



UGANDA MANAGEMENT INSTITUTE

**THE EFFECT OF LEADERSHIP STYLE ON ORGANIZATION PERFORMANCE IN
UGANDA: A CASE STUDY OF FORT PORTAL INTERNATIONAL NURSING
SCHOOL KABAROLE DISTRICT.**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN
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DECLARATION

I, David Lwanga RegN0 12/MIML/2/019, hereby solemnly declare that this is my own work, and to the best of my knowledge has never been presented by anyone to any institution of higher learning for the award of masters degree in Institutional Management and Leadership of Uganda Management Institute. This dissertation has been submitted for examination with the approval of my supervisors

Signed.....

David Lwanga

Date.....

APPROVAL

This is to certify that David Lwanga carried out this study and wrote this dissertation under our supervision. This dissertation has been submitted for the award of masters degree supervised by Dr. Keefa Kiwanuka and Ms. Josylin Bananuka Arimpa Ekochu of Uganda Management Institute.

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DEDICATION

To all my family members who have always stood by me during all the hardship that we have gone through as I pursue my second degree.

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LIST OF ABBREVIATIONS

FGD	Focus Group Discussion
FINS	Fort portal International Nursing School
HR	Human Resources
LPC	Least Preferred Co-worker index
MIML	Masters of Institutional Management and Leadership
MOE	Ministry of Education and Sports
NGO	Non-Governmental Organizations
OP	Organizational Performance
SPSS	Statistical Package for the Social Sciences
UMI	Uganda Management Institute
UNMEB	Uganda Nurses and Midwives Examinational Board

ABSTRACT

This study investigated the relationship between leadership style and organization performance in Uganda using Fort Portal International Nursing School (FINS) as a case study. The objectives of the study were; to establish the effect of democratic leadership style on the performance of FINS, to establish effect of autocratic leadership style on the performance of FINS; to establish the effect of laissez faire leadership style on the performance of FINS. The study adopted a cross-sectional design that employed both quantitative and qualitative approaches. Structured questionnaires were administered for collection of quantitative data and focus group discussions were held to generate qualitative data plus documentary review. A sample of 113 respondents were obtained from the targeted population of 160 respondents using Krejcie and Morgan table of population sample determination, this sample population was selected using random sampling and purposive sampling techniques. The data collected was analyzed using Statistical Package for the Social Sciences (SPSS) to determine correlation between the tow variables and result indicated that there was a positive relationship between democratic style of leadership and organization performance, negative relationship between autocratic and laissez faire styles of leadership and organization performance. This means that that the dimensions of independent variable are significant predictors of organization performance at Fort Portal International Nursing School. Hence the overall conclusion was that leadership style has had an impact on the performance of Fort Portal International Nursing School (FINS). Therefore it is recommended that democratic leadership style should be adopted by the leaders of Fort Portal International School in order to achieve its vision and overcome the growing competition.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study investigated the effect of leadership style on organizational performance in Uganda, taking Fort Portal International Nursing School as case study. The study examined how leadership dimensions affected the performance of Fort Portal International Nursing School by considering various performance dimensions. In study leadership style was conceived as the independent variable while organization performance is conceptualized to be the dependent variable as shown in the conceptual framework in chapter two.

Performance of the organization is highly determined by performance of the staff which in turn depends on good leadership, since organizational leadership style has a great impact on staff performance, the development of an optimal leadership style that appropriately suit the organization is very crucial because it has a major effect on its life span. The leadership style will affect the employee's motivation which in turn influences the overall performance and the growth and development of the organization in terms of financial returns, market share and growth of the organization.

Under this study leadership style was measured by considering the role and influence exerted by a leader in the executing and coordinating the objective of the organization to achieve the dimensions of organization performance under various leadership styles as elaborated in the conceptual frame work, (Fig 2). This chapter composed of the historical background of the study, the theoretical background, conceptual background, contextual background, statement of the

problem, general objective, specific objectives, research questions, hypothesis, scope, justification, significance, and operation definitions of the terms and concepts.

1.2 Background to the study

Fort Portal International Nursing School is a private- not- for profit organization, the School is found in Fort Portal Municipality, Kabarole District which is 305 km from Uganda's capital city, the School is situated at Kahungabunyonyi West Division of Fort Portal Municipality

The School was established in 2011 by a group of Directors as Non Government Organization. Like any other organization, Fort Portal International Nursing School has a corporate structure in which leadership is embedded with the board of directors/share holders, Board of Governors, and the management which does the day-today running of the organization, (School constitution, (2010). Looking at Fort Portal International Nursing School in that perspective power and authority flows from the chairman board of trustees who is at the top to the chairman Board of Governor, the School management team headed by the School Administrator and the Principal. The School is being managed by one of the directors who serves as the School Administrator and for the last 3 years whom his leadership style can be regarded as either autocratic, democratic or laissez faire as he swing along that continuum of leadership style. Therefore study was intended to examine the correlation of his leadership style and School performance between 2011– 2013.

This is because as a School Administrator is responsible for policy implementation, ensuring that the organization achieves its goals and he is more close to the employers, buyers and supplier and the development patters so his effect can easily be felt.

1.3 Historical Background

The history and evolution of leadership styles has been a subject of interest among many scholars and they have advanced many theories to explain this phenomena and how it affects performance of individuals and organizations as well.

According to Dr. Shrestha, (2012), hub chronicles a kind of evolution in leadership style is traced back from the early 20th century. Where Frederick Winslow Taylor proposed the scientific management theory though it was not a leadership style but it shaded light on how leaders manage employees, interact with them and increase performance. His work attracted other scholar to propose leadership styles that leads to effective performance for instance:

In the early part of 20th century studies on leadership style focused on what was referred to as the great man and trait theory which emphasized that certain men were born to lead and also that it is only those born with leadership traits can succeed. In 1939 Kurt Lewin and the colleagues proposed three leadership styles that are exhibited by leaders in organizations and these were; Autocratic where the leader retains decision making powers with no consultation, Democratic where the leader adopts a participative approach in decision making and Laissez faire where the leader has a minimal role in decision making.

Other scholars like Max Weber proposed the Charismatic authority which was later advanced by House in 1976 when he published a theory of charismatic leadership. Fred Fielder proposed the Contingency leadership style in the a view of opposing other styles that there was no one best style of leadership that can lead to best performance but the situation at hand determined the best style of leadership. Fielder was followed by Rensis Likert (1967), who proposed the Participative leadership theory, Dr. Paul Hersey and Dr. Ken Blanchard proposed the Situational leadership

theory. Servant leadership style was advanced by Robert Greenleaf in 1970, James McGregor Burns and Bernard Bass proposed the Transformation leadership style in 1978. Lastly has been the authentic leadership style which is the newest proposed by Dr. Bruce Avolio in 2008

All these styles and many other affect organization performance differently when applied by the leaders. Most research showed that leadership style has a significant relation with organizational performance, and different leadership styles may have a positive correlation or negative correlation with the organizational performance, depending on the variables used by researchers (Fu-Jin et al., 2010). McGrath and MacMillan, (2000), report that there is significant relationship between leadership styles and organizational performance. Sun, (2002), compares leadership style with performance in schools and enterprises, and found that leadership style had a significant positive correlation with the organizational performance in both schools and enterprises. Business management attributes their successes to leadership efficiency, that is, the leadership style of administrative supervisors has a considerable effect on the organizational performance (Sun, 2002). For this study the focus was on the leadership styles advanced by Kurt Lewin and these are Autocratic, Democratic and Laissez faire and their effect on organization performance.

1.3.1 Theoretical Background

A number of scholars have advanced theories on these two variables that is leadership style and organization performance trying to explain the relationship between these variables and their interface in the structures of institutions. Pablo, (2000), carried out a study on transactional leadership, Kesuda and Stephan, (2008), studied performance and leadership, the findings from these studies indicated that there is a positive relationship between leadership and performance Theories such as path goal theory by House, (1971), situation theory, and

Transformation theories have been postulated to explain the relationship between leadership style and organization performance but for this study Fiedler's contingency theory was adopted to explore the effect of leadership style on organization performance. Since this theory takes into consideration the impact of situation on leaders and focuses on the relationship between leadership style and demands of various situation and from the organizational perspective it supports the identification of optimal roles based on individual leadership style and placing leaders in charge of situations that are ideal for their leadership style.

1.3.2 Fielder's contingency theory:

Fielder, (1967) the proponent of contingency theory of leadership contends that, the success of the leader is a function of various contingencies in the form of subordinate, task, and/or group variables. The effectiveness of a given pattern of leader's behavior is contingent upon the demands imposed by the situation, this theory stress the use of different styles of leadership appropriate to the needs created by different organizational situations. According to Fielder's theory, (1967), the group performance is contingent on the leader's psychological orientation and on three contextual variables: group atmosphere, task structure, and leader's power position.

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

1.3.3 Relevance of the theory

Fielder's contingency theory can be applied to predict how the organization will perform under different leadership styles for instance, in a situation where the organization has democratic/ a laissez faire leader; the leader will be concerned with the feelings of others and group relations. This interpersonal relationship will form a basis for conducive working environment where the group will experience reduced anxiety, tension, conflict and creativity in decision making will be witnessed. On contrary where the leader applies an autocratic style or in the situation of high control, the group leader is less concerned with employees' affairs and the employees tend to become bored and no longer challenged. The leader will always consult his/her superiors in decision making and ignoring the initiative of their subordinates, hence no room for participation. The leaders become inconsiderate towards their subordinate, put more emphasis on sanctions and performance of the tasks. This creates a gap between superior and subordinate relationship and is characterized by poor communication, tension, conflicts which in the end affect the performance of the group and the organization as whole.

1.4 Conceptual Background

1.4.1 Leadership style

The purpose of the study was to examine the effect of leadership style on organization performance in Uganda; and Fort Portal International Nursing School was used as a case study. The study was built on two main variables that's leadership style as the independent variable and organization performance as dependent variable, and the following concepts were used in the study are: leader, leadership style, such as autocratic, democratic and laissez faire style of leadership, organization performance, effectiveness and efficiency among others. Leadership has

been defined differently by various scholars and among the prominent definitions are that of Hollander (1978, P.16) defined leadership as “a process of influence between a leaders and those who are followers”. Bennie (1959, P.125) defined it as “a process by which an agent induces a subordinate to behave in a desired manner”.

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

The original research on the effect of leadership style was championed by Lewin, et al (1939/1964) about the effects of democratic and autocratic leadership in groups of children and from his research three leadership styles were identified and these are: Autocratic leadership style where the leader exerts high levels power over his or her employees or team members to execute organization goals. People within the team are given few opportunities for making decisions and suggestions even if they are in the interest of the organization. Under the democratic style the leader will make the decision but he or she invites other members to contribute and participate in the decision making process. And lastly laissez-faire leader gives his or her group members autonomy to decide on their work progress. Since leadership is a critical management skill where by the leader has to inculcate the vision, mission, values, culture, in shaping institutional strategies, and their execution the style by which the leader adopts will have an effect on the performance of the organization. Therefore Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest

and commitment of the individuals in the organization, (Business and Management Research journal, (2011).

