UGANDA MANAGEMENT INSTITUTE

THE ROLE OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN

INTERNET SERVICE BUSINESS IN UGANDA; A STUDY OF INFOCOM LIMITED

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KAMPALA

DECLARATION

I, Doreen Adongo, declare that the work herein is presented in its original from me and has not been presented to any other University or Institution for any academic award whatsoever.

Sign..

Date..

APPROVAL

This dissertation has been submitted for examination with the approval of my supervisors.

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DEDICATION

This dissertation is dedicated to my beloved mother Mrs Aisu Bertha Komuhendo Akiiki and my dear friend Bob Bongomin Junior for their financial support, encouragement and advice. I also dedicate this dissertation to my two supervisors Mr. Lwanga and Mr. Byakutaaga for their patience and encouragement they accorded me as I run up and down in order to see this work completed.

You will always remain a source of joy and inspiration to me.

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D.V: Dependent Variable

I.V: Independent Variable

PS: Purposive Sampling

SPSS: Statistical package for Social Sciences

SRS: Simple Random Sampling

ABSTRACT

The study investigated the role of leadership styles on employee performance, a case study of Infocom Limited in Kampala. The study objectives were; to examine the role of autocratic leadership style on employee performance, to find out the role of democratic leadership style on employee performance and to establish the role of laissez faire leadership style on employee performance in Infocom Limited. In Infocom, there is lack of appropriate communication and consultation channels, clear strategies and vision stated, commitment, effective office planning and decision making for heads of departments on how fiber cables should be laid this led to high client churn rate reports, the rate of labour turnover reports, customer care reports showing numerous customer complaints, targets are not met on time and sometimes delays in resolving technical network issues.

The findings indicates that the majority 65.0% were male, 58.3% had worked for a period of 2-4 years, 593.3% were permanent employees. It was revealed that autocratic leadership style affects employee performance with the majority 53.78% agreed that the managers were controlling, authoritative when communicating to employees. Over 66.49% respondents agreed that the manager involve them in decision making and encourages them for training and less than 50% of the respondents agreed that the managers were not present when need to handle agent issues and would leave an employee independently carry out duty.

It is therefore recommended that Infocom leaders should practice democratic leadership style so as to allow employees work effectively, efficiently and just on time. This is done through joint decision making, consultation, coaching staff and open communication channels in schools. Furthermore Infocom leaders and managers should avoid self decision making, authority control and closed communication channels at work to improve employee's performance.

In conclusion, the role of leadership styles in an organization has significant influence on the quality of employee performance. Autocratic, Democratic and Laissez Faire Leadership Styles are appropriates styles when applies effectively in the organisation.

CHAPTER ONE
INTRODUCTION

1.1   Introduction

This study aimed at investigating the role of leadership styles on employee performance in Infocom Limited, an Internet Service Provider in Uganda. The independent variable was leadership styles and the dependent variable was employee performance. This chapter presents the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, the research questions, the hypothesis, the scope of the study, the significance, justification and operational definitions of terms and concepts.

1.2   Background to the Study

1.2.1   Historical Background

Demand for better leaders is growing in modern times, as society and technology is becoming sophisticated. The ever changing business environment has created a need for leaders who can meet the demands and challenges of organisations functioning in complex competitive environments. The discussion in this chapter described the nature and definition of leadership styles in relation to employee performance. The leadership styles; autocratic, democratic and laissez faire were discussed. Finally, the relationship between leadership and employee performance was discussed, demonstrating the connection between the quality of leadership styles and employee performance.

Leadership has been around for as long as there have been people to lead. The history of the world abounds with great leaders, from Moses and David in the Old Testament to Napoleon in

the 1700s and Nelson Mandela and Martin Luther King in the 1900s (Bass, 1997). There are numerous ways of looking at leadership and many interpretations of its meaning (Mullins, 1999). Generally, leaders are people who are able to turn their beliefs and visions into reality, through the control and influence they exercise over other people (Bennis and Nanus, 1985). Our understanding of leadership has changed over the years, but the basic constructs have remained the same. Hellriegel, et al. (2004: 286) define leadership as being "the ability to influence others to act toward the attainment of a goal", while Mullins (1999: 253) adds that it is "a relationship through which one person influences the behaviour of others". A brilliant business leader must comprehend the importance of employees in achieving the ultimate goals of the organization, and motivating these employees is of paramount importance in achieving employee performance goals (Wall, et al., 1992).

1.2.2   Theoretical background

In attempting to understand the nature of leadership and employee performance, it is necessary to discuss the different theories of leadership that have developed over time, as various schools of thought have brought their differing ideas and knowledge to this discipline. There are various theories of leadership which attempt to explain the factors involved in the emergence of leadership, the nature of leadership, or the consequences of leadership (Antonakis, Ciaciolo & Stenber 2004, Bass, 1990 and Hideman 1998). These theories attempted to identify various leadership styles, which is the general manner in which leadership is practiced (Barling, Fullagar and Bluen, 1983).

Leadership is complex and multidimensional in character and as such no one can afford to jump prematurely to prescriptions and generalizations from the leadership research (Narayana, 2000).

Though researchers have attempted to study it a lot, there has been surprisingly a narrow preoccupation with the tone or style of leaders and their interpersonal relations with the subordinates. Indeed great bulks of leadership studies have been directed at this single issue – what is the style of leadership?

1.2.3 Conceptual Background

Conceptually, the study examined the three concepts of leadership styles as the independent variable while employee performance is the dependent variable which was the primary interest to the researcher given the deteriorating performance levels at Infocom Limited as reflected in the financial statements and departmental reports. Jui and Colin, (2005), advanced that leadership styles have an impact on employee performance and teams as well as work climate and atmosphere. Effective leadership is essential in every company and leadership style is an important variable having sufficient impact on employee performance and success of the company at large (Gharehbaghi and McManus, 2003).

Leadership is an influence process; therefore, leaders are people who by their actions encourage a group of people to move toward a common or shared goal. A leader is an individual while leadership is the function that the individual performs which involves a managerial function of directing that requires supervision, motivation, communication and influencing others in a desired direction. Armstrong as well defines leadership as the process of getting people to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and gaining their engagement (Armstrong, 2nd Ed, p. 4). Our study will adapt this definition since my end result is to know the influence of leadership on employee performance. Lee and Chuang (2009), explain that the excellent leader not only inspires

subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving employee performance.

It is argued that effective leadership has a positive influence on employee performance (Maritz, 1995; Bass, 1997; Charlton, 2000). Ultimately it is the performance of each individual that culminates in the employee performance, or in the achievement of organizational goals. Effective leadership is instrumental in ensuring employee performance is achieved (Cummings and Schwab, 1973; Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen, 2004). As a result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced the employee performance where they have been employed. In the competitive world business environment, it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Maritz, 1995; Bass, 1997). In this study we analyzed how leadership styles enable or disable an organization to survive in the 21st dynamic environment. Armstrong explains that leadership concentrates on getting the best out of people; this is a concept our study investigated.

Armstrong confirms to the consulting firm Hay McBer, as reported by Goleman (2000), in a study of 3,871 executives selected from a database of more than 20,000 executives worldwide, found that leadership had a direct impact on employee performance. The conclusion from a research conducted by Higgs (2006) was that leadership behaviour accounts for almost 50 per cent of the difference between change success and failure. Research by Northouse (2006) into 167US firms in 13 industries established that over a 20 year period, leadership accounted for more variations in employee performance than any other variable (Armstrong, 2nd Edition, p. 5).

Performance has been defined by Hellriegel, Jackson and Slocum (1999) as the level of an individual's work achievement after having exerted effort. Cummings and Schwab (1973) and Whetten and Cameron (1998) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance - ability and motivation. The researcher defined performance basing on the works of Kreitner (2000) as, timeliness, efficiency and effectiveness.

Behling and McFillen (1996) confirmed the link between high employee performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behaviour is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. It has been widely accepted that effective organisations require effective leadership, and employee performance will suffer in direct proportion to the neglect of this (Maritz, 1995; Ristow, Amos and Staude, 1999). Furthermore, it is generally accepted that the performance of any group of people is largely dependent on the quality of its leadership. Effective leadership behaviour facilitates the attainment of the subordinate's desires, which then results in effective employee performance (Maritz, 1995; Ristow, et al., 1999).

For example in Infocom Limited, performance is looked at in relation to the number of clients on board and what capacity of bandwidth they subscribe for, client's satisfaction with the link, the response time taken to resolve a client's complaints. Employees are of paramount importance to the achievement of this performance in Infocom, thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and employee performance (Bass, 1997; Mullins, 1999).

1.2.4 Contextual Background

Infocom Limited was formed on 16th August 1993, thereby transforming the then Internet service. The leadership then put in place a slogan. "Uganda's Leading Service Provider" to guide the transition of traditional communication in Uganda and discontinue those which were economically unviable and to encourage all employees to work harder to maintain that solagan. Among the policies formulated were to improve efficiency and performance of Internet Service providers in Uganda. Kreitner (2000) states that corporations were built on control, but the world has changed. He argued that the world was moving at such a pace that control has become a limitation and this could be the case with Infocom Limited.

In fact East Africa is currently ranked 60 out of 139 countries in terms of Labour- employee relations, (Global Competitiveness Report, 2010-2011). It is imperative for East Africa to improve this ranking and become more competitive in the global environment, companies should adopt leadership approaches that facilitate good labour-employee relations thus improved employee performance but not rely on control.

As years went by, some leaders learnt that their behaviour means a lot to the performance of an employee. Leaders checked their behaviours and as well later on considered the ability of a leader to adapt to the environment and others still take this concept theoretically but not practically.

However, many of the leaders did not get the concept that different environments require different types of leadership styles and worse this 21st century that has a consistent changing environment. Example can be seen when Warid Telecom came in to business with high salary

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remuneration, with the hope of improving employee performance and retaining staff. Unfortunately the kind of leadership required confidence and as a result, leadership had to change from hands to hands which affected employee performance. Consequently a detailed analysis to establish the relationship between leadership styles and employee performance was investigated.

Employee performance at Infocom Limited has not been satisfactory as reflected in the analysis of the three years. A number of strategies have been put in place; however, they have not been implemented to-date. Management team also comes up with strategies to improve employee performance and the correspondences to the above effect are all on record.

Some of the poor employee performance levels that could be attributed to leadership styles include; high churn rates measured from the total number of clients over a specific period of time, sales volumes measured from total sales made compared to the targets made, poor response time measured from the complaints clients make and customer care measured from customer retention reports. Therefore, as the leaders devised means to improving employee performance at Infocom through salary remuneration, the researcher examined the role of leadership styles on employee performance at Infocom Limited. Per (2001) advanced that leaders have to adapt their styles to fit the situations they are in if they are to perform efficiently. Employee performance is at the centre of a service provider like Infocom Limited. Its profitability and sustainability depends on how productive employees are. It is against this background that Infocom Limited has continued to implement a number of strategies aimed at improving the employee performance. Notable among them is managers and supervisors are continuously equipped with

leadership skills, for example through leadership workshops in Uganda Management Institute. The Infocom leaders try to encourage the managers and supervisors to make more suggestions or decisions on some issues; have weekly line-management meetings with staff, guide and counsel the subordinates which results to employee performance.

1.3   Statement of the problem

For Infocom limited to have high employee performance, there should be appropriate communication and consultation, clear strategies and vision stated commitment, effective office planning and decision making for heads of departments. However, these provisions are encumbered by inadequate leadership styles of some leaders, heads of department and team leaders hence leading to low employee performance in Infocom Limited. According to the annual report of Infocom Limited 2009, poor planning and decision making by some leaders, heads of departments, team leaders on how fiber cables should be laid along the Western Uganda region led to high client churn rate reports, the rate of labour turnover reports, customer care reports showing numerous customer complaints, targets not being met on time and sometimes delays in resolving technical network issues. Consequently, the work over load in terms of troubleshooting the on and off internet connection and high labour turnover led to low employee performance. The report also indicates that inadequate consultation and communication to the heads of department and team leaders on work matters further lowered the employee performance among employees. As a result, employees are increasingly becoming reluctant to do their work since they are not satisfied with their job. If the situation is not urgently addressed, it is likely not only to compromise the image and reputation of the company but it will also hurt their standards and their very existence. Unfortunately, all this has been going on without any attempt to understand the leadership styles leaders, managers and team leaders are applying in

Infocom Limited. The study therefore intended to fill this knowledge gap between the roles of leadership styles and employee performance in Infocom Limited in Kampala District.

