work	Strongly disagree	3	4.3		
		3	4.3		
		10	14.5	4.00	.94904
	Disagree	39	56.5		
	Neutral	14	20.3		
	Agree				
	Strongly Agree				

Indicators of Laissez-faire	Scale	Freq	Percent	Mean	STD DEV
My supervisor offers no guidance whenever there is a discussion	Strongly disagree	03	4.3		
		03	4.3		
		10	14.5	2.000	.98454
	Disagree	39	56.5		
	Neutral	14	20.3		
	Agree				
	Strongly Agree				
My supervisor leaves decision making up to me	Strongly disagree	29	42.0		
		31	44.9		
		03	4.3	2.000	.98454
	Disagree	06	8.7		
	Neutral	00	00		
	Agree				
	Strongly Agree				
Iam empowered to make decisions at departmental level	Strongly disagree	07	10.1		
		13	18.8		
		24	34.8	3.000	1.05011
	Disagree	22	31.9		
	Neutral	03	4.3		
	Agree				

Indicators of Laissez-faire	Scale	Freq	Percent	Mean	STD DEV
	Strongly Agree				
Iam left with all authority and power to resolve problems on my own	Strongly disagree	23	33.3		
	disagree	31	44.9		
	10	14.5		2.000	.92309
	Disagree	04	5.8		
	Neutral	01	1.4		
	Agree				
	Strongly Agree				

Source Primary Data

The findings presented aggregated strongly disagree with disagree to get one percentage. Strongly agree and agree were also aggregated to get one percentage While the percentage for neutral remained alone.

From the above information in the table 39.1% respondents agreed that they allowed to take decisions at work compared 20.3% who disagreed while 40.6% were neutral. This implied that to a less extent employee at UWA take independent decisions. 59.4% agreed that they are allowed to direct themselves at work compared to 17.4% who disagreed while 23.2% were neutral. This shows that employees would direct themselves at work. Further 88.4% of the respondents agreed that they always self motivated at work compared to 4.3% who disagreed while7.2% were neutral. This showed that employees at UWA were motivated to do the work. 78.2% of the respondents also agreed that they are always allowed to monitor their work processes compared to 5.8% who disagreed while 15.9% were neutral. This implied that employees at UWA are allowed to supervise themselves at work. On the same way 71% of the respondents agreed that they do self evaluation

work compared to 8.6% who disagreed while 14.5% were neutral. These results suggest that employees at UWA are allowed to do self reports. In addition 86.9 of the respondents disagreed that their supervisors offer no guidance whenever there is a discussion compared to 8.7% who agreed while 4.3% were neutral. These results meant that although they have some autonomy; they are guided at work whenever there is a discussion.

Furthermore, 66.6% of the respondents disagreed that their supervisors leaves decision making upon them compared to 9.1% who agreed while 23.2% were neutral. This meant that employees are not left to take independent decisions. More to that 36.2% of the respondents agreed that they are empowered to make decisions at departmental level compared to 10.1% who disagreed while 34.8 were neutral. Finally 78.2% disagreed that they are left with all authority and power to resolve problems on their own compared to 7.2% who agreed while 14.5% were neutral. The findings from the above percentages therefore, suggest that laissez-faire management style is fairly applied in administration at UWA. To get the general view of how respondents rated on management style a histogram and a curve were made and appeared as in fig.4.4.