1.4.2 Organization performance (OP)

Daft and Marcic (1998) defined performance as the organization's ability to attain its goal by using resources in an efficient and effective manner. The conceptual domain of OP can be precisely understood by viewing it in the broader perspective of organizational effectiveness. Organizational effectiveness is defined as “the degree to which organizations are attaining all the purposes they are supposed to” Strasser, et al (1981, p. 3230). Therefore the performance of Fort Portal International Nursing School was also assessed by its ability to achieve its goal and objectives under the influence of the leadership style exerted by the leader. For the case of this School its goal is to excel in training and producing competent health workers that meet and service the demand for human resources for health globally. To achieve this goal the School has set the following objectives which has to be achieved if the School to be regarded as a performing School: To ensure that students get quality training and practical skills, to provide conducive working and studying environment for the staff and students respectively, to collaborate with local and international development patterns who embrace the school's vision and mission and, to integrate ICT in the learning and management of the school for the attainment of it's goal

Despite the number of dimensions used to measure organization performance such as the financial performance, business performance and organizational effectiveness presented by Venkatraman and Ramanujam, (1986), much is not yet explored to reveal how leadership style impinge organization performance. In this study organization performance was measured by considering the following dimensions; academic standard, infrastructural development, financial

position, school collaboration in regard to the achievement of organization objectives. The achievement of those objectives will lead to increase in academic performance, financial performance and growth of the organization. In achieving these objectives the leader has always played a pivot role in coordinating all the required input. If an enterprise wishes to improve the organizational performance, the leadership style of administrative supervisors will play a crucial role in its overall operational performance (African Journal of Business Management, (2010). This gives a basis for organization leader to be mindful of his/her leadership style the correlation between leadership and performance. In this study organization performance was used to refer to the level of achievement of organization goals.

1.5 Contextual Background

Fort Portal International Nursing School (FINS) was established in 2001 with the vision of being a model nursing and midwives training school in the central and east Africa and to achieve this, the school through the leader /administrator had to ensure that the school is excelling in its performance in number of areas such as academics, finances collaboration with the community, employee relations and student enrollment

In the last 3 years the leadership of FINS has been entrusted in one person whose leadership style has either been seen as democratic, autocratic or even laissez faire as he swing along that continuum and his style has had a greater impact on the performance of the school. For instance the employer-employee relations has been poor yet it is at the forefront of organization performance and this led to 7 teaching staff to resign which impacted on the academic performance of the students as indicated in their final state examination result with a total of 20 student failed and other having retakes, the school still have insufficient qualified tutors to train the students hence poor academic performance, unequipped library and a practical room/

skills lab, inadequate accommodation for the students and study rooms, the performance and commitment of the staff toward achieving the School objectives is low. The school collaboration with the community is also at stake the community have a negative attitude towards to school and this also affected the performance of the school for example in 2013 the school was unable to attract students for the second intake due to the poor attitude with in the community, and also the same community frustrated the construction work along school projects. This resulted into a multiplier effect on the financial position of the school hence the school failing to meet its operation costs. All of this and many others are attributed to the leadership style of the leader of the school which needs to be reflected upon.

1.6 Statement of the problem

The performance of the school was measured by its general performance regarding to the achievement of its vision and goal through the set objectives that are linked to performance dimension. The School has a vision of being a model nursing and midwifery training school that trains and produces competent health workers in Africa by 2025. To achieve this vision and goal, the School has set the following objectives which has to be achieved if the School to be regarded as a performing School. To ensure that students get quality training and practical skills, to provide conducive working and studying environment for the staff and students respectively, to collaborate with local and international development patterns who embrace the school's vision and mission. In regard to the above, the School is still far away to the intended objectives that can lead to the achievement of its goal. After 3 years of its existence the school still have insufficient qualified tutors to train the students hence poor academic performance this lead to a total of 20 students to fail their state final examinations, unequipped library and a practical skills lab, inadequate accommodation for the students, the performance and commitment of the staff

toward achieving the School objectives is low all these accompanied by poor collaboration between the school and both local and international patterns also lead to the failure of the school to enroll students for the second intake in 2013. The declining performance of the school has led the community to loose confidence in the academic performance, indiscipline among students, and poor financial returns. All these are assumed to be a result of the inappropriate leader's style of leadership which swings from either democratic, autocratic and laissez faire that is not favoring school performance. It is upon this premise that the researcher decided to investigate the effect of leadership style on organization performance in Fort Portal International Nursing School.

1.7 Purpose of the study

The purpose of the study was to investigate the effect of leadership style on the performance of Fort Portal International Nursing School.

1.7 Objectives of the study

The study was guided by the following objectives

1. To establish the effect of democratic leadership style on the performance of Fort Portal International Nursing School
2. To establish effect of autocratic leadership style on the performance of Fort Portal International Nursing School
3. To establish the effect of laissez faire leadership style on the performance of Fort Portal International Nursing School.

1.8 Research questions

The study was guided by the following research questions

1. How does democratic leadership affect performance at Fort Portal International Nursing School?
2. To what extent does autocratic leadership style affect performance at Fort Portal International Nursing School?
3. What impact does laissez fair leadership style have on performance at Fort Portal International Nursing School?

1.10 Hypotheses of the study

The following hypotheses were formulated for this study:

1. Democratic Leadership style has positive effect on organization performance.
2. Autocratic leadership styles have a negative effect on organizational performance.
3. A laissez faire style of leadership negatively affects organization performance.

1.11 Significance of the study

The study identified that were there is good leadership style; there will be opportunities for conducive corroboration with development partners, project development, client confidence in the organization which all will bring about organization growth, increase in revenue returns hence good organization performance. This result of this study was to enable share holders and

managers to reflect on their style of leadership with the view realize the bearing of their leadership style and organization performance.

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

The research was also to challenge or affirms some of the stated principles and theories on this topic by these who have researched on this on this topic.

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

1.12 Justification of the study

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

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

This study was crucial in exposing this problem to the attention of policy makers, share holder, directors, and Administrators which may later change the present trend of organization performance

The study was intended to help leaders and share holders of public and private organization to reflect on their leadership style in relation to their organization performance dimensions so as to avert the consequences of incompatible leadership style.

1.13 SCOPE

Geographical

The study was conducted at Fort Portal International Nursing School, the School is found in Fort Portal Municipality Kabarole 350 km from Uganda's capital city, the School is situated in Kahungabunyonyi West division of the Municipality.

Time

The study examined the period of 2011 to 2013 during which the School Administrator has been managing the School as the leader.

Content

The study rotated on dimensions of leadership style as the independent variable and their effect on the dimensions organization performance as the dependent variable at Fort Portal International Nursing School

1.13 Operational definitions

Autocratic leadership style: The approach of leadership where the leader does not engage others in decisions making and uses command since authority and power are centralized to him.

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

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

Leadership style: The approach of influencing subordinates

Organization performance: Level of achievement of organization objectives.

Organization: Fort Portal International Nursing School will form the unit of study

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

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

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was intended to present a review of the available literature on what different authors stated about the correlation between leadership style and organization performance basing on the hypothesis that leadership style has a negative or positive effect on organization performance. Therefore this literature review was structured based on the three research questions that are; how does democratic leadership affects organization performance? To what extent does autocratic leadership affects organization performance? And what impact does laissez faire leadership have on organization performance?

2.1 Theoretical review

House, (2004), defines leadership as the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success to the organization of which they are members. In the management of organizations leadership directly impact the effectiveness of costs, revenue returns, production of goods and service, customer satisfaction, market share collaboration with partners, growth and the most valuable assets of the organization which is the human resources, therefore the leader who understands the vision of the organization guides it through his or her influence to achieve that vision. Fielder's contingency theory of leadership can help in explaining, understanding and predicting how the leader can effectively influence his subordinate to achieve effective and efficiency organization performance. Fielder, (1967), contingency theory assumes that effective leadership style vary depending on the situations, he argues that leadership can be affected by several elements such as

how clearly defined and structured the job scope may be, the degree of position power the leader may have, and the relationship between the leader and the followers. Fielder's arguments are supported by Messick and Kramer, (2004), who argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. This theory was built on the assumptions that group performance is contingent on the leader's psychological orientation and on three contextual variables: group atmosphere, task structure, and leader's power position. The theory shows the relationship between the leader's orientation or style and group performance under differing situational conditions and the control the leader exerts range from low, moderate and high control these levels of control can be equated to the three leadership style understudy that's laissez faire, democratic and autocratic respectively.

In applying this theory one has to first put into consideration the two factors that influence group performance that's to say leadership style and situation favourableness, to determine one's leadership style Fielder has developed the "least preferred co-worker" (LPC) index and according to this index the leadership style is set at either task-oriented or relationship-oriented. Task-oriented leaders are focused on completing the job and tend to be autocratic, relationship-oriented leaders put people first and employ creativity and teamwork to complete a project and these tend to be democratic. Secondly one has to determine situation favourableness which depends on three factors: leader-member relations, task structure and a leader's position and power. A leader-member relation refers to the level of confidence and trust team members give their leader. Task structure describes how much the leader and his followers understand the task at hand. The leader's position and power has to do with how much influence, such as the ability to sanction positive or negative rewards a leader brings to the situation. Therefore its

applicability depends on how well one aligns the leadership style and the situation favourableness. For example, according to Fielder, (1967), task-structured leaders who have reward power will be more effective in situations where the group has been assigned a clearly defined task, relationship-oriented leaders will be more effective in situations where the task is unclear and requires creativity and where the leader does not have reward authority but enjoys positive relationships with his/her team

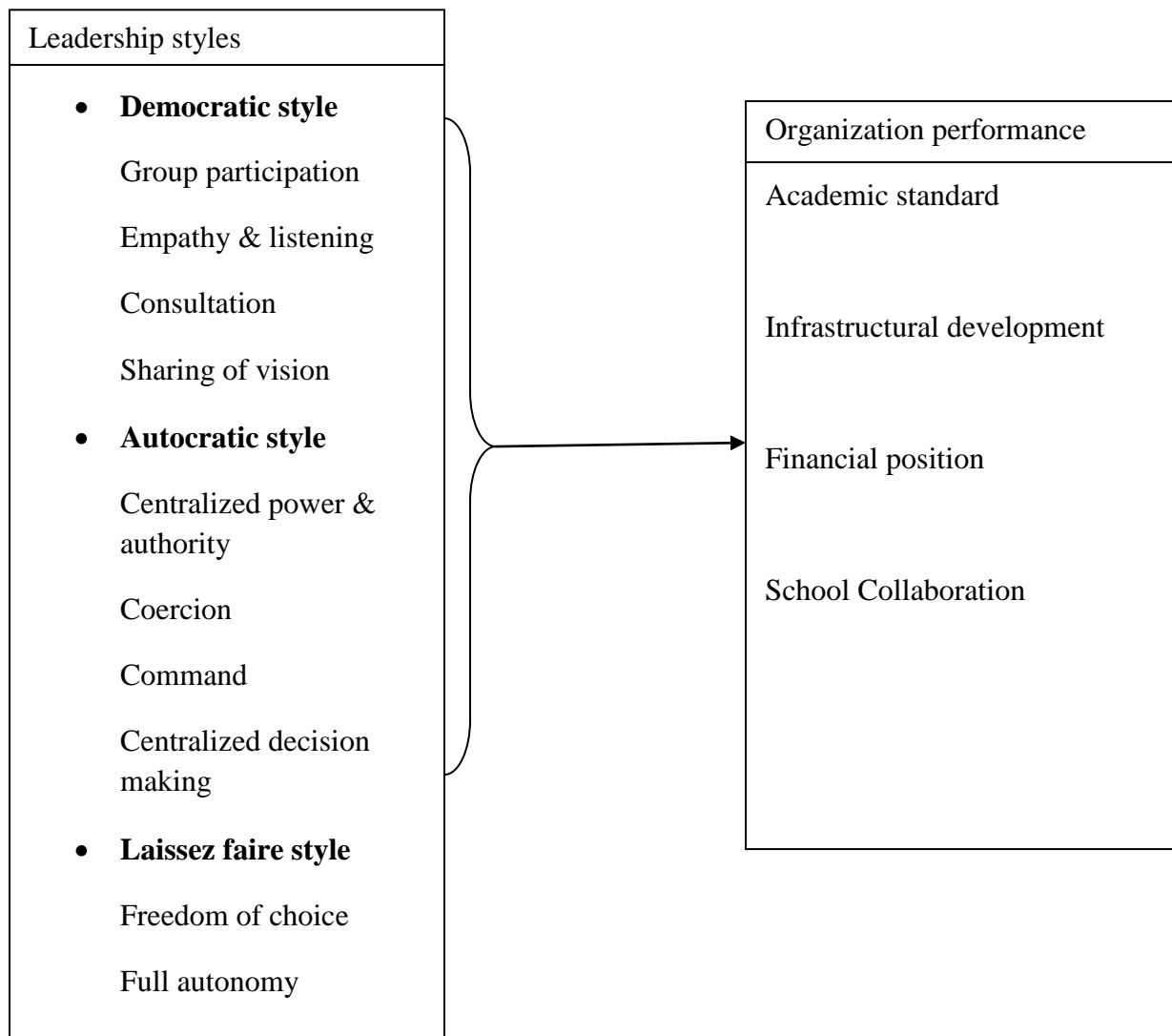
Fielder, (1967), concludes his views by contending that, the most effective leader can be obtained in extra-favorable situations with clearly defined job scope, high position power and good relationship between the leader and the followers. This means that for instance at Fort Portal International Nursing School there must be clearly defined expected performance standards of the leader and the subordinates empower the leaders with positions possibly when they can hire and fire and also work upon the inter-relationship.