1.4   Purpose of the study

The purpose of the study was to investigate the role of leadership styles on employee performance at Infocom Limited.

1.5   Specific Objectives

i.   To examine the role of autocratic leadership style on employee performance in Infocom Limited

ii.   To find out the role of democratic leadership styleson employee performance in Infocom Limited

iii. To establish the role of laissez faire leadership style on employee performance in Infocom Limited.

1.6   Research Questions

i.   To what extent does autocratic leadership style influence employee performance in Infocom Limited?

ii.   What is the role of democratic leadership style on employee performance in Infocom Limited?

iii. How does laissez faire leadership style influence employee performance in Infocom Limited?

1.7   Hypotheses of the study

  i.   There is no relationship between autocratic leadership style and employee performance in Infocom Limited.

 ii.   Democratic leadership style positively influences employee performance in Infocom Limited.

iii.   Laissez faire leadership style does not influence employee performance in Infocom Limited.

1.8   Conceptual Framework

Figure 1: Conceptual framework showing the relationship between the role of leadership styles and employee performance

Independent Variable   **Dependent Variable**

Leadership Styles   Employee Performance

Autocratic leadership style
• Authority and Control oriented
• Closed Communication channels
Democratic Leadership Style
• Shared
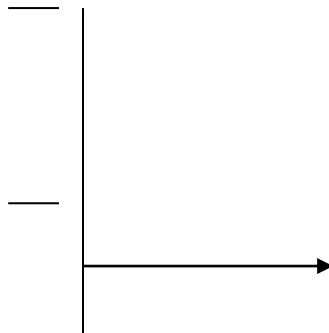
Efficiency
• Link stability
• Successful troubleshoots
Effectiveness
• Customer satisfaction
• Set targets

Source: The independent variable was derived from Medhunters.com 2009 and Luthans. F. & Mullins. J. (2000) while the dependent variable was adapted from Richard Lynch and Kelvin

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The conceptual framework shows the relationship between leadership styles and employee performance. Leadership styles were taken as the independent variable while employee performance was taken as the dependent variable. Leadership styles were conceptualized as autocratic, democratic and laissez faire while employee performance was conceptualized as efficiency, effectiveness and timeliness. The above model investigates the role of leadership styles and employee performance. The model assumes that there is a stronger relationship between democratic leadership styles and employee performance than between autocratic leadership style and laissez faire. The findings of this study show a stronger relationship between democratic leadership style and employee performance than autocratic, laissez faire and employee performance.

1.9   Significance of the Study

The findings of the study could furnish the management of Infocom Limited with research based information on which leadership styles influences the employee performance most. With this information, leadership training and development programs might be tailored towards developing leadership behaviours and styles which are aimed at improving employee performance.

The researcher hopes that the study will extend the frontiers of knowledge by contributing to the understanding of the roles of leadership styles and employee performance hence benefiting researchers and academicians who are interested in the topic.

The implementation of the recommendations from the study might provide the basis for improved employee performance in Infocom and other companies as well. The researcher hopes that improvement in the manager's behaviours will improve employee performance.

1.10   Justification of the study

Employee performance is commonly based on reward systems, motivation, salary increment, and working conditions. However, a lot has not been said about employee performance in relation to the role of leadership styles in Internet Service Business specifically. This study found out why the performance of the employees is low in these organizations despite the good reward system. Many researchers, for example Emmanuel Ogbonna & Llyody C. Harris and P. Park Duncan have carried out studies about leadership styles but I have not yet found one who has shown interest in finding the role of leadership styles of Infocom Limited on employee performance.

It is important for a leader to receive feedback about their leadership style. As Chaudron (2009) notes that until later 1960's, feedback on leadership styles has usually come from top down either as part of a yearly performance appraisal or after a particular disastrous event at the company.

1.11   Scope of the Study

The study focused on the roles of leadership styles on employee performance in Internet Service Business; a study of Infocom Limited in respect to performance defined as efficiency, effectiveness and timeliness. However, due to the constraints of time and finance resources, this study only paid specific emphasis on Infocom Limited and made a slight comparision to Roke Telecom an Internet Service Business company too. Approaches to leadership were looked at under the dimensions of autocratic, democratic and laisez faire leadership styles. Employee performance were in the aspects of efficency which had to be assessed based on the link stability and successful troubleshoots, effectivenss assessed based on client satisfaction and set targets. Time response assessed employee response time.

The study was conducted within the context of Internet Service Providers in Uganda. However, due to the constraints of time and finances, emphasis was placed on Infocom Limited. Infocom Limited is located on Wampewo Avenue, Bakwanye House Plot 26 right opposite Hotel Africana East of Kampala central business district. At the lower end of the hill about 200meters from Infocom, is Uganda Management Institute on Jinja Road. Both of the companies are located in central Uganda and are easily accessible from the Kampala city centre. Secondly I chose Infocom because the researcher has some experience in Infocom and would like to understand exactly what kind of leadership is implemented.

The study covered leadership styles between 2009 and 2012. This period of interest coincided with the change of top leadership, high client churn rates and the high rate of labour turnover as indentified in monthly reports. This led to re-structuring of departments so as to place employees to the rightful departments where their skills and potential can be implemented best.

1.12   Operational definitions

Leadership
Heniz Horold (2005) state that leadership is a management function together with other functions such as; planning, organizing, staffing and controlling making up the general management function.

Leadership styles
A leadership style is the manner and approach of providing direction, implementing plans and motivating people. Kurt Lewin (1939) led a group of researchers to identify styles of leadership. This early study has been very influential and established three major leadership styles. The three

major styles are Authoritarian or autocratic, Participative or democratic and free reign (http://www.nwlink.com/~donclark/leader/leadstl.html).

Autocratic leadership style

This style is used when leaders tell their employees what they want done and how they want it accomplished. Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style rather it is an abusive, unprofessional style called "bossing people around" it has no place in a leader's repertoire.

Democratic leadership style

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Democratic leadership style is joint decision making or at least shared influence in decision making by the superior and his or her employees (Koopman & Wierdsman (1998) cited in Somech (2005).

Laissez Faire Leadership Style

The leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work. The team/employees are welcomed to share their views and provide suggestions which are best for organisational interests. This leadership style works only with the employees who are skilled, loyal, experienced and intellectual.

Performance

Means achievement of set goals and objectives as reflected in growth in technology, customer satisfaction, revenue base, profit margins. All these shall be achieved through employee efficiency, effectiveness and timeliness.

Efficiency

Means proper utilization of materials to avoid waste and how well available scarce resources are utilized to gain maximum output and level of priority in all activities carried out.

Effectiveness

Means leaders' ability to achieve organizational outcomes, objectives, goals and subordinates needs on the job by ensuring that the right things are done at the right time.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter reviewed a selection of the existing secondary sources as presented in textbooks, journals, magazines, newspaper articles and the internet related to leadership styles and employee performance in Infocom Limited. It was structured under the headings of introduction, theoretical review, conceptual review, actual review and summary of the chapter.

2.2   Theoretical Review

An investigation on leadership styles and employee performance builds on a number of theoretical strands which are well represented in literature. Mullins (2007) quoting McGregor argues that "every act rests on assumptions, generalizations and hypotheses- that is to say on theory. Our assumptions are frequently implicit, sometimes quite unconscious often conflicting; nevertheless they determine our prediction that if we do A, B will occur. Theory and practice is inseparable. He further advances that the application of this theory brings about change in actual behaviour and that managers reading the work of leading writers and the subject might see in their ideas and conclusions a message about how they should behave. This has influenced their attitudes about leadership practice. Even though there are other factors which influence employee performance, a leader's leadership style is to a greater extent instrumental in enhancing employee performance. In order to understand the relationship between leadership styles and employee performance which was the focus of this study, it was logical to examine

various leadership styles. Therefore this chapter dealt with the concept of leadership, the role of leadership styles and employee performance in order to unravel and pinpoint the link between leadership styles and employee performance.

2.2.1   Leadership Theories

While the search for the meaning of leadership and the best leadership styles continues, various leadership paradigms have been used to describe leadership and leadership roles. Leadership paradigm has changed over the last decades; it has transformed from the traditional leadership to the new perspectives (Schermerhorn et al, 2007 and Hoy and Miskel 2001) categorize trait, behavioural and situational or contingency theories under the traditional leadership perspectives and charismatic and transformational leadership theories under the new leadership perspectives. The focus of all theories on leadership is to determine employee performance. The researcher in this study was guided by the path goal theory and the findings showed that most managers are very supportive to their subordinates.

The path- goal theory is designed to show how leaders may help subordinates along the path towards the desired goal by setting specific behaviours that are best suited to the needs of those subordinates in the situation in which they find themselves. It deals with how leaders motivate subordinates to achieve their designed objectives. This concept enhances employee performance and satisfaction in the work situation, emphasizes the relationship between the leader's style, the behaviour, capacity and characteristics of subordinates, the characteristics of the work context and the means to be taken to achieve the desired outcomes. The leaders need to define the best available path towards the desired outcomes and to select the style of leadership for dealing with

obstacles that may get in the way of the successful achievement of task and goals (Morden 2003).

According to Northouse (2010), path goal theory has three major strengths. It provides a theoretical framework that is useful in understanding how directive, supportive, participative and achievement oriented types of leadership styles influence productivity and satisfaction of employees. It provides a practical model that underscores the important ways in which leaders help subordinates. This theory brings out the supportive role of the leader in helping the subordinates to attain the set goals. It clearly also points out that there is a contribution of leadership styles to employee performance. This theory helped the researcher in identification of dimensions like coaching and shared decision making under the democratic leadership style.

2.3   Conceptual Review

Lickert in examining different leadership styles found that to achieve maximum productivity, companies need to make optimum use of their human assets. Lickert's research showed that a participative system as opposed to autocratic one was the most effective model to achieve employee performance. This participative system was characterized as one in which leaders involve their workers, where goals are agreed on collaboratively, where employees at all levels feel responsible for the company's goals and where there is communication and cooperative teamwork (Gordon training 2003). The researcher is in agreement with Lickert's research because she found out that in Infocom Limited, most managers actually use more of a democratic system as opposed to an autocratic system.

According to Berardin (2007), employee performance is defined as the record of outcomes produced on specific job functions or activities during a specified time period. Employee

performance is also defined as an interrelated process which ensures that all activities and people in authority contribute as effectively as possible to the objectives, and all activities and objectives are systematically reviewed in a way which enables members to learn and thereby improve service delivery to the company. It is important to note that the definition of performance does not refer to the traits, personal characteristics, or competencies of the performer. Although a person's job performance depends on some contributions of ability, effort, and opportunity, it can be in terms of outcomes or results produced.

Performance designates the behavior, skills and activities that are considered to be important for the accomplishment of the organizational goals. The focus of the organization must be on performance standards set for all employees as individual or groups. Bruce & Pepitone (1999) reveal that employee performance is often measured in terms of quality or quantity or output; but for many jobs, measuring performance is not so straightforward. Bernardin, (2007b) identified six primary criteria on which the value of performance may be assessed. These include quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. However, the research study focused on effectiveness Efficiency and timeliness.

2.4.1 The role of Autocratic leadership style on employee performance in Infocom Limited

The autocratic leadership style is where the focus of power is with the manager and all interactions within the group are or move towards the manager. The manager alone exercises decision making, authority and determining policy, procedures for employee performance, work tasks and relationship controls of rewards and punishments (Mullins 2005). Compared to democratic supervisors, autocratic supervisors act in more self cantered ways; they make

decisions more unilaterally and supervise subordinates work activities more closely (Muchzyk and Reinmann 1987 cited in Van de Villet 2006). The researcher does agree with Muchzyk since in her findings, she found out that most managers in Infocom do play a more democratic role, the few who were autocratic always made decisions without consulting the other managers and supervised staff more closely.

2.4.2 Authority and Control and employee performance

Locus of control is a personality trait referring to the extent to which individuals believe events are within control. Some situations limit the leaders influence or make leadership style unnecessary for example clearly defined procedures make task oriented leadership unnecessary. Span of control arises in line with authority and refers to the number of subordinates who report directly to the given manager or supervisor. If the span of control is too wide, it becomes difficult to supervise subordinates effectively and this places more stress on the manager. With larger groupings, informal leaders and sub groups are more likely to develop and these may operate contrary to the policy of management. There may be lack of time to carry out all the activities properly; planning and development, training, inspection and control may suffer in particular leading to poor employee performance. Too wide a span of control may limit opportunities for promotion and result in slowness to adapt to change and new procedures (Mullins 2007).