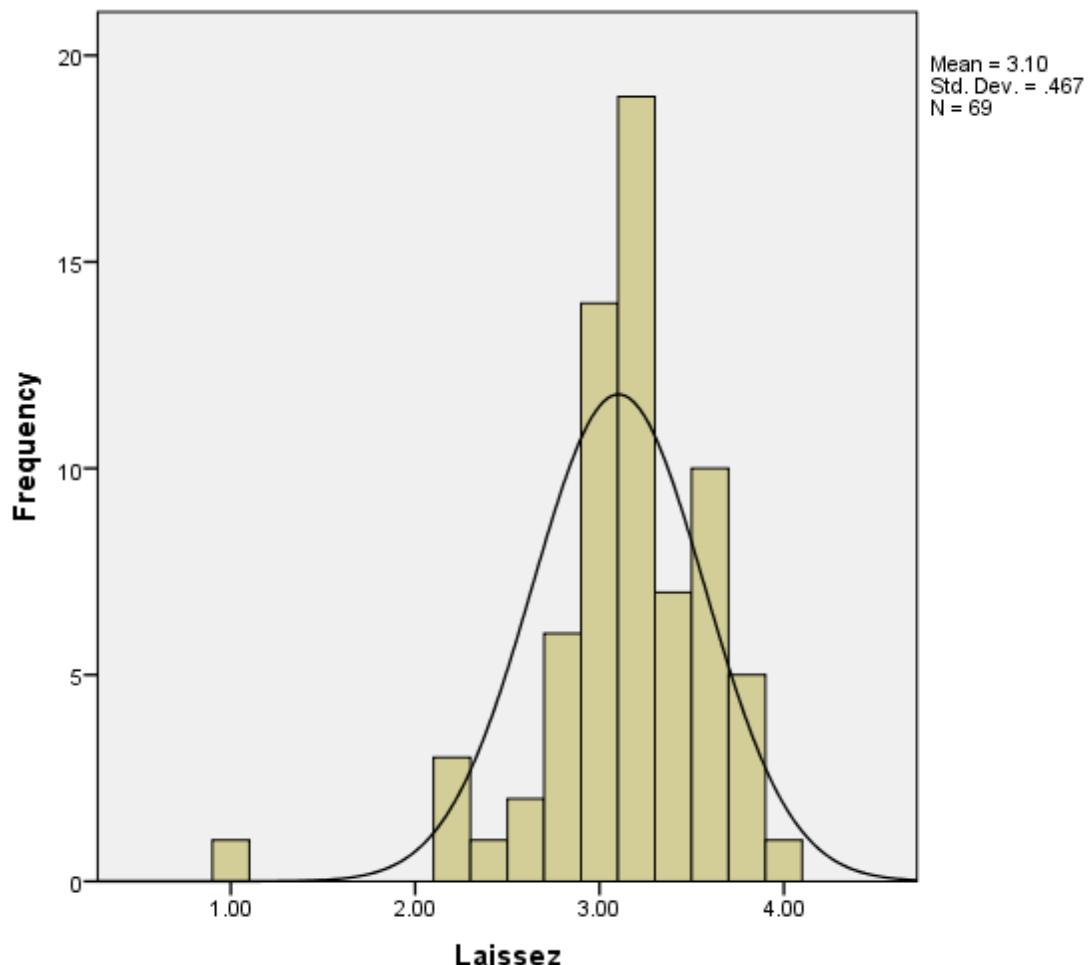


Fig 4.4: Histogram and curve showing distribution of respondents on Laissez faire management style.

The figure shows that most of the respondents were centered on the right side of the histogram curve suggesting that laissez-faire management style is fairly applied

To find out whether Laissez-faire management style had a relationship on performance of employees at UWA, the two variables were related using Pearson's Correlation Co-efficient Index as in table 4.12.

Table 4.12: Pearson's correlation Co-efficient Index between Laissez-faire management style and employee performance

	Employee performance	Laissez-faire
Employee Pearson correlation	1	.142
Sig (2.tallied)		.249
Performance N	68	68
Laissez-faire Pearson correlation	.142	1
Sig (2.tallied)	.249	
N	68	69

Table 4.12 shows Pearson's correlation co-efficient Index between Laissez-faire management style and employee performance at UWA $r = .142$ $\text{Sig} = .249$ greater than 0.05. This suggested that there was negative relationship between laissez-faire management style and employee at UWA. Even if it is practiced or not the level of employee performance remains constant. If employees are left to take control of themselves particularly by taking independent decision giving them autonomy, leaving them to supervise themselves, performance narrows on the job.

4.4.4 Summary

I set to establish the relationship between autocratic management style, democratic and Laissez-faire on employee performance. These were tested using a self administered questionnaire which was likert scaled ranging from 1 strongly disagree 2 disagree, 3 Neutral 4 agree and 5 strongly agree. Data on each was tested using Pearson's Correlation Co-efficient index and basing on the critical judgment approach method. The findings in this chapter showed that autocratic, laissez-faire management styles had an insignificant relationship on the performance of employees at UWA while it revealed a significant relationship between democratic management style and

employee performance. From the findings presented, conclusions, discussions and recommendations were drawn. These are presented in the next chapter one by one.