In this study Fielder's contingency leadership theory was adopted since this theory is grounded in research as many researchers and have tested it and found it to be a valid and reliable approach to explain how effective leadership can be achieved. The theory was very useful in analyzing the relation between the two variables since provided the possibility of predicting the effectiveness of an organization under different leadership style, however the theory was challenged by being inflexible and ignores a leader's potential for adaptability either through training or personal style.

2.2 Conceptual framework

Independent variables

Dependent variables



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

Figure 2: Showing the conceptual framework

Explanatory note of the conceptual framework

From the above conceptual framework, two variables are identified: a) leadership style as the independent variable, and b) organization performance as dependent variable, leadership styles are conceptualized as approaches the School Administrator and other line managers apply in the day-to-day running of the school and was operationalised as authoritarian, democratic and laissez faire. Whereas organization performance is conceptualized as the ability of or the effectiveness of the School to achieve its objectives, organization performance at Fort Port International Nursing School was operationalised in terms of academic standard, infrastructural development, financial position and Collaboration with development patterns. The School is being managed by one of the directors who has served as the School Administrator for the last 3 years whom his leadership style can be regarded as autocratic, democratic or laissez faire and it has had either a negative or positive impact on the performance of the school.

In regard to the above the School is still far away the intended objectives that can lead to the achievement of its goal. After 3 years of existence the school still have insufficient qualified tutors to train the students hence poor academic performance, unequipped library and a practical room/ skills lab, inadequate accommodation for the students and study rooms, the performance and commitment of the staff toward achieving the School objectives is low all these are accompanied by poor collaboration between the school and both local and international development patterns. The declining performance of the school has led the community to loose confidence in the academic performance, indiscipline among students, and growth and development and financial returns.

It is assumed that if the most appropriate leadership is applied in the management of Fort Portal International Nursing School through its employees will be in position to achieve its goal and

objectives that's being a model nursing school in the East and Central Africa, training and producing competent and skilled health worker through theoretical and practical training that meet the demand for health workers globally.

2.3 The effect of leadership style on organization performance

During the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academicians and practitioners working in the area of leadership (Cannella et al, 1995), perhaps the most prominent reason for this interest is the widespread belief that leadership can affect the performance of organizations, (Rowe et al, 2005). Two studies have confirmed that leadership style affect group work processes, social climate, and as a result affects organization performance in the first study Kahai et al, (1997), find out that participative leadership is more related to making supportive comments to group members than directional leadership. In the second study Evkall et al, (1997), established that leadership influences climate which in turn influences creativity and productivity, therefore leadership has direct influence on productivity. Other studies like that of Goleman, (2000), asserts that different leadership styles have adverse relationship with performance, leadership style have significant impact on performance because leaders provide direction, implement plans and motivate people in organization. All these leadership styles are aimed at enhancing both organization and individual performance and in this study individuals are the employees of Fort Portal International Nursing School.

Shamir et al, (1993), says it is a fundamental fact that leadership style influences subordinates as the behavior of the leader produce motivation mechanisms which have effect on conduct and performance of individuals in the organization, given the many styles of leadership it is difficult to establish the supremacy of one specific style over another.

Therefore all these studies came up to one conclusion that leadership style is a key determinant of the success or failure of any organization. In the long run after this positive influence the organization will be able realize its goals but where the influence does not result into mutual relationship the organization may fail to achieve its targets. In a case of effective organization performance this influence will be focusing on how well the leader coordinates the available resources at his/her disposal for the organization to contain maximum market share which will increase the accounting returns and hence organization growth

According to Mehra et al, (2006), when some organizations seek efficient ways to enable them to out compete others, a longstanding approach is to focus on the effects of leadership. This is because team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. But those organization which have not yet realized the central role that leadership plays in enabling organization to out compete their rivals have tried other strategies such as high remunerations with the intension that this will boost their performance and forgetting that job satisfaction and performance are not tied to financial rewards but also on the leadership of the organization. In relation to this, the support staff of Fort Portal International Nursing School also believes that sharing of ideas and organization plans makes work clear thus improving performance and with such a leader there are opportunities for personal growth which increases motivation. Therefore the correlation between leadership and organization performance is a parasitic one whereby leadership style will determine organization market share, growth and financial returns.

2.5 The effect democratic leadership on organization performance

Democratic leadership style involves use of consultative approach, encourages group participation in decision making and maintains a master- master relationship with group

members, this style of leadership is closely related to the laissez faire style. Democratic leadership is reflected by considerate, sacrifice, courage, symbolism, citizen participation, and vision as major characteristics in the display of democratic leadership in various political, social, and cultural contexts, (international journal on leadership studies, (2007). “To improve organizational performance, staff must be hired, fired, promoted and transferred on basis of merit principles. But employees without motivation (intrinsic and/or extrinsic) will not work towards fulfilling organizational mandates’’, (European Foundation for the Improvement of Living and Working Conditions, (2007). In addition, the organization’s management must help to structure work in an appropriate manner and to encourage cooperation, communication and meaningful jobs for the employees. However, organizational performance also depends on the context in which the organization operates its “enabling environment” and the norms prevailing in that environment (self-interest, dedication to family and ethnic group, patronage, service to the country, etc)”. All these might be true but what this report misses out is the leadership style of those in the centre of planning, coordinating and implementing these strategies, the question now is that how does the leader engage and influence the team that he is working with to achieve the organization objectives.

A democratic leader influences the group members and directs the organization by exhibiting good interpersonal skills such as being considerate and concerned for others by empathetic listening and understanding which are built upon trust, integrity, honesty, equality, openness and mutual respect. Democratic leader fosters open communication among all employees at all levels. Under such a working environment the employee will develop organization spirit of ownership, and become part and partial of the organization hence owning it which will motivate them and strive to achieve organization goals at all level. Since employees participate in decision

making and setting goals for the organization they will work hard for their achievement and the leader will act as a facilitator to ensure that each of them achieves the set goals by adopting the path goal theory where he /she is responsible for removing the obstacles. Therefore it is evident that a democratic leadership style is an all inclusive, participatory and decentralized form of leadership where organizational performance is tied to each and every member of the team regardless of his/her rank. In support to this the findings indicated that performance of staff at Fort Portal international Nursing School will increase where they are also involved in planning and decision making towards attaining the objectives of the school.

2.6 The effect of autocratic leadership style on organization performance

Autocratic leadership is derived from autocratic form of governance which implies a high degree of control by the leaders without much freedom or participation of members in group decision making. Autocratic leadership style involves the leader making all decisions, wielding absolute power, assign tasks to group members and maintain a master-servant relationship with group members. It is distinguished from both democratic and laissez-faire leadership styles by a high degree of control exerted by the leader. The autocratic leadership style thrives in highly structured, hierarchical chain-of-command environments such as the military or very bureaucratic organizations. This type of leader exercises almost absolute power and commands strict compliance and conformity. The autocratic leader generally has a well-defined and controlled disciplinary process with an emphasis on punishments for noncompliance, Ronald, (2011). Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared

vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership, Michael, (2010).

This kind of leadership does not only damage the organization but it denies the team member autonomy, which is understood as the possibility of the group to participate in the decision-making process in relation to tasks, working methods, organization of working time and assessing the quality of their own work, (European Foundation for the Improvement of Living and Working Conditions, 2007). This form of leadership style affects the performance of the organization as whole since employees do not have the platform to contribute to the organization in a way of decision making, sharing goal setting and in the end makes them to feel that they are not valued and become de-motivated hence less productive. But with Fielder's theory using the group atmosphere orientation the leader can improve on his interpersonal skills which in the long run improves performance. Empowering, supporting people and helping them develop autonomously which will not even need the leader always to focus on task completion. One of the findings of the report on staff management and organization performance is that employees in an organization appreciate leaders who engages in a direct personal interaction and respect for subordinates as human beings, further this report state that “ Many complained about dictatorial and rude managers or managers that only communicated in formal and bureaucratic ways. In several instances staff indicated that managers were feared rather than respected. Managers who made an effort to communicate directly with individuals or groups in meetings or informal settings were highly appreciated” these findings are indirectly advocates for a democratic leadership style over the autocratic style, this further shows that employees working with an autocratic leaders were working under fear and following rule of the thumb which made them

less committed and disloyal to the organization as the group atmosphere does not favor interpersonal relations.

Nsubuga, (2006), puts it that the leader who uses coercive style of leadership often creates a reign of terror because of the bullying and demeaning approach used to his/her subordinates, the leader at whatever level he/she may be when just bucks to the subordinates who are the nurses in this case may get intimidated and stop giving him reports on performance. For fear of being bushed /blamed for it and morale will decline. Authoritarian leader may suspend all form meetings and therefore closes the flow of information since she does not trust anyone and need no ideas, they dominate, and all decision making is centralized. The autocratic leader influences organization performance through his /her interpersonal skill, the autocratic leader determines all policies, techniques, and activity steps and dictates the particular tasks for each member. The autocratic leader tends to be personal in his or her praise and criticism of the work of each member but remains aloof from active group participation. Autocratic leaders solve the problem or make the decision by themselves using the information available at the time, (Hughes, et al, 1996), this make the subordinates to fear them instead of respecting them and they will perform their tasks because of the coercion. In this environment, little interaction or communication is expected among associates. Out-flowing information is highly restricted while in-flowing communication is well filtered and defensive. They believe that employees have minimal abilities and capabilities and need close supervision and direction, and that controls are needed to assure their compliant behavior, (Ronald, 2012). The leader predetermines the goal, policies and procedures of achieving organization objectives, then the subordinates become followers of the commands, they have no right/ flexibility in making any change in the way they seem to the organization thriving.

Finally though autocratic leadership may boost organization performance, this level may not be sustained for long since it is built on fear and coercion of subordinate. Organization performance becomes a one man's vision where its sustainability and success depends on him and his existence. The study findings on autocratic leadership style indicated that performance at Fort Portal International Nursing School will suffer because of the perception that the staff are working under duress and have no room for expression which affects their performance.

2.7 The effect of laissez faire leadership style on organization performance

The laissez-faire leader is one who believes in freedom of choice for the employees, leaving them alone so they can do as they want, the laissez faire style involves a non interference policy, allow complete freedom to all workers has not particular way of attaining goal. The basis for this style of leadership is twofold. First, there is a strong belief that the employees know their jobs best so leave them alone to do their jobs. Second, the leader may be in a political, election-based position and may not want to exert power and control for fear of not being reelected, (Ronald, 2011). This foundation of leadership style has prompted what is termed as hand off form of leadership with such a style according to Ronald, (2011), the leader provides basic but minimal information and resources, no participation, involvement, or communication within the workforce and understanding of job requirements, policies, and procedures are generally exchanged from employee to employee. According to the report on the improvement of living and working condition of staff (European Foundation for the Improvement of Living and Working Conditions, 2007) the challenge for companies nowadays is to deliver quickly and flexibly new quality products and services, in order to be able to respond to greater and changing demands from clients. Though organizations are doing whatever it takes in order to meet these targets where some organization have gone as far as introducing new technology,

Standardization and specialization where the work is divided into different segments, from preparation to support roles, in which workers specialize in order to maximize productivity. But all these have yielded little and still facing the same challenge the problem could be the leadership of these organizations and the leadership style.