If the span of control is narrow, there is a problem of coordination and consistency in decision making and it hinders effective communication across the organizational structure, moral and initiative of subordinates may suffer as a result of too close a level of supervision. Narrow span of control increase administrative costs and prevent the best use being made of the limited

resources of managerial talent. They can lead to additional levels of authority creating an unnecessarily long chain of command (Mullins, 2007). The researcher did find a similar situation with the current management of Infocom because most autocratic managers controlled/ supervised their subordinates because of the narrow span of control and this affected the employee performance negatively since most employees were working on tension and felt they were not trusted.

It is the function of control to bring about conformance to employee performance. At the organizational level, management need to ensure satisfactory level of employee performance. Control provides a check on the execution of work and the success or failure of the operations of the organization with a purpose of improving employee performance.

This form of leadership is one of the least desirable when it comes to building trusting relationships and making friends! In a system of autocratic leadership, one person has control over all of the workers or followers. The leader is in complete control and no one is permitted to make any suggestions or offer any opinions, no matter how it may benefit the group (Grace Fleming). An autocratic leader in the internet business will affect the levels of link stability and troubleshoots because this business relies on employee performance who need to be trusted and more involved in decision making. This finding were reflected in the study thus agreeing with Grace Fleming

But there is a time when autocratic traits can prove beneficial. This form of leadership is effective when absolute control is needed over a group. Strong groups of projects have fallen flat and this has happened when no strong leader is present (Grace Fleming). The researcher however observed that there are incidences at work when the internet connection would be off and the

leader needed to make a first decision to ensure the internet connection is restored back as first as possible so as to ensure customer satisfaction is achieved.

Autocratic leadership relies on authority, control, power, manipulation and hard work to get the job done. The manager alone exercise decision making and authority for determining policy, procedures and achieving goals, work tasks and relationships, control of rewards or punishments, etc. This approach was tested in the Hawthorne electrical plant (Mullins, 1989 as cited in Oytungi, 2006). From the findings it is imperative that companies may benefit most when managers are managed through participative and integrative problem solving approaches that ensure mutually beneficial outcomes. They learn from these results to increase employee performance.

A number of scholars on the internet and libraries have identified autocratic leadership as a style that is used when leaders tell their employees what they want done and how they want it accomplished. Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the autocratic style rather it is an abusive, unprofessional style called "bossing people around" it has no place in a leader's repertoire. A lot of research analysis that if a leader plays such a role in order to improve employee performance, chances of high employee performance is very low.

2.4.3 Authority and Communication and employee performance

The manager's relationship to his superior and subordinates are to-way relationships. Both are formal and informal relationship of authority as well as information sharing. Both are relationship of mutual dependence. The manager has the downward responsibility to his subordinates first to make sure that they know and understand what is demanded of them. He has to help them set their own objectives and help them achieve these objectives. He has to help them with advice and counsel of need be, to teach them how to do better, this complies with the studying where a leader has to coach his staff so as to improve on their performance. The researcher observed this kind of role played by a few managers in Infocom and most employees performed well because they were informed of what is expected of them.

Morrison (1994) found that the more frequently employees interact with their superior, the more similarly the employee and the supervisor will define the employee's job responsibility. This would avoid role ambiguity, role conflict as employees clearly know what is expected of them. Subscribes to the Harvard business review rated the ability of the leader to communicate as the most important in making an executive promotable more important than ambition, education and capacity for hard work. Research spanning several decades has consistently ranked communication skills as crucial to managers (Adler & Elmhost 2002) and the researcher does compile with this ranking. The researcher found out that the more the leader communicated to the employees, the higher the employee performance was achieved in Infocom Limited.

Autocratic leadership style is where the leader dictates all policies and decision making; procedures are made with or without other personnel participation. There is often absence of effective communication and consultation between them and their subordinates. Mudima (2002)

observes that autocratic style of leadership erodes satisfaction of work deserved by most high performing workers. Similarly, Nammudn (2004) found out that autocratic leadership style is most oppressive, domineering and it forces employees to work under pressure. Comparison to the research's study, personnel participation is a priority to achieving link stability and meeting targets.

Communication patterns of autocratic leadership: downward, one-way communication (i.e. leaders to followers, or supervisors to subordinates), controls discussion with followers, dominates interaction, independently/unilaterally sets policy and procedures, individually directs the completion of tasks. Autocratic leadership does not offer constant feedback, rewards acquiescent obedient behaviour and punishes erroneous actions, poor listener, and uses conflict for individual gain (Wikipedia). The researcher observed and found out through the questionnaire and observation as well that this kind of leadership style affects the employee performance negatively because internet business requires constant feedback from the manager and the subordinates so as to share ideas on the lasted technology that can improve employee performance thus link stability and customer satisfaction being achieved.

Kippenber (2002) does have a similar argument that the researcher complies with regarding autocratic leadership. He states that this style is used by the leader whose focus is fixed on completion of task, with little concern for people. The procedures and directives determine what people should do and how they should do it. The study agrees with Kippenber (2002) that for an Internet service provider, such measures are needed to ensure the link is stable to client satisfactory. However, this study investigated how autocratic leadership style is implemented by the leaders, at the extreme, autocratic leadership can take the form of a dictatorship. In this situation, the leader's word is "law."The typical autocratic leader does not involve others in the

decision-making process. This type of leader might resort to force, manipulation, or even threats to accomplish their goals. Through the interview surveys and observations, it found out that the top leadership did not involve the middle managers a lot in the decision making process and he publically yelled at the managers in front of their subordinates.

The communication style of an autocratic leader is usually described as one way. The autocratic leader tells the employee exactly what they want done. The feedback you would receive from this type of leader would generally be unplanned. They would simply tell you when you've made a mistake. Researchers have found out this role and approach by a leader lead to low employee performance. This study investigated the roles of autocratic leaders and found confirmed to the study that such leaders are actually one way leaders and such leaders are not so good for internet service business.

The decision-making process is usually unilateral, and they accomplish goals by directing people. Now that might not sound like the type of leader you'd follow, but there are actually situations when this style is very effective. The researcher agrees with this author in relation to the findings found. The findings indicated that there are situations that actually require autocratic leadership style exercised in order to ensure the fiber cable cut is replaced by the employee just on time to ensure internet connectivity is achieved faster.

2.5.1 The role of Democratic leadership style to employee performance in Infocom Limited

A study by Block (2003) revealed that a leader in democratic mode asks the staff or the team 'what shall we do? You decide' put simply in this way, it looks like an abdication of responsibility by the leader and can indeed be viewed that way on occasion by the staff who

reason. The pure democratic style is only useful every now and then, but a dose of it incorporated with other leadership styles can be tremendously effective on employee performance.

2.5.2   Participation in decision making

The most effective part of democratic leadership is the empowerment and motivation people gain from having information shared. They can understand better the need for difficult decisions, for example, if they realize just how tough trading conditions are or how much raw materials cost (Block, 2003). The researcher agrees with Block, the research findings show that the managers in Infocom empower and motivate their staff which has led to link stability, proper time response and customer satisfaction.

(Gebremedhin and Schaeffer 1999) shows that democratic leaders encourage group members to assume leadership responsibilities. They suggest rather than order, and depend upon personal contacts and persuasion. They favour a shared decision making process, with the leader maintaining the ultimate responsibility for decisions but actively seeking input from followers. The research findings are in agreement with Tesfa and recommend such measures for the Infocom leaders in order to ensure employee performance is achieved.

The leaders may delegate some decision making power to the group. Decision making mechanisms include consensus or majority vote; participation of all members is encouraged (Gebremedhin and Schaeffer 1999). The research findings indicate that this is a role the democratic leaders play in Infocom and it has led to employee performance.

Participation in decision making process stimulates employee involvement, identification with the organization and favourable attitudes towards work. Research findings (Fiedler & Chemens,

1974) indicate that employees with democratic leaders are usually most satisfied and function in the most orderly and positive manner (Gebremedhin and Schaeffer 1999). The research findings found out that three quarters of Infocom leadership is participatory thus the targets set for employees were achieved, and the link stability is stable enough because of the positive work attitude.

Where there is democratic leadership, unworkable decisions are less likely because those responsible for their implementation have the opportunity to point out potential difficulties. It encourages responsible attitudes and commitment among employees, it also reduces resistance to change. Research findings indicate that participation also avails the knowledge and expertise of junior staff to the decision making process thus teamwork is achieved and successful troubleshoots in Infocom.

By using democratic leadership, the organization can allow the employee to offer suggestions on training and development goals as well as work assignments. This creates a buy-in, potentially resulting in higher performance and satisfied customers (Gilmore, 2006). The researcher agrees with Gilmore's result because for Information technology, learning is a continuous process and if client satisfaction is priority in employee performance, a leader should advocate for such that employees can know the latest technology to use in order to resolve link issues.

However, Block (2003) states there can be much time wasted in meetings searching for an elusive consensus when achieving such unanimity was never likely. This conforms to the researcher's study based on the fact that any internet fault that affects the link connectivity should be resolved within 24 hours, time response is very crucial and employees have to act to the fault immediately.

Managers are encouraged to allow a high degree of employee participation and autonomy which are intended to increase work performance and good citizen behaviour (Cohen, Chang and Ledford 1997 cited in Sharan 2009). Link troubleshoots to ensure link stability depends on employee participation therefore; a leader who does not encourage employee participation will play a low role in employee performance as observed in Infocom.

2.5.3   Coaching

(Kippenberger 2002) clearly shows that when subordinates have some competence but fairly low commitment, they need persuasion and coaching to achieve good results. The leader should play up the personal relationship aspects and avoid being too directive. The research found out that coaching improved the level of employee performance since troubleshooting a network needs an employee to be coached because technology changes almost monthly.

While inexperienced managers view coaching as euphemism for discipline, in reality it is positive activity. Managers must see coaching as an ongoing communication between workers and supervisors; it is an opportunity for the manager to supply feedback and support that focuses on a specific professional goal or area of development thus achieving the targets set, customer satisfaction and link stability.

Coaching is where the leader provides a great deal of direction but he/she also attempts to hear the employee's feelings about decisions as well as their ideas and suggestions. According to Mackenzie Consulting (2009), there are many coaching styles in the organisation and the appropriate style depends on the particular needs of the person to be coached. Directive coaching focuses on instructing, giving feedback, demonstrating skills, dealing with key employee performance issues, advising and recommending solutions while non-directive coaching focuses

on supporting the coached to examine and self discover solutions, opportunities and pathways to success of employee performance.

Performance coaching is a key part of individual goal settings and achievement requires the support of a performance coach to maximize the chances of success wherever possible the coach should be the subordinates and manager (Somech and Wenderow 2006).

2.6.1 The role of Laissez Faire leadership style on employee performance

The term laissez faire means to let others act without interference, and it refers to the extent that leadership is either avoided or attempted (Jogulu & Wood, 2006). The manager gives almost all authority and control to subordinates. There is no person of authority in the company. There is no setting of goals and objectives by the manager. Laissez faire is effective to be used when employees are highly skilled, experienced, educated and motivated. Employees have pride in their work and drive to do it successfully on their own. Employees are trustworthy and experienced (www.mindtools.com, 2008).

However, it has been observed that leaders who play a laissez faire role, employees become apathetic disinterested, and resentful of the company and their leader. It results in the lowest employee productivity and satisfaction of all the leadership styles (Warrick, 2007). While one is not denying the possibility of having this type of leadership in a company, it is probably rare to come across it (Sekamwa 2001, as cited in Tumwesigye, 2008; and Sengooba, 2009).

2.6.2 Management by exception

The Laissez Faire leaders, according to Tautum et al (2003) adopt a style of leadership that sometimes is characterised as positive-avoidant, management by exception, or administrative.