CHAPTER FIVE

DISCUSSIONS CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This Chapter presents the discussions of findings obtained from the study, conclusion drawn from the study and recommendations based on the results.

5.1 Discussion

In this chapter the discussion of findings is presented, the Data collection instruments involved a self administered questionnaire and interview guide. The two instruments provided information upon which the findings discussed were based the discussion will follow objective by objective of the study.

5.1.1 Objective One: Autocratic Management style and employee performance

The first objective of the study was to establish the relationship between autocratic management style and employee performance at UWA. The findings of the study revealed an insignificant relationship between autocratic management style and employee performance. This showed that autocratic management style does not at all impact on employee performance. This was supported by Cole (1996) who opined that in authoritative management one centralizes power, authority and decision making at hand. Personal contribution is limited. With limited personal intervention in decision making it implies that performance lowers. The study findings revealed that a dictatorial management style produces dissatisfaction among staff.

This is supported by Tibamwenda (2010) who identified that autocratic management style was also known as dictatorial management style where authority, power and decision making were centralized in the manager who housed it at the centre and subordinates were expected to obey. The study findings showed that mechanistic styles of management breeds poor performance of staff. This is in line with Jenifer and Gareth (2006) who showed that in scientific management principles of Taylor and Fayol which were mechanistic and bureaucratic in nature. The manager was seen as using or used commands to ensure compliance of the rest of the employees. This style of management was associated with creation of employee non- compliance.

The study findings differed from Delia and Novi (2013) in their study about leadership styles and employee creativity who found out that there was a positive significant relationship between autocratic management styles and employ creativity. However, creativity was only one dimension of employee performance. The study findings showed that autocratic management style is not applied onto employees at UWA. This differed from Warren (2000) who identified that in autocratic management style the manager told employees what was to be done without seeking their advice. The manager took himself as having enough information to help him/her in making informed decisions. The manager was not tolerating any opposition from subordinates. Armstrong (2009) pointed out that autocratic managers were authoritative in nature, they used directives in their approach and were very strict on their subordinates. The goals were not agreed upon but were established passed down from above and pushed through subordinates to allow goals and objectives to be achieved. The study findings showed that leaders who use autocratic management style do not encourage them to perform highly on the job. This was in line with the view of Tripathi (2004) who noted that with autocratic management style, it ‘was the manager at the top to

determine policies and plans. This type of management never allowed the manager find out how competent were his employees as they never contributed to decision making neither would they alert the manager when the decision was hazardous.

In conclusion autocratic Management style insignificantly relates with employee performance at UWA.

5.1.2 Objective Two: Democratic Management style and employee performance

The second objective of the study was to examine the influence of democratic management style on employee performance at UWA. The findings of the study revealed a significant relationship between democratic management style and employee performance at UWA. It showed that through allowing employees participate in meetings, contribute to decisions their performance improves and the reverse is true. These results were supported by Mullins (2002) who noted that in democratic management style, the management functions were shared with members of the group and the manager was more as part of the team. The greater members had say in decision making, determination of policy and implementation of procedures, the greater the performance. Tibamwenda (2010) in line with the study findings noted that in the democratic management style members view the institution as their own group but also of the next superior group where appropriate since consultations are normal. This made work to be linked to the rest of the organization resulting into high job performance.

The study findings were in agreement with Andreia (2012) in a study about perceived leadership styles and employee performance in hotel industry which found out that participation of employees in decisions made as a group developed high performance of employees. The study findings

concurred with Al-mallam (2001) who conducted a study to examine the impact of management style on the performance of public and private hospitals in Kuwait. The study found out that private hospital managers and employees perceived that transformational management styles/ of the presidents and heads of departments led to high levels of employees performance.

The study findings agreed with those of Gabbert (2005) who empirically investigated on the relationship between the chief executive officers (CEO's) management styles and performance in the health acute care hospitals segment and found out that democratic management style significantly related with employee performance.

In conclusion, democratic management style positively relates with employee performance at UWA.