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

In conclusion the leader's attitude towards applying this form of leadership which empowers employees is important in the process of organization effectiveness/organization performance. In an organization where laissez faire style is practiced organization performance suffers because of many processes are out of control. No direction is given and the laissez-faire leader functions in a crisis or reaction mode. If there are goals and objectives, employee agreement or commitment is just assumed. Similarly the findings from the Focus group discussion indicated that this style of leadership results into misuse of autonomy leading to misuse of organization funds and poor quality work produced because of lack of supervision, hence the general performance of the school is affected

2.10 Summary of the literature review

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

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

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

In conclusion many research studies as cited above supported the view that democratic style of leadership when applied leads to increase in staff and organization performance. In any leadership environment the leader will be shifting along the continuum of leadership style however sustainable organization performance can be realized within a democratic governance where the team is committed loyal and deliver willingly with minimal supervision unlike where they are coerced and follow what is called “rule of thumb”, this means that there is no innovations and the team can’t go an extra mile so the performance of the organization will be limited to the leader’s presence

Under this chapter the researcher has perused through the related literature on this topic by different authors. According to the literature, democratic leadership style has been cited to have a positive effect on the performance of the organization which meant that there was excellence in performance unlike the autocratic leadership style where the performance is on the probability since it might not be easy to find the leader with all the expertise to lead to efficient organization performance, like wise the laissez faire leadership has also had a negative effect on the performance of the organization. In the next chapter the researcher narrated the research methodologies that were applied during the research process.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methods that were used in the study. It covers research design adopted, study population, sample size and selection, sampling techniques, data collection methods, research instruments, procedures for data collection and analysis as well as steps that were taken to ensure validity and reliability during the study.

3.1 Research design

The study employed a case study design; a case study is a good analytical method when a holistic, in-depth investigation is needed, (Strasset.al1990). A case study enabled the researcher to carry out a critical analysis and evaluation of the subject under study, also due to the inadequate resources it was very appropriate to select a particular case to investigate as it represented the majority of the similar cases, (Best and Kahn, 1998), data was collected from the respondents who are direct beneficiaries of Fort Portal International Nursing School. The study adopted a cross section approach which was equally reflected during data collection and data analysis. Cross section is a form of research approach where the researcher combines both qualitative and quantitative research methods, qualitative methods sought subjective views and quantitative method sought scientific objective views. The design was adopted because it was flexible with the research instruments applied for instance questionnaire, Focus Group Discussion (FGD), secondary each method supplemented each other in that qualitative methods provided in-depth explanation whereas quantitative methods provided the hard data needed to meet the required objectives. Lastly but not least both methods helped in reducing on the bias that may have result from applying only on method.

By using triangulation both qualitative and quantitative data was collected to analyze the correlation between the two variables. Sampling methods like random sampling and purposive sampling were adopted to determine the accessible population from which a sample frame was constructed. The researcher applied research tools like questionnaires, Focus group discussion guide and documentary review to collect the required data from the respondents. The collected data was edited into manageable information and analyzed to bring out the salient issues that oppose or support the early on stated hypothesizes and that formed the basis of the report and recommendation

3.2 Study population

The study was conducted at Fort Portal International Nursing School which is found in Fort Portal Municipality Kabarole District. This study targeted a population of 160 including students and employees (staff establishment and school registers, (2014). According to Sekaran, (2003), population refers to the entire group of people; events or things of interest that the researcher wishes to investigate. Therefore the population of this study was constituted by the employees and students (finalist) of Fort Portal International Nursing School who have been in the School for the last two years, both teaching and non teaching staff constituted the study targeted population from which a total of 113 respondents was selected to form the accessible population. The purpose of this population was to get insight on how leadership style was affecting their performance and that of Fort Portal International Nursing School as an organization.

3.3 Determination of the sample size

According to the human resources records and school registers of 2014 the School had a population of 160 this include students in their final year and employees; from this population

the researcher obtained a sample 113 respondents determined using Krejcie and Morgan's table of sample determination to participate in this study.

This total number was obtained from the three categories of respondents that are the students, teaching staff and support/non teaching staff by using probabilistic and non probabilistic sampling techniques.

Table 1: Showing Population distribution

Category	Target population	Sample population	Sampling technique
Teaching staff	75	52	Simple random sampling
Support staff	25	11	Purposive sampling
Students (finalist)	60	50	Simple random sampling
Total	160	113	

Source: HR dept and school registers of Fort Portal International Nursing School

3.4 Sampling techniques and procedure

Since this was triangulation approach, the researcher adopted both probabilistic and non-probabilistic sampling methods to determine the sample size under these techniques like purposive sampling, and simple random sampling. Since the teaching staff and students were many in number and the researcher wanted gave them an equal opportunity to participate in the study, the researcher employed simple random sampling to select them. A purposive sampling method was used to select respondents from the support staff since the level of education and language varies, as Dane, (1990), points out the advantage of purposive sampling is that it allows

the researcher to interview people who have adequate information about the study. Therefore the researcher used it to select those who meant the predetermined standards.

3.5 Data collection methods

Data collection method is taken as crucial part of the research design; during this study a survey was used to collect primary data by applying methods like structured questionnaire, and focus group discussion and secondary data was collected by reviewing documents as depicted in the appendix.

Focus group discussion

Focus group discussion: Focus group discussion method was employed with the help of a focus group guide to discuss effect of leadership style on organization performance with the support staff. These were grouped into two groups because they can not efficiently read and write, the method helped to make them give their views which were recorded as per question. Under this method, data was collected verbally through direct verbal interaction with the support staff this enabled the researcher to seek for clarifications from the respondents and clearly explain their sincerity, further still the method was flexible.

Questionnaire survey: The researcher used definite questions that were answered in order to establish the relation between leadership and organization performance, the method was applied to students who have been in the school for the last two years because these ones can assess how the leader has been performing, teaching staff since all these respondents are literate therefore were able to read and write their responses, which made the process cheap, first and the responses from the respondents were easily quantified.

Documentary review: This method was adopted in reviewing documents that contain information relating to the subject of study for example School annual reports, financial statements and registers; these provided the secondary data.

3.6 Data collection instruments:

A number of tools were adopted to capture all the views of all respondents and these were questionnaire, focus group discussion guide, and documentary review.

Questionnaire: Sekaran, (2003), defines questionnaires as a pre-formulated written set of questions to which respondents record their answers which are usually within the closely defined alternative. Self administered, structured questionnaires were the main research instruments to students and teaching staff since these respondents were able to read and write and give their responses about leadership style and organisation performance. This instrument was chosen because of the limited time and financial resource that was available to the researcher, self administered questionnaires enable to establish rapport with the respondent while introducing the survey, provide clarification sought by the respondent on spot and collect the questionnaire immediately after they are completed in that since there is 100% response rate. The questionnaire was formatted on a five point likert standardised ranging scale of 1 to 5 that 5 strongly agree, 4 – agree, 3 neutral, 2 disagree, 1- strongly disagree,

Focus group discussion guide was used to guide the collection data from support staff, who could not efficiently read and write their responses, this instrument enabled the researcher to generate data that supplemented findings from the questionnaire.

Documentary review guide was used as the researcher was perusing through various organisation documents that contained information relating to the subject under study. The tool was useful for

the study since it helped the researcher to get in-depth data which may not be readily available from questionnaires; the information obtained was cross checked to avoid error.

3.7 Validity and reliability

Validity under this research was intended to put up measure to ensure that correct procedure were put in place and followed in conducting this study so as to capture the intended data. Reliability on the other hand was aimed at ensuring that consistency and accuracy of the research findings is maintained during the research process and whenever this research is replicated under the same circumstances by another researcher similar finding can be obtained.

A pilot study was conducted which involved the pretesting of the data collection tools within the targeted population this helped to indentify whether the tools were to attract the required information and amendments were made according to result from the a pilot study. In pre-testing the designed instruments were tried out on selected respondents in the nearby primary school and final copies were made after taking into considerations their comments, and presented to the supervisor. According to Amin (2005), test-retest reliability can be used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measure under the same conditions

To ensure reliability of qualitative data, the Cronbach alpha reliability coefficient for likert scale test was performed and where by any value above 0.5 was good and the higher it got the better it was considered reliable. This was achieved when the researcher did a pilot test and got the result that was put into SPSS and then the results were above 0.5, and this meant that the research tools were consistent and accurate to produce the intend result.

Considering the sample size: The sample size understudy was be big enough to provide proportion that stand for the general targeted population so as make a substantive generalization of the findings against the hypothesizes.

Since it was a triangulation method, it was also a means of ensuring validity and reliability, multiple methods, such as, documentary review, focus group discussion and questionnaire led to more valid, reliable and diverse construction of realities.

3.8 Procedure of data collection

A letter introducing the researcher to the field was obtained from the institute through this letter the researcher sought permission to conduct the research from Fort Portal International Nursing School. Appointments were made with teaching staff, students and the support staff to whom the planed schedule was not convenient, self administered questionnaire were also distributed according to the field work plan.

3.9 Data management and analysis

Data collected from the field was edited for the purpose of accuracy, completeness, consistency and to make necessary collection so as to detect errors and omissions this was done with in the field. Coding was also done which involved categorizing and classification of collected information basing on the themes that focuses on the hypotheses. Tabulation and analysis was done which involved placing classified data into tables, charts graphs for interpretation and explanation of the relations between the two variables, themes and the literature review so as to generalize the finds, draw inferences and conclusion against the variable under investigation. Since a triangulation technique involving collecting and analyzing data from both qualitative and

quantitative methods used, also during data analysis this was put into consideration and data was analyzed as follows

3.10 Quantitative data analysis:

The quantitative data analysis involved the use of both descriptive and inferential statistics in the statistical package for social scientists (SPSS). Descriptive statistics entailed determination of measures of central tendencies such as mean and measure of dispersions such as frequencies and percentage. The data was processed by editing, coding and then presented in comprehensive tables to show the responses for each category of the variable

Inferential statistical analysis was done involving the use correlation coefficient in order to answer the research questions. According to Sekaran, (2003), a correlation study is most appropriate to conduct the study in the natural environment of an organization with interference by the researcher and no manipulation. A correlation coefficient was computed because the study entailed determining correlation or describing the association between the two variables (Oso and Onen, (2008), at bi-variate level, leadership style an independent variable was correlated with organization performance as the dependent variable using Pearson's correlation coefficient. In view of the above assertion, responses of subject were summarized and presented in form of graphs and pie charts for determining the correlation between leadership style and organization performance and to draw of conclusion and recommendation.

3.11 Qualitative data analysis

Qualitative data analysis involved both thematic and content analysis and was based on how the findings relate to research objectives, content analysis was used to edit data and reorganize it into meaning full short statements. The thematic analysis was used to organize data into themes and

codes were identified. After data collection and assembled as according to the themes it was compared to the quantitative data. Later on data was interpreted by making explanations from the variance and in relation o the themes, categories of the research questions and it was illustrated and substantiated by quoting the respondents.

3.12 Ethical considerations

During this study the researcher acknowledged all borrowed work and information by citation, and collected factual information from all respondents.

The researcher did not disclose the identity and privacy of the participating respondents and maintained high levels of confidentiality and privacy of the participants and information that was given.

The researcher also sought for voluntary consent of the respondents and had to first tell them the objective of the study, it was upon these ethical considerations that the respondents willing gave in their views.