Laissez faire has low emphasis on performance and people. It assumes that people are unpredictable and uncontrollable and that a leader's job is to do enough to get by, keep a low profile, stay out of trouble, and leave people alone as much as possible. It relies on abdicating to whoever will rise to the occasion to get the job done and tends to minimise the amount of direction and face time required. Shanin and Wright (2004) observed that laissez faire style is the avoidance or absence of leadership. The researcher observed and also the questionnaire shown that most managers in Infocom hardly use this kind of leadership style. She observed that the managers were always involved in the running of the company

2.6.3   Hands off approach

Johannes (2008) argued that Laissez faire leadership style is largely a "hands off" view. This is because under this style, the leader provided little or no direction to the followers. All authority or power is given to the employees and they must determine goals, decisions, and resolve problems on their own (www.essortment.com. 2007). However, this approach contradicts with the relation dimension of leadership as argued by Daewoo (1996) that includes giving support, communicating, facilitating interactions, active listening and providing feedback. These contradictions were evident in the research findings that show how managers are fully engaged in ensuring employee performance is achieved.

2.7   Summary Review

Using an appropriate leadership style may be the key to obtaining high employee performance levels of those we lead. We mentioned above that one leadership style works well in some organizations or situations but not in others. Therefore, as organizations (or work environments) change, the leadership style may also need to change appropriately. This study identified the

leadership style that is more used in Infocom as democratic leadership style and what role it has played in ensuring employee performance is achieved to client satisfactory levels. However, this study put emphasis on the influence of autocratic, democratic, and laissez faire leadership styles on employee performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter focused on the methodology of the study. It took an in-depth look at: - Research design, study population, area of study, sample size and selection, data collection method and instruments, procedure for data analysis and measurement of variables.

3.2 Research Design

The Study used a Case study design where the purpose was to describe and interpret social groups in their natural setting using both Qualitative and Quantitative approaches. This is supported by Yin (1994), who argues that case study research strategies are appropriate for the investigation of how and why questions especially when the concern is to study issues over which the researcher has no control. Based on the findings, the case study enabled broader understanding of the role of leadership styles on employee performance in Infocom Limited.

3.3 Study population

The study population comprised the departmental managers involved in decision making, the team leaders involved in implementing the decisions, the subordinates who ensure the internet connection is stable, and the customers are satisfied with the internet connectivity and are on time to troubleshoot internet connection faults on base station or fiber cuts.

3.4   Sample Selection and Sample Size

The study used a probability sampling method of Simple random sampling method and purposive sampling that selected the respondents who were used in the study. According to (Amin, 2005), when samples are selected using Simple random sampling, all samples in a population have equal chances of being selected. Purposive sampling involved consideration of Heads of Departments (managers) and team leaders from Infocom Limited because of their symbolic status in relation to the study. The study selected 90 respondents based on Krejcie and Morgan (1970) sampling guidelines.

Table 3:4:1 Summary of the sample size of the respondents and the sampling techniques used in the study

Population Category	Target population	Sample size	Technique
Heads of Department	10	10	Purposive Sampling
Team Leaders	10	10	Purposive Sampling
Staff of Infocom	70	53	Simple Random Sampling
Total	**90**	**73**	

Source: Sample size based on R.V Krejce and D.W. Morgan (1970) as cited in Amin (2005).

In the study, 10 heads of department were included in the study, 10 team leaders all were purposively selected because they had the required information. 53 staff was part of the study.

3.5 Data collection methods

The study adopted both primary and secondary methods of gathering information and data. With the primary method, the researcher collected raw data through observing the behaviour of the managers, team leaders and the leaders and interviewed them as well. Secondary methods

involved document review of existing literature on leadership styles and its role on employee performance. Document reviews from authors like Armstrong, Aritz, Mullins, and Barling among others. Secondary data was collected through reviewing the available literature, pertaining to the study which the researcher had access to. The following libraries were visited; UMI Library, Public Library and Albert Cook Library.

3.6.1 Data collection instruments

A questionnaire with closed ended questions was adopted to enable a systematic and comprehensive capture of data. The interview guide had open ended questions that were used to provide a rich understanding about leadership styles and employee performance. The researcher also used observation as a method of data collection in order to investigate leadership styles and employee performance in Infocom.

3.6.2 Questionnaire

A questionnaire is a research instrument that consisted of a series of questions that were designed to gather either qualitative or quantitative data. By their very nature, quantitative questions were more exact than qualitative. The choice of using a questionnaire was recommended when resources and money became limited, when it was necessary to protect the privacy of the participants and when corroborating other fields. For this study, the questionnaire had quantitative questions. Mugenda and Mugenda (2003) and Amin (2005), argue that in order to properly generalize the findings of a study, questionnaires must be used as instruments of data collection. The questionnaires were hand delivered to the 73 staff and were collected within an agreed time frame, the questionnaires covered issues like the manager's, leader's approach and

manner when communicating to staff, when making a decision, his/her attitude towards coaching staff.

3.6.3 Interview guide

A structured interview is a means of collecting data for a statistical survey where by the interviewer reads the questions exactly as they appear on the interview guide. This was useful when comparing and contrasting employee responses in order to answer the research questions. The qualitative research interview aimed at getting the story behind the employee's experiences. An interviewer can pursue in- depth information regarding leadership styles and employee performance which can be useful as a follow-up to questionnaire. An interview can be over the telephone, through the email or face-to-face, depending on the availability of resources, money, time and convenience of the interviewer and interviewee. Babbie (1990) and Amin (2005) observe that an interview guide is used as one of the instruments to make it possible to obtain information that would rather be difficult under certain circumstances. It is intended to ensure that some general areas of information are collected from each interviewee.

For purposes of this study, an interview guide was administered to 10 heads of department and 10 team leaders through a face to face discussion. The interview guide covered issues like how describing the company's leadership style, the three key behaviors of your leadership team, what would you change about the current leadership style, how does the leadership style affect your performance, what does the leader do to make you improve your performance.

3.6.4 Observation

Observation is a way of gathering data by watching behavior, events, or noting physical characteristics in their natural setting. The research being an employee of Infocom and in the

middle management level of the company used both direct and indirect observation technique, where she directly observed the behaviors of the managers, team leaders and subordinates as they behaved in meetings, at the work environment, during an assignment. The data generated was recorded on note books. The data obtained helped the researcher to verify the authenticity of some of the data collected using the other three methods. The researcher observed the manner and approaches the leaders and managers provided direction, implemented plans, coached and shared decisions with the staff in Infocom limited. The researcher observed that most of the leaders, heads of department and team leaders coached the staff, shared decisions through meetings and helped in implementing those plans. However, the researcher also observed that some leaders requested for constant feedback and yelled at heads of department.

3.6.5   Document Review

Studies have been carried out in the area of leadership styles and employee performance, a number of books, articles and reports have been published. In addition, workshops and conferences have produced documents that focus on leadership styles and employee performance. Such can be found in the library and on the internet. This was used to review the prior works and reports by authors like Aritz, Armstrong, Barling and Mullins among others. The researcher conducted a wide document review thus avoided unnecessary duplication of studies and provided a framework within which the research findings were interpreted Mugenda and Mugenda (2003). The various documents gave the researcher information regarding the roles of leadership styles and employee performance.

3.7.1 Pre-testing (Validity and Reliability of data collection instruments)

Data collection instruments were tested to ensure they gave the type of data the researcher used to correctly answer the research questions regarding the role of leadership styles and employee performance.

3.7.2 Validity

Validity measure the degree to which the results obtained from the analysis of the data actually represented the problem under study. By using item assessment as suggested by Sekaram (2001), ten respondents knowledgeable about the theme of study but not included in the final sample were assessed. The respondents were asked to judge the questionnaire and the interview guide by rating them as relevant (R) or irrelevant IR. Then a content validity Index (CVI) was computed using the following formulae: -

$$CVI = \frac{R}{R + IR}$$

Where,   CVI   -   Content Validity Index

             R   -   Relevant Item

             IR   -   Irrelevant item

The instrument was considered valid if the CVI ≥ 0.5. Otherwise, necessary adjustments were made to improve the validity instruments.

The questionnaire were constructed in such a way that they have an adequate number of items and that each item or question on the scale had a link with the objectives of the study and was covering a full range of issues being measured.

In interviews, the researcher used simple language and clear instructions appropriate to the respondents in the interviews. Questions were re-phased to ensure consistency in responses of

the participants. The respondents who participated in the study were informed and knowledgeable and provided reliable answers.

3.7.3 Reliability

Reliability measure the degree to which a research instrument yields consistent results after repeated trials. In this case the researcher used the internal consistence technique where the consistency of the data collected was determined from the score obtained from a single test that was administered to a sample of ten respondents.

The research pilot tested the questionnaire to ten respondents outside Infocom Limited. The Cronbach's Alpha coefficient(X) was used to compute the reliability using the SPSS version 12.0. When reliability Coefficient Alpha is greater than 0.5 (Alpha>0.5), it implies high level of reliability of the instruments (Amin, 2005). It should be noted that alpha measures the extent to which item responses obtained at the same time correlate highly with each other (DeVellis, Robert, 2003).

3.8 Administrative procedure and Ethical consideration

An introductory letter from UMI was obtained by the researcher to introduce him/her to different offices. The respondents were given the questionnaires to fill without indicating their names in order to keep confidentiality. The questionnaires were filled at the convenience of the respondents within the agreed time frame.

3.9.1 Data Analysis

Two types of data analysis were conducted i.e. qualitative and quantitative analysis. Quantitative data was collected, edited and coded using the Statistical Package for the Social Sciences

(SPSS). Two types of analysis were computed: - The first was descriptive statistics (frequencies and percentages) and the second was inferential statistics (correlations). These helped verify and measure the relationship between leadership styles and employee performance. Qualitative data collected from interviews was organized in related themes and integrated in quantitative data for analysis.

3.9.2   Quantitative data analysis

Analysis was done using SPSS (Statistical package for Social Sciences). The methods used were descriptive and inferential statistics, with Pearson correlation analysis used to analyze with the intention to establish the relation between leadership styles and employee performance while regression analysis was used to establish the degree of variability using the model summary. Beta was adopted to establish the magnitude between the variables on the equation of the straight line ($Y=bx+c$). With the help of these statistical measures, the validity of the theoretical model and hypothesis were tested. Regression analysis was chosen because it fitted well for the hypotheses testing and analyzing how independent variables; leadership styles will be used to predict a dependent variable; employee performance.

3.9.3   Qualitative data analysis

Qualitative data is information gathered in a non numerical form, such as interview transcript, field notes, video recording and documents such as emails, reports, and minutes of meetings. Such data usually involve people and their activities. Qualitative data analysis is usually based on an interpretative philosophy i.e. everything has a meaning and has logic. The researcher looked for patterns and common themes that emerged in responses and how these patterns (or

lack thereof) helped illuminate the broader study question. In addition the researcher looked for any deviations from these patterns and seemed to determine any factors that explained these deviations. The interview guide had questions like how would you and your colleagues describe the company's leadership style? And what are the three key behaviors of your leadership team? Most of the responses in the interview believed the leadership did not consult or share decisions with fellow managers.

3.10 Measurement of variables

The researcher employed the Likert scale to make the variables under study. The Likert scale as suggested by (Amin, (2005), categorizes responses into five; strongly agree, Agree, Strongly disagree, Disagree and Undecided. The scale offers flexibility and can be constructed more easily than other types of attitude scales. The sex and age levels of the respondents were measured at nominal scale with groups into a named category. As suggested by (Mugenda and Mugenda, (1999), age of respondents were measured at interval scale of equal range.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.1 Introduction

This chapter presents the analysis and the interpretation of the results from data collected through questionnaires, observation, semi-structured interviews and through review of other forms of secondary data related to the role of leadership styles on employee performance in Infocom Limited; an internet service provider. The background information of the respondents included gender, age, length of service, employee status and the type of leadership style. The descriptive results were presented in the order of objective by objective of the study that were set to determine the role of leadership styles on employee performance in Infocom Limited. The presentation, analysis and interpretation of the results followed the objectives of the study as below;

4.2.1. The Response Rate

Table 2 Response rate of the respondents

Population Category	Sampled size	Response Rate	Percent	Technique
Heads of Departments	10	7	9.6	Purposive Sampling
Team Leaders	10	7	9.6	Purposive Sampling
Staff of Infocom	53	46	63.0	Simple Random Sampling
Total	**73**	**60**	**82.2**	

Source: Primary data

The data presented in the above table is interpreted as follows; a total of 60 responses (82.2%) were received and analyzed out of the 90 questionnaires which were distributed. Mugenda and Mugenda (2003) asserts that a response rate of 50% or higher is adequate while that above 70% is very good and therefore 82.2% is above 70% which is accepted for this study.