5.1.3 Objective Three: Laissez-faire management style and employee performance

The third objective of the study was to establish the relationship between laissez-faire management style and employee performance at UWA. The findings of the study revealed that laissez-faire management style had an insignificant relationship in the performance of employees at UWA. This meant that even if it is applied by letting employees take independent decisions the level of performance remains intact. The findings were supported by Armstrong (2009) who identified that in laissez-faire management style the managers consciously made decisions to pass the focus of power to members , allows them freedom of action to do as they think best and did not interfere.

The study findings showed that through use of laissez -faire management style performance is negatively influenced. This was in disagreement with Okumbe (1999) who argued that under this

style the manager avoided excessive use of power and authority but largely depended on the group to establish goals and means of achieving progress. The study findings disagreed with those of Tibamwenda (2010) who pointed out that as the situation and environment changed, medical Doctors became very knowledgeable, very skilled, had requisite competences were empowered and had positive attitudes towards work. Such people could no longer be led through application of the autocratic management style. Even that the more progressive democratic management style imposed some unnecessary and superfluous limitations given that they were able to work without central supervision.

The study findings revealed an insignificant relationship between laissez faire management style and employee performance at UWA. These findings differed from those of Limsila (2008) in a study about performance and leadership outcomes as correlates of leadership styles and subordinates commitment who found out that transformational leadership had a positive relationship with work performance. The more employees were given a free atmosphere to decide on their own the greater the performance.

The study findings also differed from Reagan et al (2005) who found out those firms which gave employees freedom to take independent decisions with little or limited intervention of their managers achieved better results than firms that over supervised employees. Newstron and Keith (1997) observed that with laissez-fare management style, the manager avoided power and responsibility. The manager depended largely on the group to establish its own goals and work out its own problems. Therefore, the laissez-fare management style ignored the leader's contribution

in approximately the same way the autocratic management style ignored the group. It tended to permit different units of the organization to proceed at cross purposes.

In conclusion Laissez-faire management style has an insignificant relationship on employee performance at UWA.

5.2 Conclusions

From the study findings and discussions the following conclusions were made;

1. On objective one, it was concluded that autocratic management style has an insignificant relationship on employee performance at UWA. It implied that even if it is enforced or not the level of performance remains low.
2. From objective two, it was concluded that democratic management style has significant relationship on employee performance at UWA. It concludes that, if it is not enforced the level of performance goes down and when enforced it goes up.
3. From objective three, it was concluded that laissez-faire management style has an insignificant relationship on employee performance at UWA. Thus through accepting employees to judge themselves at work or not their performance do not change.

5.3 Recommendations

It is recommended that if the performance of employees at UWA is to be improved Ministry of Tourism and Antiquities together with the management of UWA.

Should not base adequately on autocratic management style as a way of improving employee performance since it had an insignificant relationship on the same. The application of strict rules, procedures, Managers imposing decisions on employees and giving deadlines should be reduced.

They should encourage use of democratic management strategies like involving employees to participate in decision making in order to own those decisions and ensure that views and opinions given by employees are respected.

Managers should not emphasize use of laissez-faire management style as it does not allow performance of employees to improve.

5.4 Areas of further Research

Due to a wide scope, the study was limited to management style of Autocratic, Democratic and Laissez-fare and how they impacted on performance of employees at UWA. However, there are other factors impacting on employee performance like, rewards, organizational politics, training, government policies, work environment which need the attention of future researchers to undertake studies to establish how they influence performance of employees at UWA.

5.5 Summary

The study had three objectives that is to find out the relationship between autocratic, democratic and laissez-faire leadership styles on the performance of employees at UWA. Data was gathered from 107 employees. A questionnaire and interview guide was used to collect data that was analyzed using Pearson's correlation co-efficient index and thematic methods. The findings obtained from chapter four revealed an insignificant relationship between autocratic and Laissez faire management styles on the performance of employees at UWA. While on the other side a positive significant relationship was established between democratic management style and employee performance at UWA. From the discussion presented in chapter five, conclusion and recommendation autocratic management style and laissez-faire management style negatively influences the performance of employees at UWA. These should not be based on majorly if one is to boost the performance of employees on the job. However, the democratic management style

positively relates with performance hence managers and employees have to consider them highly as a way of enhancing employee performance.

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