3.13 Measurements of variables

The researcher employed the five-likert scale to measure participant's responses on the dimensions of the study, all the dimensions of leadership style and organization performance were measured using the five-likert scale ranging from: strongly disagree (1) to strongly agree(5). Mugenda and Mugenda, (2003), supported the use of nominal, ordinal and likert type of rating scale during questionnaire design and measurement of variables. The nominal scale were used to measure variables such as gender among others, the ordinal scale was used to measure variables such as age, level of education. The five likert scale was used to measure the dimensions of the independent variable and those of the dependent variables. This scale of

measurement was adopted because at each point of the scale, the scale carries a numerical value which is used to measure the respondent's perception and attitude and its responses can easily be quantified. Under this chapter the research has indicated that a triangulation research approach was used under a case study research design to investigate the effect of leadership style on organization performance and a sample of 113 respondents was studied using both quantitative and qualitative research tools. The data was analyzed using both quantitative and qualitative techniques and the results are presented in the next chapters which all will be put together to form a complete research report.

CHAPTER FOUR:

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter gives the presentation and analysis of the data that was collected from various respondents to determine whether or not a correlation exists between leadership style and organization performance at Fort Portal International Nursing School. This study was guided by the following objectives that formed the themes: To establish the effect of democratic leadership style on the performance of Fort Portal International Nursing School, to establish effect of autocratic leadership style on the performance of Fort Portal International Nursing School, to establish the effect of laissez faire leadership style on the performance of Fort Portal International Nursing School.

The hypotheses to be tested under this study were: Democratic Leadership style has positive effect on organization performance. Autocratic leadership styles have a negative effect on organizational performance. A laissez faire style of leadership negatively affects organization performance. To obtain data that corresponds to the above objectives, the researcher employed both qualitative and qualitative data collection tools and analysis. The results of this study were presented and analyzed in the following subsections, clearly providing clear and definitive information on the effect of leadership style on organization performance.

Response Rate

Table 2: Showing response rate

Total questionnaires	Complete questionnaires	Incomplete questionnaires	Response rate
Questionnaires 102	99	3	97%

Source: Primary data from the field study

From the above table it is indicated that 102 participants accessed the survey; 99 participants completed the survey. 3 of the respondents who accessed the survey were excluded because their responses were incomplete this gave an overall response rate of 97% which is an internationally acceptable rate response rate since it is above the 50% rate that is recommendable as according to Mugenda and Mugenda, (2003). In addition to the questionnaires the researcher also used focus group discussions to collect qualitative data that supplement the questionnaires and these were 11 respondents grouped into two groups

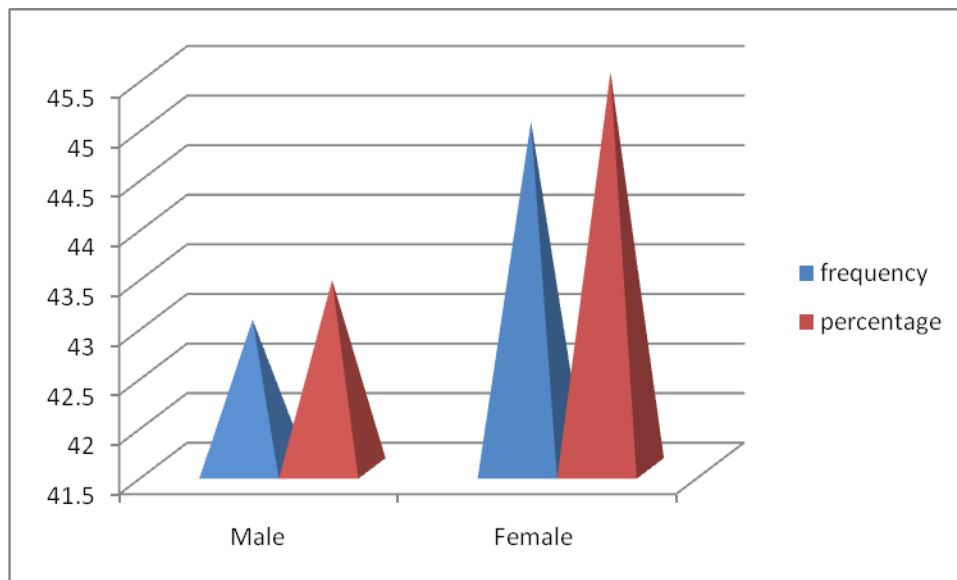
4.1 Social back grounds of respondents

Under this sub section, the social background of the respondents that participated in the study was handled, the demographic questions were designed to obtain information from the participants on three general areas that are gender and age and the level of education of the participants.

4.1.1 Distribution of Respondents by Gender

The study sought to find out the gender distribution of respondents at Fort Portal International Nursing School who participated in the study and the findings are presented as below:

Figure 2: Showing the Description of the sample by Gender (N=99)



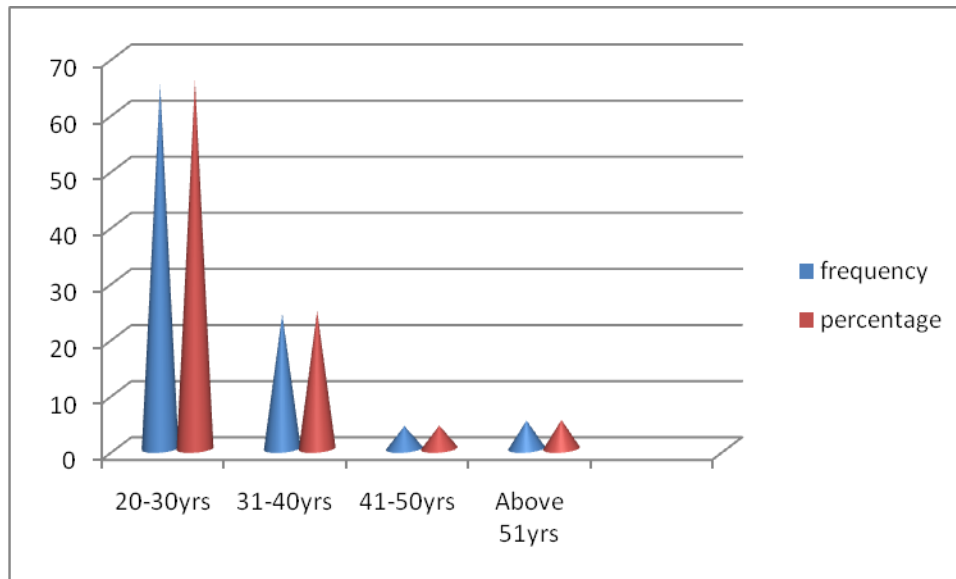
Source: Primary data from the field study

The study revealed that the gender of participants who participated in this study was dominated by female who formed 45.5 % of the total number of respondents compared to 43.4% males, this is attributed to the fact that more female are seeking employment in the education sector and health sector and are these health worker who teach these nurses and midwives. But generally the study was gender sensitive and presented the views from all categories of people, the presence of a narrow difference between female and male respondent provided a good presentation that held to prevent the would be bias of the dominant gender on the effect of the leader's approach in influencing organization performance in one of the dimensions.

4.1.2 Distribution of Respondents by Age

When respondents were asked to state their age, below are the results that were recorded:

Figure 3: Showing the Distribution of Respondents by Age groups



Source: primary data from field study

The findings on participant's age were grouped into four categories: 20 – 30 years, 31 – 40 years, 41 – 50 years, and above 51. The majority of the participants that formed 65.7 % were in the category of 20 – 30 years, followed by 24.2 % that are under 31 – 40 years of. There were 5.1% of participants in the age group of 51years and above.

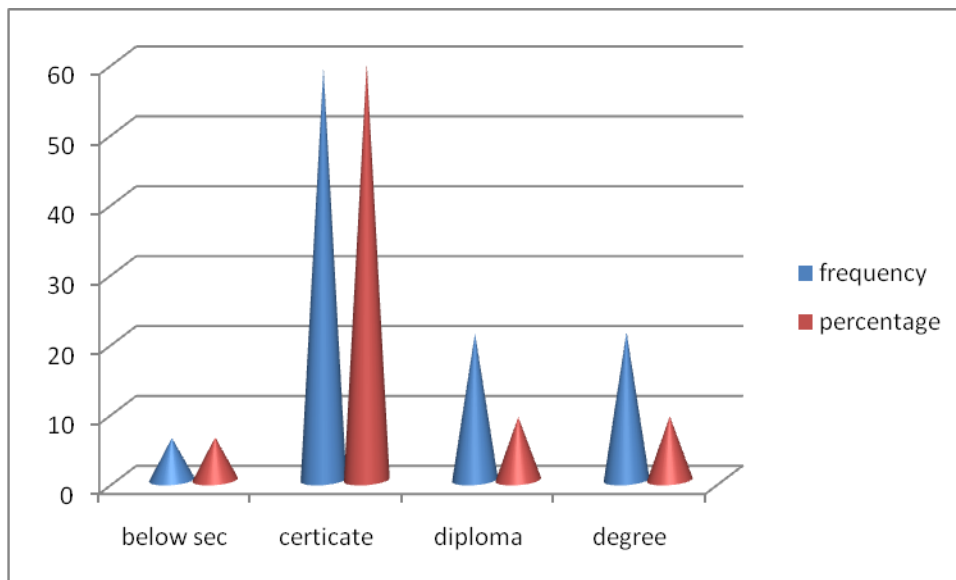
Though the study indicated that majority of the participants were in the age bracket of 20-30 years which constitute 65.7%, there are other respondent in other age bracket like that of 41 up to 50 and above represented by a total of 9.1%. This means that the study cut across people of different age group and the responses were from mature people who can stand by their views. Furthermore this implies that all the respondents to this study can differentiate between different

approaches the Administrator uses in influence their performance and can still further pronounce themselves on any of the dimension of the school performance.

4.1.3 Distribution of Respondents by Highest level of education

The study sought to find out highest education level distribution of the participants and the findings are presented as below:

Figure 4: Showing the distribution of respondents by highest level of education (N= 99)



Source: primary data from field study

The biggest number of respondents in this study had certificates as their highest level of education and they formed 59.6 of the total respondents, these were followed by those with a diploma by 21.2% and 9% had a degree while 6% were below secondary which means that generally all respondents were able to read and write which contributed to high response to the questionnaires. Therefore it can be concluded that the study involved people of all levels of education and they knew what they were responding to. In relation to this study having such an

educated population which is informed makes it to be reactive to any slight change in the leader's approach and this is replicated in their performance as individuals and affects the performance of the organization as a whole

4.1.4 Distribution of Respondents by Position /designation held

The study sought to find out the position of responsibility of the respondent at Fort Portal International Nursing School and the findings are presented as below:

Table 3: Showing the distribution of by position held (N= 99)

	Frequency	Percent	Valid Percent	Cumulative Percent
Teaching staff	49	49.5	49.5	49.5
Valid Student \'9-0	50	50.5	50.5	100.0
Total	99	100.0	100.0	

Source: primary data from field study

From the table above it is evidenced that 49 were teaching staff and 50 were student who participated in the study, giving raise to an accumulative percentage of 49.5 % and 100% respectively. This implies that there was enough representation from all the people affected by the leadership style of the leader, and their responses depict the true situation of the performance of the school and their perception. For example the students can testify on the academic performance as one of the dimensions of school performance

4.2 Empirical findings on leadership style and organization performance

The empirical findings are presented using descriptive statistics of frequencies and inferential statistics of correlation coefficients in relation to the specific objectives. The purpose of this research was to investigate the effect of leadership style on the performance of Fort Portal International Nursing School. And this purpose was split into three specific objectives as follows: To establish the effect of democratic leadership style on the performance of Fort Portal International Nursing School, to establish effect of autocratic leadership style on the performance of Fort Portal International Nursing School, to establish the effect of laissez faire leadership style on the performance of Fort Portal International Nursing School.