4.2.2. Gender Response of the Respondents

The researcher set to find out the gender distribution of the respondents and presented results as shown below**.**

Table 3: Gender of the respondents

Sex	Frequency	Percent
Male	39	65.0
Female	21	35.0
Total	**60**	**100**

Source: primary data

Results revealed that 39(65.0%) were the males as opposed to 21(35.0%) who are the ladies. These results indicate that more males were engaged in the leadership styles of Infocom Limited activities than their female counter parts. The study therefore indicates that views that were considered had bias element of gender imbalance and variations that could be as a result of gender as far as leadership styles were concerned.

4.2.3 Period of service in the Organization

The researcher was interested in finding out how long the employees had worked in the company.

Table 4: Period of service in the organization

Category		Frequency	Percent
	Less than 2 Years	14	23.3
	2 – 4 years	35	58.3
	5 – 7 Years	8	13.3
	8 – 10 Years	3	5.0
	Total	**60**	**100.0**

Source: Primary Data

Results from table 4 above reveal that 35(58.3%) had served 2-4 years as opposed to 3(5.0%) who had served the Organization for 8-10 years while 14(23.3%) had served the Organization for less than 2 years and those between 5-7 years were 8(13.3%). This revealed that those between 2-4 years were the majority and followed by those employed for less than 2 years. These results show that many people either leave early or are dissatisfied with the leadership styles or administration performance of Infocom.

4.2.4 The Employment status

The researcher had the intention to find out the employee status of the employees in Infocom limited and the research findings on the questionnaires presented the findings as below in table 5

Table 5: Employment status

Category		Frequency	Percent
	Employed on full time basis	56	93.3
	Employed on part-time basis	4	6.7
	Total	**60**	**100.0**

Source: Primary Data

Results revealed that 56(93.3%) were employees on full basis as opposed 4(6.7%) on the part-time basis indicating that Infocom limited engages most of its employees who are employed permanently to deliver the services.

4.2.5   Age of the Respondents

This aimed at finding out the age of the respondents so as to establish which age was more needed or engaged in Infocom.

Table 6: Age of the Response

Category		Frequency	Percent
	21-30 Years	39	65.0
	31-40 Years	19	31.7
	Over 40 Years	2	3.3
	Total	**60**	**100.0**

Source: Primary Data

Results revealed that 39(65.0%) were between 21-30 years as compared to19 (31.7%) from 31-40 years while those above 40 years. This result show that most of the Infocom employees are between 21-30 years which are within the energetic youth bracket, enthusiastic and can manage the comparative settings of the global world in relation to performance.

4.3.1 The role of autocratic leadership style on employee performance in Infocom Limited

The first objective of the study was to examine the role of autocratic leadership style on employee performance in Infocom Limited that was conceptualized to include; communication, authority and control. This objective attempted to answer the research question that "To what extent does autocratic leadership style influence employee performance in Infocom Limited? The statements were measured using five statements that were administered to 60 respondents and scored on a five likert point scale ranging from (5) for strongly agree, (4) for agree, (3) for un decided, (2) for strongly disagree and (1) for disagree. Findings of the study were analyzed, presented, and interpreted according to this objective with the intention of attempting to provide answers to the question; "To what extent does autocratic leadership influence employee performance in Infocom Limited? Findings in table 8 show that statements with the highest percentages of above 65% were presented and they include 9, 10, 11, 12 and 13.

Table 7: Autocratic leadership style on employee performance in Infocom Limited

(i) Autocratic leadership style		Agree	Neutral	disagree
Authority and Control				
1.	The manager puts more emphasis on tasks and low emphasis on people	27(50.0%)	11(18.3%)	22(36.7%)
2.	The manager relies on authority and control to get the job done	28(46.6)	10(16.7%)	22(36.7%)
3.	The manager relies on hard work to get the job done	40(66.6%)	10(16.7%)	10(16.7%)
4.	The manager involves employees in decisions making?	31(51.7%)	8(13.3%)	21(35.0%)
5.	The manager strictly supervises staff to have	33(54.0%)	5(8.3%)	22(36.7%)

	work done?			
	Authority and Communication			
6.	The manager explains his actions/inactions to staff?	24(40.0%)	15(25.0%)	21(33.0%)
7.	The manager criticizes subordinates in public	21(35.0%)	8(13.3%)	31(51.7%)
8.	The manager consults staff.	37(61.6%)	7(11.7%)	16(26.7%)
9.	The manager closely monitors the schedule to ensure a task or project is completed in time.	47(78.3%)	7(11.7%)	6(10.0%)
10	The manager ensures that every detail is accounted for in a complex task.	40(66.7%)	16(26.7%)	4(6.6%)
11	The manager, is nothing more important than accomplishing a goal or a task?	39(65.0%)	11(18.3%)	10(16.7%)
12	The manager relies on threats and punishment to influence employees.	38(63.3%)	6(10.0%)	16(26.6%)
13	The manager requests to be continuously updated on the work of subordinates	44(73.4%)	8(13.3%)	8(13.4%)

Source: Primary Data

Statement 9 was raised by the researcher to examine whether the managers closely monitor the schedule to ensure a task or project is completed in time. Results revealed that 47(78.3%) were in agreement with the statement that the manager closely monitors the schedule to ensure a task or project is completed in time as opposed to 7(11.7%) who disagreed that the manager closely monitored the schedule to ensure a task or project is completed in the expected time while 6(10.0%) were not sure with the statement. This results show that in Infocom, the managers closely monitored the schedule to ensure a task or project was completed in the expected time to enhance their performance and customer satisfaction. The research findings indicated that this close monitoring of employees causes tension in employees thus affecting their concentration

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Statement 10 was used by the researcher to examine whether the managers ensure that every detail is accounted for in a complex task. Results revealed that 40(66.7%) agreed with the statement that the manager ensured that every detail was accounted for in a complex task as opposed to 4(6.6%) who disagreed that the manager does not ensure that every detail is accounted for in a complex task while 16(26.7%) were not sure with the statement whether the manager ensure that every detail is accounted for in a complex task. This result indicates that Infocom managers ensured that every detail was accounted for in a complex task to the tune of 66.7%.

Statement 11 was used by the researcher to examine whether to the manager, nothing is more important than accomplishing a goal or a task. Results revealed that 39(65.0%) agreed with the statement that to the manager, nothing was more important than accomplishing a goal or a task as opposed to 10(16.7%) who disagreed that to the manager, nothing was more important than accomplishing a goal or a task while 11(18.3%) were not sure with the statement whether to the manager, nothing was more important than accomplishing a goal or a task. This research findings show that to Infocom managers, nothing was more important than accomplishing a goal or a task 65.0%. The employee came after the task, they valued the task more. This negatively affects employee performance when they realize, the managers focus more on the task than them.

Statement 12 was used by the researcher to examine whether the manager relies on threats and punishment to influence employees. The results revealed that 38(63.3%) agree that the manager relies on threats and punishment to influence employees, while 16(26.6%) disagreed and

6(10.0%) were not so sure if the managers relied on threats and punishment. This negatively affects the performance of the employees because they ended up fearing their managers, feared to contribute ideas. The interview as well had a similar question in the interview guide; "How does the leader influence employees to follow his/her strategic vision for the company?" Most of the managers responded that the top leader uses threats and punishment to influence them to follow his/her strategic vision. This negatively has affected the employee performance in Infocom limited.

Statement 13 was used by the researcher to examine whether the manager requests continuously to be updated on the work of the subordinates. Results revealed that 44(73.4%) agreed with the statement that the managers requests continuously to be updated on the work of the subordinates contrary to 8(13.4%) who disagreed that the manager does not requests continuously to be updated on the work of the subordinates while 10(16.7%) were not sure with the statement whether the manager does requests continuously to be updated on the work of the subordinates. This proportion implies that the managers requests continuously for updated on the work of the subordinates at Infocom to the level of 73.4%. This has a great impact on the employee performance because they felt they were not trusted to do a good job. In the interview with the managers, there was a question

"What are the three key behaviors of your leadership team?"During the face to face interview, most managers (9/10) responded that the top leadership team has a behavior of continuously asking for updates of the work especially through reports or emails and this made them feel like they were not trusted to be in position to do their job well. This affected their performance

because they felt amidst bringing a decision or idea, they would be asked to justify that decision through a report or an email.

During management meetings, office meetings, the researcher as well observed that the top leadership would all the time ask for updates from the departmental managers, he would yell and swear at times when managers fail to meet the dead lines. Most managers were not happy with the yelling and pressure, so others even decided to resign.

4.3.2   Correlation results showing the role of autocratic leadership style on employee performance In Infocom Limited

The Pearson correlation was used with the intention to find out the relation that existed between the autocratic leadership style and employee performance. The results were presented in table 9 below

Table 8: Correlation results of the role of autocratic leadership style on employee performance

		Autocratic leadership style	Employee performance
Autocratic leadership style	Pearson Correlation	1	.122[**]
	Sig. (2-tailed)		.355
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation results (p= 0.355>0.05) between the role of autocratic leadership style and employee performance indicates that there is a positive significant relationship between autocratic leadership style and employee performance since p= 0.355>0.05, is less than 5% level

of confidence. This implies that autocratic leadership style goes hand in hand with employee performance whenever Infocom was to realize efficient and effective employee performance.

4.3.3 The Regression results showing the role of autocratic leadership style on employee performance in Infocom Limited

The regression was undertaken to measure the role of autocratic leadership style on employee performance and also predicted the variance in the employee performance using r^2 values. The results are tabulated in the table 10 below

Table 9: Regression results on the autocratic leadership style on employee performance

Model 2	R	R Square	Adjusted R Square	Std of the Estimate
1	.122	.15	.-002	.58358

    a. Predictors: (Constant), autocratic leadership style

The results in table: 15 above showed that $r^2 = 0.15$, implying that a unit change in autocratic leadership style for 1.5% variability in employee performance. The model however showed that 98.5% variance in employee performance was affected by other factors beyond this model. Therefore the hypothesis that autocratic leadership style positively influences employee performance in Infocom Limited is accepted and the null is rejected.

4.3.4 Coefficient results showing the role of autocratic leadership style on employee performance in Infocom Limited

The linear regression was attempted to establish the effects of autocratic leadership style and also by how far as indicated in table 11 below

Table 10: Beta coefficient results on how autocratic leadership style influences employee performance

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.948	.488		6.036	.000
	Autocratic	.128	.137	.122	.933	.355
a. Dependent Variable: Employee performance						

The regression coefficient results b=-0.122, p= 0.355>0.05, for coefficient for X, which is equal to 0.122, implying that for every one-unit increase in (X) in autocratic leadership style, the expected or "average" change in (Y)   0.006 units. Meant that a reflect increase in X by 0.006 units resulted into, for example when x= 0 then Y= 2.948 and when x=0.006, Y changes from 2.948 to 2.954 onto a straight line of Y=a + bx. Therefore the higher the predictor variable X (0.128or 12.8%) the greater the impact on the criterion variable and the quality of employee performance. The p- value was less than the recommended critical 0.355<0.05 and therefore we accept the alternative statement that there is a significant influence the variables.

4.4.1   The role of democratic leadership style on employee performance in Infocom Limited

The second objective of the study was to find out the role of democratic leadership style on employee performance in Infocom Limited that was conceptualized to include; shared decision making and coaching. This objective attempted to answer the research question that "What is the role of democratic leadership on employee performance in Infocom Limited?   The statements were measured using twelve statements that were administered to 60 respondents and scored on a

five likert point scale ranging from (5) for strongly agree, (4) for agree, (3) for un decided, (2) for strongly disagree and (1) for disagree and the study were analyzed, presented, and interpreted according to this objective with the intention of attempting to provide answers to question of What is the role of democratic leadership on employee performance in Infocom Limited? Findings in table 12 show that statements with the highest percentages of above 65% were 14, 15, 17,18,19,20 and 27 and were in agreement.