The descriptive statics of the findings shall be presented objective by objective, while the inferential statistic of correlations shall be presented at once for all the objectives as the hypotheses are tested. All the variables were measured on a five point likert scale ranging from 5 = strongly agree, 4 = agree, 3 = neutral, 2= disagree, 1 = strongly disagree

4.2.1 Findings on the relationship between democratic leadership style and organization performance in Fort Portal International Nursing School

For the researcher to understand the perceptions and attitude of the respondents on a democratic leadership style when applied by a leader whether it can affect their work performance and the general performance of Fort Portal International Nursing School, the researcher used three questions or statements in the questionnaire to which the respondents were required to indicate their level of agreement or disagreement. Below the researcher presents the findings.

Table 4: Showing descriptive statistics on democratic style of leadership and organization performance

Statement measuring the effect of democratic style of leadership on performance	SA	A	UD	D	SD
Does the Administrator encourage employee participation, shared planning and decision making?	9.1	40.4	16.2	27.3	7.1
Creativity and productivity increases in school where Administrator adopts participation and supportive approach	18.2	41.4	18.2	12.1	9.1
Does the Administrator considers you social problems, listens and sacrifices time to share with you the vision of the School which enables you to contribute to it.	12.1	24.2	26.3	25.3	12.1

Source: primary data from field study

Using the above statement to measure the effect of democratic leadership on the performance of Fort Portal International School, by adding those who strongly agree and those who agree it was found that 49.5% of the respondents agree that a democratic leader who encourages employees to participate in decision making and planning increases their performance and that of the organization, also 59.5% respondent supported the argument that a democratic leader who is supportive and encourages participation increases performance with in the school. Generally a total percentage of 145.4% supported the argument that democratic leadership style has positive effect of organization performance compared to a total percentage of 89.4 % who disagree with this statement. This implies that in the school the employees should be on a forefront in setting

performance objective and also the leader should have sense of empathy while leading and control their subordinates as all these tend to motivate employee, since its not only skills and ability to perform that can lead to increased performance but also the leadership approach.

4.2.2 Findings on the relationship between autocratic leadership style and organization performance in Fort Portal International Nursing School

In order to understand the perceptions and attitude of the respondents on autocratic leadership style when applied by a leader whether it can affect their work performance and the general performance of Fort Portal International Nursing School, the researcher used three questions or statements in the questionnaire to which the respondents were required to indicate their level of agreement or disagreement. Below the researcher presents the findings

Table 5: Showing descriptive statistics on autocratic style of leadership and organization performance

Statement measuring the effect of autocratic style of leadership on performance	SA	A	UD	D	SD
One way communication from boss affects my performance.	26.3	29.3	14.1	18.2	11.1
The command and use authority by the leader increases creativity and productivity of employees within the School.	15.2	26.3	16.2	21.2	21.2
The Administrator at the school applies coercion on task completion regardless of the employee's social wellbeing increases School performance.	11.1	21.2	18.2	36.4	10.1

Source: primary data from field study

On the statement measuring the effect of autocratic style of leadership applied by the leader in organization performance, majority of the respondents with a total percentage of 133.9 % express satisfaction that this style will affect organization performance and a total percentage of 118.2% respondent disagreed with the statement. However by adding those who strongly agree and those who agree it was found 29.3 % do not believe that one way communication does affect performance, 42 % also do not believe that command and authoritative leader can not affect their performance of the organization and 46.5 % do not believe that coercion of employees regardless of their wellbeing increase performance. This implies that autocratic style of leadership will not lead to increase in organization performance as employees are not working willingly, they will come to their place work just to fulfill that obligation of daily attendance and those who pretend to be working their because of the presence of the leader.

4.2.3 Findings on the relationship between laissez faire leadership style and organization performance in Fort Portal International Nursing School

For the researcher to understand the perceptions and attitude of the respondents on a laissez faire style when applied by a leader whether it can affect their work performance and the general performance of Fort Portal International Nursing School, the researcher used three questions or statements in the questionnaire to which the respondents were required to indicate their level of agreement or disagreement. Below the researcher presents the findings.

Table 6: Showing descriptive statistics on laissez faire style of leadership and organization performance

Statement measuring the effect of Laissez faire style of leadership on performance	SA	A	UD	D	SD
The Administrator gives employees freedom to do their work and make their own decision which increases School performance.	9.1	28.3	15.2	29.3	14.1
Non interference in our day to day work by the Administrator increases our obligation and commitment to work.	11.4	27.3	15.2	35.4	7.1
The Administrator who gives employees full autonomy in production processes in increase School performance.	13.1	35.4	17.2	20.2	11.1

Source: primary data from field study

On the statement that was intended to measure whether laissez faire style of leadership effect organization performance, by adding those who strongly agree and those who agree it was found that 43.4 % disagree that freedom of decision making can increase performance, similarly 42.5 % also disagree that non interference in day to day work can increase performance and only 48.5 agreed that giving them full autonomy can increase performance. Therefore this means that freedom and autonomy will have no positive impact on employee's performance and that of the organization, staff will need to be supervised, controlled and directed in supportive way that makes them feel valued and committed to work willingly.

4.3 Findings on performance at Fort Portal International Nursing School

Organization performance at Fort Portal International Nursing School was measured by number of dimension such as Infrastructural development, financial position, School Collaboration

Student enrollment etc which were used to design nine statements on the questionnaire to which respondents were required to indicate their level of agreement or disagreement. Below the researcher presents the findings.

Table 7: Showing descriptive statistics on performance at Fort Portal International Nursing School

Statement measuring organization performance	SA	A	UD	D	SD
The School effectively meets its operation costs.	15.2	27.3	21.2	23.2	7.1
The School experiences shortages of resources e.g. human resources.	15.2	21.3	16.2	28.3	10.1
The School experiences high user fee collection.	9.1	20.2	27.3	27.3	7
The School effectively covers its catchment area.	15.2	21.2	31.3	16.2	9.1
The School experiences high student enrollment.	20.2	18.2	16.2	26.3	6.1
The School experiences good collaboration with the community.	10.1	17.3	26.3	20.2	10.1
The School is initiating new programs as a way of increasing its service delivery.	19.2	12.3	19.2	22.2	6.1
The School has acquired some assets as assign of growth.	16.2	20.3	19.2	18.2	5.3
The School experiences high staff resignation.	17.2	22.3	17.2	19.2	15.2

Source: primary data from field study

From the a above nine statements, the respondents indicating the performance of the school was negative with its performance as according to the percentage scores below. By adding those who strongly agree and those who agree it was found that 42.5 % agree that the school meets its

operation costs, 36.5 % agreed that the school is experiencing shortages of resources, 29.3 % agreed that the school has high user fee collection, 36.4 % agreed that the school efficiently covers its catchment area, 38.4 agreed that the school has high number of students, 27.3 % agreed that the school experiences good collaboration with the community, 31.5 % agreed that the school has initiate new programs as away of increasing service delivery, 36.5 % agreed that the school has acquired new assets as assign n of growth, 39.5.5 % agreed that the school experiences high staff resignation.

It is a question of leadership style for the school that meets it operation cost can still have shortages of resource and high staff resignation and also the collaboration of the school with the community is not as good if you compare the 27 respondent who agree with it and 30.3 who do not agree with it. Still from the table it was indicated that the difference on those statement between those agree and those disagree is very narrow which indicate that the school is generally not performing well. Which mean that the style of leadership adopted by the current leader is not democratic that boosts performance.

4.4 Findings from Focus group discussions

The matrix below was used for comparing the two groups that were involved in the focus group discussions on their thoughts bout leadership styles and performance and the out comes are presented as below as per the discussion guide.

Table 8: showing results from FGD on the effect of leadership style on organization performance

Group	Democratic leadership	Autocratic leadership	Laissez fair leadership
1	<p>Supportive leader which increases morale</p> <p>Consultative leader that involves the team which improves performance</p> <p>Sharing of ideas and organization plans makes work clear thus improving performance</p> <p>With such a leader there are opportunities for personal growth which increases motivation</p>	<p>Poor performance- because of top down communication flow, no involvement in decision making</p> <p>Low production – because there is no sharing of ideas, poor relationship with leader</p> <p>Low morale amongst employees because such a leader de-motivates employees</p> <p>Employee turnover because of bad leader</p>	<p>Poor performance because employees waste time in unproductive activities</p> <p>Low productivity because employees are not monitored</p> <p>Misuse of autonomy leading to misuse of organization funds</p> <p>Poor quality work produced because of lack of supervision</p>

Group 2	Allows communication that leads to better performance	Poor performance because the leader stresses you	Quality of work will be affected even though performance increases
	Affords you the chance to perform which increases your motivation and performance	You cannot know if you are on the right track with your work under such leadership	Low performance due to lack of supervision
	Leadership creates a sense of responsibility which improves motivation and performance	Performance will suffer because of the perception that you are working under duress	Misuse of auto leads to loss of focus thus performance suffers
		You have no room for expression which affects your performance	An increased sense of ownership thus performance will increase.
			Enhances goal directed behavior thus increasing performance

Source: primary data from field study

The responses got from the two groups were in favor/support of the democratic style of leadership as the one that will lead to increase in their performance and hence increase organization performance. Similarly to what was revealed from the questionnaires, result from

the focus group discussion indicate that autocratic and laissez faire style of leadership do not motivate them to increase their performance

4.5 Findings from documentary review

The school annual report of the year 2013 indicated that the school had only one intake that's the may intake with only 47 students, also the report indicated that 7 employees had resigned between 2012 and 2013 and one was terminated. The school budget of the year 2012/2013 indicated that the school had a deficit of 50 millions, the same report indicate the school was to purchase land and construct staff quarters. The academic report indicated that the 20 students had failed their final exams out of the seventy students who sat those exams; the same report also indicated that the school had started new programs like accredited drug sellers course and diploma as away of increasing service delivery though the number of students were still low.

4.6 Testing hypothesis

This section describes the relationship between leadership style and organization performance at Fort Portal International Nursing School. The study had three hypotheses, which the researcher tested by using Pearson correlation coefficient as recommended by Amin (2004), the hypotheses were tested as below

4.6.1 Hypothesis one, Democratic Leadership style has positive effect on organization performance

There is a significant relationship between Democratic Leadership style and organization performances at Fort Portal International Nursing School, given by Pearson's Correlation coefficient of 0.214.

4.6.2 Hypothesis two, Autocratic leadership styles have a negative effect on organizational performance.

There is no significant relationship between autocratic leadership styles and organizational performance at Fort Portal International Nursing School, given by Pearson's Correlation coefficient of 0.022.

4.6.3 Hypothesis three, a laissez faire style of leadership negatively affects organization performance.

There is no significant relationship between laissez faire leadership styles and organizational performance at fort portal international nursing school, given by Pearson's Correlation coefficient of 0.038.

Bi-variate correlation coefficients were used to test the above hypotheses. They were tested at 95% confidence with two-tailed test of significance. The findings are presented in the table below:

Table 9: Showing the inter-correlation among the study variables

		democratic leader	autocratic leader	laissez faire leader	performance2
democratic leader	Pearson Correlation	1	.086	.014	.214*
	Sig. (2-tailed)		.395	.892	.036
	N	99	99	97	96
autocratic leader	Pearson Correlation	.086	1	.241*	.022
	Sig. (2-tailed)	.395		.017	.830
	N	99	99	97	96
Laissez faire	Pearson Correlation	.014	.241*	1	.038

leader	Sig. (2-tailed)	.892	.017		.716
	N	97	97	97	96
performance2	Pearson Correlation	.214*	.022	.038	1
	Sig. (2-tailed)	.036	.830	.716	
	N	96	96	96	96

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

The findings in the table show that there is a weak positive relationship between democratic style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.214. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 (=0.036)

The findings in table further show that there is a negative relationship between autocratic style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.022. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 (=0.830)

The findings in the table further show that there is a negative relationship between laissez faire style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.038. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 (=0.716)

4.7 Interpreting the findings and making decision on hypothesis

Basing on the research findings, the researcher made the following interpretation and decision on each of the following hypotheses.