Table 11: Results of the role of democratic leadership style on employee performance in Infocom Limited

	Democratic leadership style	A	N	D
	Participation in Decision Making			
14	Exercises tact courtesy and respect	43(71.6%)	10(16.7%)	7(18.7%)
15	Builds effective work relationships within and across departments	42(70.0%)	10(16.7%)	8(13.4%)
16	The leader shares decisions with subordinates?	38(63.3%)	19(31.7%)	3(5.0%)
17	The manager empowers employees for efficient and effective work?	42(70.0%)	7(11.7%)	11(18.3%)
18	The manager seeks discussions and share with subordinates over an issue before decisions are taken?	49(81.7%)	7(11.7%)	4(6.7%)
19	The manager promotes high employee satisfaction and commitment?	40(66.7%)	9(15.0%)	11(18.3%)
20	The manager friendly and approachable?	41(68.4%)	7(11.7%)	12(20.0%)
21	The manager treats staff as equals?	38(63.3%)	9(15.0%)	13(21.7%)
22	The manager commends staff whenever they have done well?	26(43.4%)	12(20.0%)	22(36.7%)
	Coaching			
23	The manager encourages staff development?	32(53.3%)	13(21.7%)	15(25.0%)
24	The manager enjoys coaching people on new tasks and procedures?	28(46.7%)	17(28.3%)	15(25.0%)
25	The manager encourages his/her employees to be creative when troubleshooting?	28(46.7%)	19(31.7%)	13(21.7%)
26	The leader is willing to step aside for someone more qualified	32(53.4%)	15(25.0%)	13(21.7%)

27	The leader provides information to improve the employee performance	39(63.3%)	9(15.0%)	12(20.0%)

Source: Primary Data

Statement 14 was used by the researcher to examine whether the managers exercise tact courtesy and respect. Results revealed that 43(71.6%) agreed with the statement that the manager exercise tact courtesy and respect as opposed to 7(18.7%) who disagreed that the managers did not exercise tact courtesy and respect while 10(16.7%) were not sure with the statement weather the manager exercises tact courtesy and respect. This implied that Infocom managers exercise tact courtesy and respect to their staff to the tune of 71.6%. This implied as well that the staff improved on their performance since they felt they were respected and the managers were courteous when speaking to them.

Statement 15 was raised by the researcher to examine whether democratic leadership style builds effective work relationships within and across departments. Results revealed that 42(70.0%) were in agreement with the statement that the democratic leadership style builds effective work relationships within and across departments as compared to 8(13.4%) who disagreed that the democratic leadership style does not build effective work relationships within and across departments while 6(10.0%) were not sure with the statement. This implied that the democratic leadership style in Infocom built effective work relationships within and across departments up to the level of 70.0% of an indication that it was fairly practiced.

Statement 17 was raised by the researcher to find out whether the manager empowers employees for their efficient and effective work? Results revealed that 42(70.0%) were in agreement with the statement that the manager empowered employees for their efficient and effective work as

opposed to 11(18.3%) who disagreed that the manager does not empower employees for efficient and effective work while 7(11.7%) was not sure with the statement. In an interview with one respondent when asked whether the leaders empower their employees for

efficient and effective work reported that" in Infocom the leaders try to empower their employee for efficient and effective work". This implied that Infocom leadership and managers try to empower their employees on the leadership styles.

By using statement 18 the researcher was interested in finding out whether the manager seeks discussions and share with subordinates over an issue before decisions are taken. Results indicate that 49(81.7%) agreed with the statement that the manager seek discussions and share with subordinates over an issue before decisions are take as compared to 4(6.7%) where the manager did not seek discussions and share with subordinates over an issue before decisions are taken? while 7(11.7%) were not sure to the statement that the manager seek discussions and share with subordinates over an issue before decisions are taken. However, during the interview with the managers, the interviewer asked "What can the leader do to make you more effective? Most managers suggested that the leader should seek discussions and share with them over an issue before decisions are taken and later just inform them of the already made decision. This implies that the middle managers share ideas with their subordinates but the top management fairly does this thus calling for an improvement.

Statement 19 was raised by the researcher to find out if the manager promotes high employee satisfaction and commitment. Results revealed that 40(66.7%) were in agreement with the statement that the manager promotes high employee satisfaction and commitment? as opposed to

11(18.3%) who disagreed that the manager promotes high employee satisfaction and commitment? while 9(15.0%) was not sure with the statement. This implied that Infocom promotes their employee satisfaction and commitment thus improving their performance.

 By using statement 20 the researcher was interested in establishing whether the manager is friendly and approachable? Results indicate that 41(68.4%) agreed with the statement that the manager was friendly and approachable contrary to 12(20.0%) who disagreed to the statement that the manager was not friendly and approachable whereas 7(11.7%) were not sure with the statement that the manager was friendly and approachable. This implied that manager was friendly and approachable up to 68.4% a percentage just good for management and employee performance.

Statement 27 was used by the researcher to examine if the leader provides information to improve the employee performance. Results revealed that 39(63.3%) agreed with the statement that the leader provided information to improve the employee performance as opposed to 12(20.0%) who disagreed that the leader did not provides information to improve the employee performance while 9(15.0%) were not sure with the statement whether the leader provided information to improve the employee performance not.   This implied that Infocom leaders provided information to improve the employee performance up to the tune of 65.0%.

4.4.2 Correlation results showing the role of democratic leadership style on employee performance in Infocom Limited

The Pearson correlation was used with the intention to find out the relation that existed between the democratic leadership and employee performance and results were presented in table 9 below

Table 12: Correlation results showing the role of democratic leadership style on employee performance in Infocom Limited

		Democratic leadership style	Employee performance
Democratic leadership style	Pearson Correlation	1	.396**
	Sig. (2-tailed)		.002
	N	60	60
. Correlation is significant at the 0.01 level (2-tailed).			

The correlation results (p= 0.002<0.05) between the role of democratic leadership style and employee performance. There is a positive significant relationship between democratic leadership style as the independent and employee performance as the dependent variable. This implies that democratic leadership style goes hand in hand with employee performance whenever Infocom was to realize efficient and effective employee performance, since p= 0.002<0.05 level of confidence.

4.4.3 The Regression results showing effect of democratic leadership style on employee performance in Infocom Limited

The regression was undertaken to measure the role of democratic leadership style on employee performance and also predicted the variance in the employee performance using r^2 values. The results are tabulated in the table 10 below

Table 13: Regression results on the democratic leadership style on employee performance

Model 2	R	R Square	Adjusted R Square	Std of the Estimate
1	.396ª	.157	.142	.53994

    a. Predictors: (Constant), democratic leadership style

The results in table: 14 above showed that $r^2 = 0.157$, implying that a unit change in democratic leadership style for 15.7% variability in employee performance. The model however showed that 84.3% variance in employee performance was affected by other factors beyond this model. Therefore the hypothesis that democratic leadership style positively influences employee performance in internet business in Infocom Limited is accepted and the null is rejected.

4.4.4 Beta coefficient results showing democratic leadership style influence employee performance in Infocom Limited

The linear regression was attempted to establish the effects of democratic leadership style and also by how far as indicated in table 15 below

Table 14: Beta coefficient results on how democratic leadership style influences employee performance in Infocom Limited

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.911	.458		4.172	.000
	Democratic leadership style	.412	.126	.396	3.282	.002
a. Dependent Variable: Employee performance						

The regression coefficient results b=-0. .396, p= 0.000<0.05, for coefficient for X, which is equal to -0.396, implying that for every one-unit increase in (X) in democratic leadership style, the expected or "average" change in (Y) 0.016 units. Meant that a reflect increase in X by 0.016 units resulted into, for example when x= 0 then Y= 1.911 and when x=0.016, Y changed from 1.911 to 1.927 onto a straight line of Y=a + bx. Therefore the higher the predictor variable X (0.412or 41.2%) the greater the impact on the criterion variable and the quality of employee performance. The p- value was less than the recommended critical 0.002<0.05 and therefore we accept the alternative statement that there is a significant influence the variables

4.5.1 The role of laissez faire leadership style on employee performance in Infocom Limited

The third objective of the study was to establish the role of laissez faire leadership style on employee performance in Infocom Limited that was conceptualized to include; management by exception and hands off approach. This objective attempted to answer the research question that "How does laissez faire leadership style influence employee performance in Infocom Limited? The statements were measured using five statements that were administered to 60 respondents and scored on a five likert point scale ranging from (5) for strongly agree, (4) for agree, (3) for un decided, (2) for strongly disagree and (1) for disagree. Findings of the study were analyzed, presented, and interpreted according to this objective with the intention of attempting to provide answers to question were "How does laissez faire leadership style influence employee performance in Infocom Limited? Findings in table 16 show that statements with the highest percentages of above 65% were presented and they include 30, 31, 32 and 33.

Table 15: Descriptive results on the laissez faire leadership style

NO	STATEMENTS ON LAISSEZ FAIRE	AGREE (A)	NEUTRAL(N)	DISAGREE(D)
	Management by Exception			
28.	The manager avoids getting involved when important issues arise	33(55.0%)	3(5.0%)	16(40.0%)
29.	The manager is absent when needed	35(58.3%)	7(11.7%)	18(30.0%)
30.	The manager delays responding to urgent company issues	40(66.7%)	6(10.0%)	14(23.3%)
	Hands Off Approach			
31.	The manager gives subordinates task and leaves them to do it in the best way they wish	41(68.3%)	8(13.3%)	11(18.3%)
32.	The manager assigns employees work and keeps a low profile by leaving the staff alone as much as possible to do the work	39(65.0%)	9(15.0%)	11(20.0%)
33.	The manager puts emphasis on both performance and people	45(75.0%)	10 (16.7%)	5(8.3%)

Primary Source

Statement 30 was raised by the researcher to establish whether the manager delays responding to urgent company issues. Results revealed that 40(66.7%) were in agreement with the statement that the manager delays responding to urgent company issues that was contrary to 6(10.0%) who disagreed that the manager never delays in responding to urgent company issues while 6(10.0%) were not sure with the statement whether the manager delayed or responded to urgent company issues. This proportion implies that the manger delayed responding to urgent company issues in Infocom to the tune of only 66.7% a response that was below the company employee

performance since the employees needed urgent response to the external and internal customer complaints.

Statement 31 was used by the researcher to establish whether the manager gave subordinates task and left them to do it in the best way they wished. Results revealed that 41(68.3%) agreed with the statement that the manager gave subordinates task and left them to do it in the best way they wished as compared to 11(18.3%) who disagreed that the manager did not give subordinates task and leave them to do it in the best way they wished while 8(13.3%) were not sure with the statement weather the manager gave subordinates task and left them to do it in the best way they wished. This research finding imply that Infocom manager gave subordinates task and left them to do it in the best way they wished to the tune of only 68.3%. This therefore showed that managers trusted their employees and sometimes gave them the chance to troubleshoot a task without managerial intervention and this was noted to have improved performance.

Statement 32 was used by the researcher to establish whether the manager assigned employees work and kept a low profile by leaving the staff alone as much as possible to do their work. Results revealed that 39(65.0%) agreed with the statement that the manager assigned employees work and kept a low profile by leaving the staff alone as much as possible to do their work opposed to 11(20.0%) who disagreed that the manager assigned employees work and kept a low profile by leaving the staff alone as much as possible to do the work where as 9(15.0%) were not sure with the statement and decided to take a neutral position of the statement. This implied that Infocom manager assigned employees work and kept a low profile by leaving the staff alone as much as possible to do the work up to the percentage level of 65.0% only

The researcher used statement 33 to establish whether the manager put emphasis on both performance and people.
Results revealed that 45(75.0%) agreed with the statement that the manager put emphasis on both performance and people as opposed to 5(8.3%) who disagreed that the manager did not put

emphasis on both performance and people while on the other hand 10(16.7%) were not sure with

the statement weather the manager put and emphasized on both performance and people or not.

This result means that Infocom the manager put emphasis on both performance and people to the

level of 75.0% of employee performance.

4.5.2   Correlation results showing the role of laissez faire leadership style on employee

performance in Infocom limited

The Pearson correlation was used with the intention to find out the relation that existed between

the laissez leadership style and employee performance and results were presented in table 17

below.

Table 16: Correlation results of the role of laissez faire leadership style on employee
performance in Infocom Limited

		Laissez faire leadership style	Employee performance
Laissez faire leadership style	Pearson Correlation	1	-.304[**]
	Sig. (2-tailed)		.018
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation results (p= 0.018<0.05) between the role of laissez faire leadership style and

employee performance. There is a negative significant relationship between laissez fair

leadership styles as the independent and employee performance as the dependent variable. The

implication here was that the smaller the laissez faire leadership style, the greater the employee

performance whenever Infocom was to realize efficient and effective employee performance.

Since p= 0.-304<0.05 level of confidence.

4.5.3 Regression results showing effect of laissez faire leadership style on employee performance in Infocom limited

The regression was undertaken to measure the role of laissez faire leadership style on employee

performance and also predicted the variance in the employee performance using r^2 values. The

results are tabulated in the table 18 below

Table 17: Results on the laissez faire leadership style and employee performance summary model

Model 2	R	R Square	Adjusted R Square	Std of the Estimate
1	.304	.092	..077	.56016

    a. Predictors: (Constant), laissez faire leadership style

The results in table: 18 above showed that r^2 = .092, implying that a unit change in laissez

leadership style for 9.2% variability in employee performance. The model however showed that

91.8% variance in employee performance was affected by other factors beyond this model.

Therefore the hypothesis that the laissez faire leadership style does not influence employee

performance in internet business in Infocom Limited is rejected and the null is accepted.

4.5.4 Beta coefficient results showing laissez faire leadership style influence employee performance in Infocom Limited

The linear regression was attempted to establish the effects of laissez faire leadership style and also by how far as indicated in table 19 below

Table 18: Coefficient results on the laissez faire leadership style influence on employee performance

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.050	.278		14.553	.000
	Laissez faire	-.184	.076	-.304	-2.428	.018
a. Dependent Variable: Employee performance						

The regression coefficient results b=-0.304, p= 0.355>0.05, for coefficient for X, which is equal to 0.122, implying that for every one-unit increase in (X) in autocratic leadership style, the expected or "average" change in (Y)   0.006 units. Meant that a reflect increase in X by 0.006 units resulted into, for example when x= 0 then Y= 2.948 and when x=0.006, Y changes from 2.948 to 2.954 onto a straight line of Y=a + bx. Therefore the higher the predictor variable X (0.128or 12.8%) the greater the impact on the criterion variable and the quality of employee performance. The p- value was less than the recommended critical 0.355<0.05 and therefore we accept the alternative statement that there is a significant influence the variables

4.6.1   The role of leadership styles on the employee performance in Infocom

These were conducted with the intention to find out which dimension affected the employee performance most and the results are presented in table 20 below

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Table 19: Correlation results of the role of leadership styles and the employee performance in Infocom Limited

Correlations		Autocratic Leadership style	Democratic Leadership	Laissez faire	Employee performance
Autocratic	Pearson Correlation	1	.072	.076	.122
	Sig. (2-tailed)		.589	.563	.355
	N	60	60	60	60
Democratic leadership style	Pearson Correlation	.071	1	.080	.396[**]
	Sig. (2-tailed)	.589		.546	.002
	N	60	60	60	60
Laissez faire	Pearson Correlation	.076	.080	1	-.304[*]
	Sig. (2-tailed)	.563	.546		.018
	N	60	60	60	60
Employee performance	Pearson Correlation	.122	.396[**]	-.304[*]	1
	Sig. (2-tailed)	.355	.002	.018	
	N	60	60	60	60
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Results in table 20, all were sig. (2-tailed) and each cell had different results showing the first number as the correlation coefficient, the second the significance result and the last was the sample size of 96 that did not vary from variable to variable in the analysis.

Table 20, shows the correlating results among the leadership styles roles on the employee performance in Infocom on (democratic leadership style, r=-0.396**) at sig (0.002), autocratic leadership style (r=0.122) at sig (0 .355) and laissez faire leadership style, (r=-.304[*]) at sig

(0.018) therefore there existed both a weak and highly positive and negative significant correlation among the variable y and x.

Using Pall ant's interpretation we can say that there was a moderate positive significant influence between democratic leadership style, (r=-0.396**, p<0.05). This implied that whenever there was increase in change in democratic leadership style there resulted into a moderate positive significant influence on the quality of employee performance. Most heads of departments said the managers consulted and shared decision making and encouraged employees to go for coaching and training. The researcher as well observed that he heads of department helped their staff when carrying out an activity. However, the researcher observed that the leadership sometimes yelled as they communicated with the managers.

The same results revealed that there was a weak positive significant influence autocratic leadership style practices and employee performance (r=0.122, P>0.355). This result implies that whenever a leader or head of department practiced more of the autocratic leadership style, most employees worked in fear with a lot of tension so their performance was not so good thus affecting the customer satisfaction, targets to be met were not met. The interview guide as well identified that whenever the leaders would yell at the heads of departments, they would not contribute any ideas on how to ensure the link is stable or how to improve the internet connectivity. However, the researching findings also show that if leaders were not at all autocratic, most mangers were reluctant to ensure the employees were on track with their key performance indicators in order to ensure employee performance is achieved.

The correlation results revealed that there was a moderate negative significant influence laissez faire leadership style practices and employee performance (r=-0.304, P>0.355). This implies that

whenever there existed an increase or a decline in lasses faire leadership styles resulted into the proportional influence between the employee performances. This result indicate that most managers did not practice the laissez faire leadership approach when exercising their roles to ensure the employee performance is achieved fully.

A calculation of differences or overlap between the variables was performed. The research results revealed that employee performance is highly influenced by democratic leadership styles(r=0.396**) followed by autocratic leadership style and finally the laissez faire (r=-0.304**). The implication was that effectiveness and efficiency in employee performance occurred as a result of increased democratic leadership style, but also required less of the autocratic practices as well as laissez faire so as to realize effectiveness and efficiency among the employees. Leaders and heads of department had to make sure they shared ideas and decisions. However, exercised control and authority to the employees so the employees can put more effort in ensuring the internet connectivity is achieved on time thus employee satisfaction.

4.6.2. Hypothesis testing

After the data collection, the researcher tested three tentative answers to the research questions and results were presented as below.

Table 20: Summary of Hypothesis Testing of Results

No	HYPOTHESES	P VALUES	STATUS
1	Democratic leadership positively influences employee performance in Infocom Limited.	P<0.05	Accepted
2	There is no relationship between autocratic leadership and employee performance in Infocom Limited.	p>0.05	Rejected
3	Laissez faire leadership does not influence employee performance in Infocom Limited	P<0.05	Rejected

Source: Primary data

The hypothesis that democratic leadership positively influences employee performance in Infocom Limited was accepted. Table 20 showed a correlation of r= .396[**], p= 0.000<0.05) that justified that there was influence between the two variables as having a highly positive significant. The hypothesis that there is no relationship between autocratic leadership and employee performance in Infocom Limited was rejected because results revealed in table 20 showed a correlation of (r=-0.122**, p= 0.355>0.05) that really revealed that there was a weak negative significant between the two variables.

The hypothesis that Laissez faire leadership does not influence employee performance in Infocom Limited revealed results in table 20 showed a correlation of (r=-0.304**, p= 0.018<0.05) that showed that there was a moderately negative significant effect of the two variables.

4.6.3 Summary

As can be seen from the above discussions from the document review, questionnaires, interview guides and observation note books presented, most leaders and managers use an approach that shares and consults employees when making decisions, the leaders and managers support and encourage employees to attain trainings and the communication channels are clear.

The research findings however, also indicate that some managers were very controlling and autocratic when working with employees, the findings also shown that the autocratic leaders practiced a more one-way communication ideology. Such managers were encouraged to adapt to the democratic system where employees were given the chance to make decisions and even go for coaching. On the other hand, the research findings indicate that only one manager was not present when needed by employees to resolve urgent issues and he was an absent manager.

The attempt to discover the type of leadership style that is predominantly practiced showed that although democratic style dominated, it did not indicate that it was practiced in its own completeness or entirety. The other forms of leadership styles like autocratic and laissez faire were evident depending on the circumstances or situations. For example, delayed decisions on problems presented by works to management or essence of meetings with the support of staff did not fall under this category of leadership.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussion, conclusions and recommendations on the role of leadership styles (independent variable) and employee performance (dependent variable). All the data was collected from 60 respondents including key informants.

5.2.1 Summary of the Findings

The findings indicates that the majority 65.0% were male, 58.3% had worked for a period of 2-4 years, 593.3% were permanent employees. It was revealed that autocratic leadership style affects employee performance with the majority 53.78% agreed that the managers were controlling, authoritative when communicating to employees. Over 66.49% respondents agreed that the manager involve them in decision making and encourage them for training and less than 50% of the respondents agreed that the managers were not present when need to handle agent issues and would leave an employee independently carry out duty. The finding was based on the study objectives: to examine the role of autocratic leadership style on employee performance in Infocom Limited, to find out the role of democratic leadership style on employee performance in Infocom Limited, and to establish the role of laissez faire leadership style on employee performance in Infocom Limited. The findings are presented below objective by objective.

5.2.2   The role of autocratic leadership style on employee performance in Infocom Limited

The study found out that there was a moderate positive significant relationship between autocratic leadership style and employee performance (r=-0.122**, p= 0.355>0.05). These results were further complemented by the regression findings in table 15 that showed that $r^2=$ 0.15. The research findings implies that 15% variability in employee performance in Infocom was explained by this dimension that some managers do not consult and share ideas with managers, that some managers exercise a lot of control and authority when communicating or working with employees.

5.2.3   The role of democratic leadership style on employee performance in Infocom

Limited

The study found out that there was positive significant with (r=-0.396**, p= 0.002<0.05). These results were further complemented by the regression findings in table 11 that showed that $r^2=19.2\%$. This research findings means that 19.2% variability in employee performance was explained by democratic leadership style where leaders, managers and team leaders consult employees when making decisions and share decisions as well. The research finding implies that managers coached employees and encourage employee development.

5.2.4   The role of laissez faire leadership style on employee performance in Infocom

Limited

The study established that there was a weak negative significant relationship between laissez faire and employee performance in Infocom (r=-0.304**, p= 0.018<0.05. These results were further complemented by the regression findings in table 19 that showed that $r^2=$ .092. This result implies that 9.2% variability in employee performance in Infocom was explained by

laissez faire leadership style. The research findings show that three quarters of Infocom managers do not leave the employees to carry on duties and responsibilities without their intervention, these research findings as well show that managers are always present when needed for urgent company issues.

5.3.1 Discussion of the findings

The study presents the discussion of the findings objective by objective beginning the first objective until the last as sighted below;-

5.3.2 The role of autocratic leadership style on employee performance Infocom Limited

The correlation results (r=-0.122**, p= 0.355>0.05) between the role of autocratic leadership style and employee performance where r was 0.122**, p= 0.355>0.05 is, but the p-value (in the sig. (2-tailed) is less than (for a 5% test) and therefore it was a positive significant effect at the 5% level. Thus there was a positive significant relationship between autocratic leadership style as the independent and employee performance as the dependent variable. Average findings of 59.6% were in line with the arguments that the manager alone exercised decision making and authority and determining policy, procedures for achieving goals, work tasks and relationships controls of rewards and punishments Mullins (2005). Autocratic superiors act in more self cantered ways; they made decisions more unilaterally and supervise subordinates work activities more closely (Muchzyk and Reinmann 1987 cited in Van de Villet 2006).

5.3.3. The role of democratic leadership style on employee performance in Infocom Limited

The correlation results (r=-0.396**, p= 0.002<0.05) between the role of democratic leadership style and employee performance where r was 0.396**, p= 0.002<0.05 is, and the p-value (in the

sig. (2-tailed) was less than (for a 5% test) and therefore it is a positive significant effect at the 5% level. Thus there is a positive significant relationship between democratic leadership style as the independent variable and employee performance as the dependent variable. A study by Susan Block (2003) revealed that a leader in democratic mode asks the staff or the team 'what shall we do? You decide' put simply in this way, it looks like an abdication of responsibility by the leader and can indeed be viewed that way on occasion by the staff who reason. The pure democratic style is only useful every now and then, but a dose of it incorporated with other styles can be tremendously effective.

Findings were in tandem with this argument that 42(70.0) agreed that most effective part of democratic leadership is the empowerment and motivation people gain from having information shared. They can understand better the need for difficult decisions, for example, if they realize just how tough trading conditions are or how much raw materials cost (Susan Block, 2003). The researcher agrees with Suzan and believes if the leadership in Infocom empowers and motivates its staff, then the link stability, proper time response and customer satisfaction will be achieved.

Gebremedhin and Schaeffer (1999) shows that democratic leaders encourage group members to assume leadership responsibilities. They suggest rather than order, and depend upon personal contacts and persuasion. They favour a shared decision making process, with the leader maintaining the ultimate responsibility for decisions but actively seeking input from followers. The results were in agreement with Tesfa and they were measured up 49(81.7%) for the Infocom leaders in order to ensure employee performance was achieved.