Hypothesis one

The findings in the table show that there is a weak positive relationship between democratic style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.214. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 ($=0.036$). This implies that adopting a democratic style of leadership leads to improvement in performance of Fort Portal International Nursing School. Therefore the researcher accepted hypothesis one which was stated as thus, democratic Leadership style has positive effect on organization performance

Hypothesis two

The findings in table further showed that there is a negative relationship between autocratic style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.022. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 ($=0.830$). This implies that adopting an autocratic style of leadership leads to decline in performance of Fort Portal International Nursing School. Therefore the researcher accepted hypothesis two which was stated as thus, autocratic leadership styles have a negative effect on organizational performance.

Hypothesis three

The findings in the table further showed that there is a negative relationship between laissez faire style of leadership and organization performance, given by Pearson's Correlation coefficient of 0.038. The relationship is statistically significant at 95 % confidence level (2-tailed) as the p-value is less than 0.05 ($=0.716$). This implies that adopting a laissez faire style of leadership leads to decline in performance of Fort Portal International Nursing School. Therefore the

researcher accepted hypothesis three which was stated as thus, a laissez faire style of leadership negatively affects organization performance.

Finally under this chapter the researcher has presented the results from the data analysis and from the focus group discussion and also presented the table showing correlation between the two variables. In the next chapter the research presents the discussion on the findings, conclusion and make recommendations.

CHAPTER FIVE:

SUMMARY, DISCUSSION, CONCLUSION ANDRECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research objectives formulated from the research topic these specific objectives were as follows: To establish the effect of democratic leadership style on the performance of Fort Portal International Nursing School, To establish effect of autocratic leadership style on the performance of Fort Portal International Nursing School, To establish the effect of laissez faire leadership style on the performance of Fort Portal International Nursing School.

5.1 Summary of the findings

The general objective of this study was to investigate the effect of leadership style on organization performance at Fort Portal International Nursing School. There were three dimensions of independent variables that's democratic style of leadership, autocratic style of leadership and laissez faire style of leadership, with organization performance as the dependent variable

The study used a case study of Fort Portal International Nursing School with various methods of data collection. The questionnaire was the leading data collection method, where a total of 102 participants accessed the survey; 99 participants completed the survey. 3 of the respondents who accessed the survey were excluded because their responses were incomplete; these questionnaires were supplemented by results from the focus group discussion of 14 members/ respondents from which qualitative data was obtained. The sample size was determined using

Krejcie and Morgan table (1970), of sample determination, data was collected using the questionnaire and a focus group guide that were designed basing on the research objectives, data was analyzed by use of frequency analysis, Pearson correlation coefficients and findings from the study are discussed objective by objective as below

5.1.1 The relation ship between democratic leadership style and organization performance in Fort Portal International Nursing School

The relationship between democratic style of leadership and organization performance was investigated by asking three questions and the responses got measured by likert scale. The findings in the table show that there is a positive relationship between democratic style of leadership and organization performance. The p-valve for the effect of democratic style is less than 0.05 ($=0.036$, given $r=0.214$, the researcher therefore accepted the relationship as statically significant. This implies that adopting a democratic style of leadership leads to improvement in performance of Fort Portal International Nursing School. Therefore it can be concluded that a democratic leadership style has positively affected performance at FINS, this directly proportionate to what had early been established by the findings above.

5.1.2 The relationship between autocratic leadership style and organization performance in Fort Portal International Nursing School

The relationship between autocratic style of leadership and organization performance was investigated by asking three questions and the responses got measured by likert scale. The findings in the table show that there is a negative relationship between autocratic style of leadership and organization performance. The p-valve for the effect of autocratic style is less than 0.05 ($=0.830$), given $r=0.022$, the researcher therefore accepted the relationship as statically

significant. This implies that adopting autocratic style of leadership leads to decline in performance of Fort Portal International Nursing School. Therefore it can be concluded that autocratic leadership style has negatively affected performance at FINS, this directly proportionate to what had early been established by the findings above and it is also supported what Phil,(2012), argued that autocratic leaders usually limit themselves to executing powers that enable themselves to reach their own ambitions not organization ambitions

5.1.3 The relationship between laissez faire leadership style and organization performance in Fort Portal International Nursing School

The relationship between laissez faire of leadership and organization performance was investigated by asking three questions and the responses got measured by likert scale. The findings in the table show that there is a negative relationship between laissez faire style of leadership and organization performance. The p-value for the effect of laissez faire style is less than 0.05 ($=0.716$) given $r=0.038$, the researcher therefore accepted the relationship as statically significant. This implies that adopting a laissez faire style of leadership leads to decline in performance of Fort Portal International Nursing School. Therefore it can be concluded that laissez faire leadership style has negatively affected performance at FINS, this directly proportionate to what had early been established by the findings above.

5.2 Discussions of the findings

5.2.1 The relation ship between democratic leadership style and organization performance in Fort Portal International Nursing School

Under this objective the findings got indicated that democratic leadership style has a positive effect on the performance of Fort Portal International Nursing School. In agreement with the

above finding it is important to note that the success of any organization depends on the leadership style applied by the leader and not any style but a democratic style that allow employees participation in planning and decision making which also allow the leader to communicate and share the vision and objectives of the organization with the employees since they are at the forefront of achieving or promoting organization performance. Shamir et.al, (1993), states that it is a fundamental fact that the leadership style influences subordinates as the behavior of the leader produce motivation mechanism which have effect on conduct and performance of individuals and that of the organization as a whole. However the biggest problem with this style of leadership is its underlying assumption that every body in the organization have equal rights in regard to decision making and have to be consulted in the decision making process this tend to result into delay of decision making and other organization process that may require input from all the members.

Looking at the performance of Fort Portal International Nursing School from table 6 it is evidenced that the performance of the school is still far way the expected standard, employees are working because of the coercion and fear but not because of their willingness and commitment, those who can not stand the poor leadership style have resigned and the community support to the school is negative. From this table it was clearly indicated that the total percentage on all the statements the school was performing well was below 50% which mean that the performance was still low. This mean that the leadership style of the leader has not been effectively applied as Fu-Jin et al. (2010), opine that when executives use their leadership style to demonstrate concern, care and respect for employees, it would increase interest of employees in their work and enable them to put up better performance, thereby affecting their job satisfaction positively. Were a democratic style is applied a leader should be able to structure

work in a appropriate manner, encouraging cooperation, communicate effectively both the employees and the community which would enable them to understand the situation of work through his good interpersonal skills and they will work willingly hence increasing productivity and performance of the organization. This was supported by the views of the respondents who participated in the FGD where one member said that “there is Low production – because there is no sharing of ideas, poor relationship with leader”

As a leader of an organization which has goals and vision to achieve it is important to reflect upon the effect of your style of leadership in the relation to the employees and their performance and that of the organization. For the case of Fort Portal International Nursing School its performance is likely to increase if the leader sticks to a democratic style of leadership.

5.2.2 The relationship between autocratic leadership style and organization performance in Fort Portal International Nursing School

Under this objective the findings revealed that there is a negative relationship between autocratic style of leadership and the performance of Fort Portal International Nursing School. That means that where the leader has tried to adopt autocratic style of leadership performance has been affected, because of the master–servant relationship that accrue from the autocratic style of leadership, the coercion and the fact the leader retains the decision making rights. The above findings are directly proportion to what the result from the FGD indicated in their discussion conducted with them for instance one respondent from group one asserted that “performance will suffer because of the perception that you are working under duress”. The leader predetermine the goal, polices and procedures of achieving organization objectives, then the subordinates become follower of the commands they have no rights/flexibility in making any change in the way they

see the organization thriving. According Ronald, (2011), autocratic leaders generally has a well defined and controlled disciplinary process with emphasis on punishment for compliance. But this compliance and emphasis to punishment do not increase performance for example in the study 42.4 % of the respondents said that punishment and stickiness does not increase performance. This leadership will affect performance of the organization since employees do not have the platform to contribute to the organization in any way of decision making, sharing goals setting, in the end makes them feel that they are not valued and become de-motivated hence low productivity and the general performance is affected. This has been the experience for Fort Portal International Nursing School where the community see the school as something foreign to them, the teachers have to fill full the commands and go since they have not right to say or contributed in the planning. And this kind of performance can't be sustained for long time since it is built on fear and coercion of subordinates but not employee's will. According Hughes, et al, (1996), this leadership style makes subordinates to fear their leaders instead of respecting them, and they will not work beyond what is assigned to them and where there is a fault they can't try any possible solution or to come for consultation hence affecting performance of the organization.

5.2.3 The relationship between laissez faire leadership style and organization performance in Fort Portal International Nursing School

The findings under this objective indicated that there is no positive relationship between laissez faire style of leadership and the performance of Fort Portal International Nursing School. This is true because as according to Ronald (2011), the leader who adopts this style of leadership provides the basics but minimal information and resources, no participation, involvement, or communication within the work force and understanding of job requirements, policies and

procedures are generally exchanged from employee to employee. On the other hand, according to the study findings, 48% of respondents believe that giving them autonomy may increase their performance and with reference from FGD, respondents stated that “there will be misuse of the autonomy given and though performance may increase the quality of work is likely to be affected”. According to the American Journal of Business and Management, (2012), the prime motive of many organizations is to achieve its stated objectives, hence the need to effectively coordinate and motivate the workers by an effective leader. Unfortunately some organizations do not take cognizance of the leadership style adopted by their managers.

Adopting such a style of leadership at Fort Portal International Nursing School affects its performance since majority of its employees are very young men and women who have not fully developed the sense of responsibility and their level of education majority is certificate who still have minimal expertise in some areas all this is likely to affect how work is done hence the performance is affected. In such a style of leadership the expectation of the employees to perform is very minimal and may use that time and autonomy for unproductive activities to the organization, this will cost the organization in terms of paying for unproductive work force and also wastage of resources. This is supported by the result from the study that indicated that 43.4% of the respondents agree that too much freedom and autonomy may not increase performance.

5.3 Conclusion

Objective one

With reference to the above findings and the discussion, the study established that a democratic style of leadership has a significant positive effect on the school performance. This means that if the characters of a democratic leader such as encouraging employee participation in planning

and decision making, open communication, leader being empathetic and sharing the vision and objective with the staff are adopted this will create an enabling environment for the employees to perform and subsequently the performance of the school will increase. Therefore it is important that the leader encourages this style of leadership so as to improve the performance of the school.

Objective two

Regarding the second objective for the study, it was established that autocratic style of leadership has a negative effect on the performance of the School. This implies that if the leader of the School adopts characters of an autocratic leader such as strict adherence to rules and regulation, coercing employees, one way communication and centralizing authority and decision making, this is going to continue de-motivating the staff, creating a gap between the leader and the staff members hence affecting their commitment to work and the general performance of the school. Therefore it is important that the leader of the school not to encourage this style of leadership.

Objective three

On the third objective, it was established that laissez faire style of leadership has a negative effect on the performance of the School. This implies that adopting characters of laissez faire leader such as giving employees full autonomy, freedom to do what they want; non interference in the day to day running of the school will negatively affect the performance of the School. It is therefore important that the leader does not keep hands off in the in the performance of the staff as this will consequently improve school performance.