The leaders may delegate some decision making power to the group. Decision making mechanisms included consensus or majority vote; participation of all members is encouraged Gebremedhin and Schaeffer (1999). The researcher's findings 40(66.7%) were in tandem with

decision making process stimulates employee involvement, identification with the organization and favourable attitudes towards work. Research findings (Fiedler & Chemens, 1974) indicate that employees with democratic leaders are usually most satisfied up to 40(66.7%).

5.3.4 The role of laissez faire leadership style on employee performance

The correlation results (r=-0.304**, p= 0.018<0.05) between the role of laissez faire leadership style and employee performance where r was -0.304**, p= 0.-304<0.05 is, but the p-value (in the sig. (2-tailed) is less than (for a 5% test) and therefore it is a negative significant effect at the 5% level. Thus there is a negative significant relationship between laissez fair leadership style as the independent and employee performance as the dependent variable.

The Laissez Faire leaders, according to Tautum et al (2003) adopt a style of leadership that sometimes is characterised as positive-avoidant, management by exception, or administrative. Laissez faire has low emphasis on performance and people by 55.0%. It assumes that people are unpredictable and uncontrollable and that a leader's job is to do enough to get by, keep a low profile, stay out of trouble, and leave people alone as much as possible. It relies on abdicating to whoever will rise to the occasion to get the job done and tends to minimise the amount of direction and face time required. Shanin and Wright (2004) observed that laissez faire style is the avoidance or absence of leadership.

Johannes (2008) argued that Laissez faire leadership style is largely a "hands off" view. This is because under this style, the leader provided little or no direction to the followers. All authority or power is given to the employees and they must determine goals, decisions, and resolve problems on their own (www.essortment.com. 2007). However, this approach contradicts with the relation dimension of leadership as argued by Daewoo (1996) that includes giving support,

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communicating, facilitating interactions, active listening and providing feedback. The average findings of 64.7% were in tandem with all the leadership styles that were practiced in Infocom

5.4.1 Conclusions

From the findings, the researcher therefore can ably conclude that the role of leadership styles had a significant influence on the quality of employee performance in Infocom. This implies that once the right leadership style was implemented, this positively affected the quality of employee performance. Basing on the results from face to face interview, the leaders make decision without consulting heads of department and they are more controlling and heads of department involve employees when making decision train employees.

5.4.2 The role of autocratic leadership style on employee performance in Infocom Limited

The model indicates that that 98.5% variance in employee performance was associated with other factors beyond this model. There is no relationship between autocratic leadership style and employee performance in internet business in Infocom Limited was accepted and the null was rejected.

5.4.3 The role of democratic leadership style on employee performance Infocom Limited

Democratic leadership style positively influences employee performance in Infocom Limited this is confirmed at 84.3% variance in employee performance was affected by other factors beyond this model.

5.4.4 The role of laissez faire leadership style on employee performance in Infocom Limited

Laissez faire leadership style does not influence employee performance in internet in Infocom Limited was confirmed at 9.2% variability in employee performance. The model however showed that 91.8% variance in employee performance was affected by other factors beyond this model.

5.5.1 Recommendations

To effectively achieve positive employee performance through the role of leadership styles, Infocom should take note of the following: - more effective democratic leadership where the leaders consult and involve the managers in decision making, coaching the managers and staff on company projects will lead to a positive employee performance. The research as well found out that democratic leadership style together with moderate autocratic leadership style and minimum laissez faire styles once used appropriately will lead to employee performance in Infocom.

5.5.2 Autocratic leadership style and employee performance in Infocom Limited

Under this study objective, the questionnaire noticed that less than a half of managers were involved in the autocratic leadership style. The study therefore recommends that; Infocom Uganda limited should ensure less use of autocratic leadership style at all levels in order to enhance effective employee performance. Leaders, heads of department and team leaders should ensure that there is less control of staff as they carry on their roles and responsibilities, they should use amicable communication channels with their staff so as to keep employees motivated and committed to ensuring the internet connectivity is stable and clients are satisfied with the service. However, the interview guide noticed that the top management was autocratic and this

style of leadership needed to be improved; top management needs to involve middle managers in decision making, consult the middle managers and learn effective communication styles with the staff thus becoming a more democratic leader.

5.5.3 Democratic leadership style and employee performance in Infocom Limited

Under this study objective it was noticed that many managers were involved in the democratic leadership style. The study therefore recommends that; Infocom Uganda limited should ensure improved use of democratic leadership style at all levels of management in order to enhance effective employee performance. Infocom leaders should include managers in decision making, they should consult managers when making decisions, the leadership should coach the managers and staff, take them for refresher training courses and continuously give updates on the company vision, objectives and strategies on how to achieve the various company projects.

5.5.4 Laissez faire leadership style and employee performance in Infocom Limited

This study objective, it was noticed that less than a half of managers were involved in the laissez faire leadership style. The study therefore recommends that; Infocom Uganda limited managers should use less of laissez faire leadership style at all levels in order to enhance effective employee performance. The research findings found out those Infocom leaders should use more of democratic leadership style compared to laissez faire because in an internet connection faults need leadership consultation, shared decision making other than a hands off approach.

Having realized the fact that one may be endowed with all the leadership qualities but may not be a successful leader whenever he or she does not have the leadership skills; it is recommended that leadership training programmes be initiated by the Infocom leaders where head of departments, chief executive officers, directors would learn roles of leadership and leadership

skills. Infocom leadership should go to management professionals who can stand to all leadership related challenges in order to have an effective employee performance

5.6 Limitation to the study

Time was a problem since the research had to go on at the same time as the researcher had to be committed at her work place as well. Time to follow up on the questionnaires and to carry out the face to face interviews was limiting. However, the researcher had to explain to her supervisor the need to be on leave to concentrate on the researcher and the leave was granted.

Some of the respondents never participated in the questionnaire and this posed a problem of delays since the researcher had to look for them. This was resolved by approaching the heads of department who met their teams and explained about the study.

5.7 Contribution of the study

The study findings have contributed to 39.9% to an understanding of the relationship between the role of leadership styles and employee performance. The study contributed in indentifying leadership styles that promote employee performance in Infocom Limited and this will help leaders, managers and team leaders in ensuring employee performance is achieved.

More so, the study indentified and recommended appropriate leadership style to be used in organizations by leaders, managers, team leaders and this will still be used by police makers, stake holders, researchers to justify and improve employee performance.

To researchers, the issues raised in this study contributed in generating more knowledge from various perspectives. The findings in this study formed a basis for further research in other related areas of interests such as contribution of leadership styles and employee performance.

5.8 Areas of further research

A replication of the same topic of study is recommended using other theories and documentation

of leadership performance in Infocom limited Uganda.

The impact of leadership styles and employee performance in Infocom Limited

The contribution of leadership styles and employee performance in Infocom Limited

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APPENDICES

APPENDIX I : QUESTIONNAIRE   FOR STAFF

UGANDA MANAGEMENT INSTITUTE
HIGHER DEGREES DEPARTMENT

THE ROLE OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN INTERNET SERVICE PROVIDERS IN UGANDA; A STUDY OF INFOCOM LIMITED

I am a participant of Uganda Management Institute carrying out a research on leadership styles and employee performance. This is a partial fulfillment of the requirement for the award of a Masters' degree in management studies (Management). I will be grateful if you spend a few minutes of your time for this interview. Your insights and responses will assist in improving employee performance in future. Please answer all questions honestly and for confidentiality, the information gathered is strictly for education purposes only.

Section A: Background Information

1.   Fill in the respondent's gender?

i.   Male   ii.   Female

2.   How long have you been in this organization?

i.   Less than 2years   ii.   2-4 years

iii.   5-7years   iv.   8-10years

v.   Over 10years

3.   What is your employment status?

   i.   Employed on full time basis

  ii.   Employed on part-time basis

4.   Age bracket of respondent

   i.   21-30years   ii.   31-40years

  ii.   Over 40years

Section B: Leadership styles and Employee performance.

(i) Autocratic leadership style		Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
Authority and Control						
1	The manager puts more emphasis on tasks and low emphasis on people					
2	The manager relies on authority and control to get the job done					
3	The manager relies on hard work to get the job done					
4	The manager involves employees in decisions making?					
5	The manager strictly supervises staff to have work done?					
	Authority and Communication					
6	The manager explains his actions/inactions to staff?					
7	The manager criticizes subordinates in public?					
8	The manager consults staff?					
9	The manager closely monitors the schedule to ensure a task or project is completed in time?					
10	The manager ensures that every detail is accounted for in a complex task?					
11	The manager, is nothing more important than accomplishing a goal or a task?					
12	Relies on threats and punishment to					

	influence employees.					
13	Requests to be continuously updated on the work of subordinates					

(ii)	**Democratic leadership style**					
	Participation in Decision Making					
14	Exercises tact courtesy and respect					
15	Builds effective work relationships within and across departments					
16	The leader shares decisions with subordinates?					
17	The manager empowers employees for efficient and effective work?					
18	The manager seeks discussions and share with subordinates over an issue before decisions are taken?					
19	The manager promotes high employee satisfaction and commitment?					
20	The manager is friendly and approachable?					
21	The manager treats staff as equals?					
22	The manager commends staff whenever they have done well?					
	Coaching					
23	The manager encourages staff development?					
24	The manager enjoys coaching people on new tasks and procedures?					
25	The manager encourages his/her employees to be creative when troubleshooting?					
26	The leader is willing to step aside for someone more qualified					
27	The leader provides information to improve the employee performance					

(iii)	**Laissez Faire leadership style**					
	Management by Exception					
28	The manager avoids getting involved when important issues arise					
29	The manager is absent when needed					
30	The manager delays responding to urgent company issues					
	Hands Off Approach					
31	The manager gives subordinates task and leaves them to do it in the best way they wish					
32	The manager assigns employees work and keeps a low profile by leaving the staff alone as much as possible to do the work					
33	The manager puts emphasis on both performance and people					

SECTION C. Employee Performance

(i) Employee Performance		Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly Disagree 1
34.	Employees perform the job to the best of their abilities?					
35.	Employees consistently at work by the time a work day starts?					
36.	Employees prioritize so that most important things get done?					
37.	Employees achieve the goals, set targets and objectives assigned to them?					
38.	Employees carry out assignment in a timely manner?					
39.	Employees schedule and plan the most effective use of time?					
40.	Employees complete assignments within the established deadlines?					
41.	Employees demonstrate accuracy in completing troubleshoot of the link?					
45.	Employees ensure the link stability is consistent and fast enough?					
46.	Employees do their tasks effectively to ensure customer satisfaction?					
47.	Performances reviews are common in this organization					
48.	Takes responsibility for making sure the link is consistently stable					
49.	Follows through every link troubleshoot to completion					

APPENDIX II: INTERVIEW GUIDE FOR MANAGERS AND TEAM LEADERS

UGANDA MANAGEMENT INSTITUTE

HIGHER DEGREES DEPARTMENT

THE ROLE OF LEADERSHIP STYLES IN EMPLOYEE PERFORMANCE IN INTERNET SERVICE PROVIDERS IN UGANDA; A STUDY OF INFOCOM LIMITED

I am a participant of Uganda Management Institute carrying out a research on leadership styles and employee performance. This is a partial fulfillment of the requirement for the award of a Masters' degree in management studies (Management). I will be grateful if you spend a few minutes of your time for an interview. Your insights and responses will assist in improving employee performance in future. Please answer all questions honestly and for confidentiality, I will take note of your name. The information gathered is strictly for education purposes only.

Section A: Background Information

1.   Circle the appropriate gender of the respondent.

i.   Male   ii.   Female

2.   How long have you been in this organization?

i.   Less than 2years   ii.   2-4 years

iii.   5-7years   iv.   8-10years

v.   Over 10years

3.   What is your employment status?

   2   Employed on full time basis

   3   Employed on part-time basis

4.   Age bracket of respondent

 iii.   21-30years   ii.   31-40years

 iii.   Over 40years

Leadership and employee performance interview questions;

1. How would you and your colleagues describe the company's leadership style? Give me an example to support your answer.

2. What are the three key behaviors of your leadership team?

3. What would you change about the current leadership style?

4. How does the leadership style affect your performance?

5. What does the leader do to make you improve your performance?

6. What can the leader do to make you more effective?

7. How does the leader attain maximum employee performance?

8. What methods does the leader use to gain commitment from your team?

9. How does the leader influence employees to follow his/her strategic vision for the company?

10. How does the leader encourage learning and development of employees?

11. What polices do you think would positively affect your performance?

12. What role does leadership play for a manager? How has the leader demonstrated this with

you