5.3 Recommendations

The study made the following recommendations in relation to the findings and the conclusion as per objective below:

5.3.1 To establish the effect of democratic leadership style on the performance of Fort Portal International Nursing School

Under this objective the finding indicated that a democratic style of leadership had a positive effect on the performance of Fort Portal International Nursing School. Therefore the study recommended that a democratic style of leadership be adopted by the leader and supervisors of Fort Portal International Nursing School as this will result into a leader who motivates, inspires his subordinate for efficient performance towards the achievement of the objectives and vision of the school. The line manager should be trained on how to applied or improve on their leadership skills that fosters democratic leadership style

5.3.2 To establish effect of autocratic leadership style on the performance of Fort Portal International Nursing School

The findings under this objective indicated that autocratic style of leadership had a negative effect on the performance Fort Portal International Nursing School. Therefore the study recommended that the leaders and supervisor of Fort Portal International Nursing School should discard all autocratic practices of leader. Since the relationship between the leader and the employee, as well as the quality of employee's performance, are significantly influenced by the leadership style adopted by the leader, (Jeremy et al, (2011). Supervisors should be encouraged to delegate some of their responsibilities to worker's groups where the employees should lead

themselves and bridge the communication gaps through regular meetings and sharing as all this will foster democratic leadership

5.3.3 To establish the effect of laissez faire leadership style on the performance of Fort Portal International Nursing School.

The findings under this objective indicated that laissez faire style of leadership had a negative effect on the performance Fort Portal International Nursing School. Therefore this study recommended that leaders and supervisors of Fort Portal International Nursing School should desist from adopting this style of leadership, as it does not lead to increase in organization performance. Since as according to Michael, (2010), leadership has a direct cause and effect relationship upon organizations and their success. Though Administrator should allow certain degree of freedom, he/she should retain the powers of approving the decisions, monitor and follow up the implementation of decisions.

5.4 limitations of the study

Despite the fact the research study was well prepared some unavoidable short comings were witnessed such as:

The financial constraints that was experienced during the data collection and data analysis affected the time schedule that was allocated for the study, and this was overcome by financial support from classmates and the good cooperation with the research assistant accepted to be paid at a latter date

Non cooperation by some respondent who did not want to participate in the research due to fear that since it about the leadership of their leaders, the result may be use to persecute whoever

participated, this was overcome through a lot of explanation so as to ensure them about their confidentiality of their responses and anonymity

Conducting a focus group discussion with the support staff was a challenge most especially in translating and relating their response to the topic at hand as most could divert from the question at hand, however with the help of the research assistant the required information was obtained.

5.5 Contributions of the study

The study made some contribution to the body of knowledge in the field of leadership and organization performance not only at Fort Portal International Nursing School but in Uganda as whole. The study has also provided information regarding the relationship between different leadership style with organization performance which information can be relied on in making selection on the best leadership style for administrators, director and the government.

The study finding will guide the directors of fort portal International Nursing School on how to best achieve their intend vision and goal through application of the suitable leadership style that fosters performance

5.6 Recommendations for further research

This research has brought up other areas of potential research on the effect of leadership style on organization performance.

The study was done on a private institution, it is recommended that the same study be carried out on a public school where leaders are appointed by the government and serve for a specified time.

There is need for a study to be done on the influence of other factors other than leadership on performance of FINS it is assumed that factors more than leadership style like motivation of employees have relationship with the performance of the school

Further research is required on the influence of government policy on nurses training in Uganda since government has a big role in the training of health workers

Finally through this chapter the researcher has discussed the finds of the study and gave his opinions and recommendations that are applicable and can be adopted by the leaders of Fort Portal International Nursing School and other organization that have not taken cognizance of the leadership style adopted by their managers. Since Leaders determine values, culture, change tolerance and employee motivation and they shape institutional strategies including their execution and effectiveness, (American Journal of Business and Management, (2012).

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APPENDICES

Appendix I: Letter of introduction

Dear respondent,

This is an academic exercise that is intended to investigate the effect of leadership style on organization performance in Uganda, using Fort Portal International Nursing School as a case study. This study has been undertaken to fulfill the partial requirement for the award of a master degree in institution management and leadership of Uganda management institute.

I seek your kind cooperation in completing the attached questionnaire and return it directly to me, as you will find there is no right or wrong answer but it is your honest and frank opinion that really matter. Your response will be treated with strict confidentiality and your name is not required. The information collected will be used for research purposes only, should you have any queries please don't hesitate to ask for clarity.

Thanks for taking time off from your busy schedule to participate in this study

.....

David Lwanga

Student UMI

Appendix II: Questionnaire for teaching staff

Section A: Demographic data

Instructions: please tick in the box next to your right response

1. Age

20 – 30 yrs ☐

31 – 40 yrs ☐

41 – 50 yrs ☐

Above 60 yrs ☐

2. sex

Male ☐

Female ☐

3. Level of education

Below secondary ☐ certificate ☐ Diploma ☐ Degree ☐

4. Designation/ job title

Line manager ☐ teacher /tutor ☐ none of these ☐

Section B

Effect of leadership style on School performance

Using the scale below to assess whether the leadership style adopted by the Administrator affects School performance, the scale has 5 points that range from: 5 = strongly agree, 4 = agree, 3 = neutral,

2= disagree, 1 = strongly disagree

	Democratic					
4	Does the Administrator encourage employee participation, shared planning and decision making?					
5	Creativity and productivity increases in school where Administrator adopts participation and supportive leadership style					
6	Does the Administrator considers you social problems, listens and sacrifices time to share with you the vision of the School which enables you to contribute to it.					
	Autocratic					
7	One way communication from my boss negatively affects my duty performance.					
8	The command and authoritative approach applied by the Administrator increases creativity and productivity within the School.					
9	The Administrator at the school applies coercion on task completion regardless of the employee's social wellbeing to increases School performance.					
	Laissez faire					
10	The Administrator gives employees freedom to do their work and					

	make their own decision which increases School performance.					
11	Non interference in our day to day work by the Administrator increases our obligation and commitment to work.					
12	The Administrator who gives employees full autonomy in production processes in increase School performance.					

Section C

Performance o the School as result of the leadership style adopted by the leader

Using the scale below asses the performance levels of the School as a result of the leadership style applied by the Administrator, the scale has 5 points that range from: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

1	The School effectively meets its operation costs.					
2	The School experiences shortages of resources e.g. human resources.					
3	The School experiences high user fee collection.					
4	The School effectively covers its catchment area.					
5	The School experiences high student enrollment.					
6	The School experiences good collaboration with the community.					
7	The School is initiating new programs as a way of increasing its					

	service delivery.					
8	The School has acquired some assets as assign of growth.					
9	The School experiences high staff resignation.					

Appendix III: Focus group discussion guide for support staff

Demographic data

Instructions: please tick in the box next to your right response

2. Age

20 – 30 yrs ☐

31 – 40 yrs ☐

42 – 50 yrs ☐

Above 60 yrs ☐

2. sex

Male ☐

Female ☐

3. Level of education

Below secondary ☐ certificate ☐ Diploma ☐ Degree ☐

Section B: Effect of leadership style on Organization performance

Democratic

1. The leader who adopts participation and supportive leadership style increases creativity and productivity within the School.
2. The leader considers your social problems, listens and sacrifices time to share with you the vision of the School which enables you to contribute to it.
3. Consultative and encouraging approach of leadership enhances individual and School performance.

Autocratic

4. One way communication from the Administrator negatively affects your duty performance.
5. The leader exerts absolute powers and strict compliance and conformity to rules which enhances productivity.
6. The leader applies coercion on task completion regardless of the employee's social wellbeing, to maximize profit which in turn increases School performance.

Laissez

7. The leader gives you freedom to do what you want and make your own decisions which increases School performance.
8. The administrator who gives employees full autonomy in production processes in increase School performance.
9. Non interference in you day to day work increases your obligation and commitment to work.

Section c

Assessing the performance levels of the School as a result of the leadership style applied by the leader

1. The School effectively meets its operation costs.
2. The School experiences shortages of resources e.g. man power.

3. The School meets effectively covers its catchment area.
4. The School experiences high fee collection.
5. The School experiences high student enrollment.
6. The School experiences good collaboration with the community.
7. The School is initiating new programs as a way of increasing its service delivery.
8. The School has acquired some assets as assign of growth.
9. The School experiences high staff resignation.

Appendix IV: Questionnaire for students (finalist)

Section A: Demographic data

Instructions: please tick in the box next to your right response

1. Age	2. sex
15 – 20 yrs <input type="checkbox"/>	Male <input type="checkbox"/>
21 – 25 yrs <input type="checkbox"/>	Female <input type="checkbox"/>
Above 25 yrs <input type="checkbox"/>	

3. Level of education

‘O’ certificate <input type="checkbox"/>	‘A’ certificate <input type="checkbox"/>
--	--

Section B

Effect of leadership style on School performance

Using the scale below to assess whether the leadership style adopted by the Administrator affects School performance, the scale has 5 points that range from: 5 = strongly agree, 4 = agree, 3 = neutral,

2= disagree, 1 = strongly disagree

	Democratic					
4	The Administrator is democratic leader who encourages employee participation, shared planning and decision making.					

5	Where the Administrator adopts participation and supportive leadership style, creativity and productivity within the School increases.					
6	The Administrator considers you social problems, listens and sacrifices time to share with you the vision of the School which enables you to contribute to it.					
	Autocratic					
7	One way communication from my boss negatively affects my duty performance.					
8	The command and authoritative leadership style applied by the Administrator increases creativity and productivity within the School.					
9	Where the leader applies coercion on task completion regardless of the employee's social wellbeing the organization maximizes profit which in turn increases School performance.					
	Laissez faire					
10	The Administrator gives employees freedom to do their work and make their own decision which increases School performance.					
11	Non interference in our day to day work by the Administrator increases our obligation and commitment to work.					

12	The Administrator who gives employees full autonomy in production processes in increase School performance.					
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Section C

Performance o the School as result of the leadership style adopted by the leader

Using the scale below asses the performance levels of the School as a result of the leadership style applied by the Administrator, the scale has 5 points that range from: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

1	The School effectively meets its operation costs.					
2	The School experiences shortages of resources e.g. human resources.					
3	The School experiences high user fee collection.					
4	The School effectively covers its catchment area.					
5	The School experiences high student enrollment.					
6	The School experiences good collaboration with the community.					
7	The School is initiating new programs as a way of increasing its service delivery.					
8	The School has acquired some assets as assign of growth.					
9	The School experiences high staff resignation.					

Appendix V: Documentary review check list

Variable dimension	Document required	Content to be reviewed
Student enrolment	Academic registers	Number of student enrolled per year
Staffing Academic performance	School annual report	Staff turn over Student's performance School programs
Financial position	School budget	Whether the school meets its operation costs Assets and liabilities

Appendix: VI Sample size determination

Table: Showing Sample size (S) required for the given population size (N)

N	S	N	S	N	S	N	S	N	S
10	19	100	80	280	163	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	227	1900	320	30000	379

80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	630	242	2200	327	50000	381
90	73	260	155	700	248	2400	330	75000	382
95	76	270	159	750	254	2600	335	100000	384

Appendix: VII Reponses of respondents on leadership style and organization performance

Democratic leader who encourages employee participation, shared planning and decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	7	7.1	7.1	7.1
agree	27	27.3	27.3	34.3
neutral	16	16.2	16.2	50.5
Valid agree	40	40.4	40.4	90.9
strongly agree	9	9.1	9.1	100.0
Total	99	100.0	100.0	

The leader who adopts participation and supportive leadership style increases creativity and productivity within the school

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	9	9.1	9.2	9.2
agree	12	12.1	12.2	21.4
Valid neutral	18	18.2	18.4	39.8
agree	41	41.4	41.8	81.6
strongly agree	18	18.2	18.4	100.0

Total	98	99.0	100.0	
Missing System	1	1.0		
Total	99	100.0		

The leader considers your social problems, listens, and sacrifices time to share with you the vision of the school which enables you to contribute to it

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	12	12.1	12.1	12.1
agree	25	25.3	25.3	37.4
neutral	26	26.3	26.3	63.6
Valid agree	24	24.2	24.2	87.9
strongly agree	12	12.1	12.1	100.0
Total	99	100.0	100.0	

One way communication from the administrator negatively affects your duty performance

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	11	11.1	11.2	11.2
Valid agree	18	18.2	18.4	29.6
neutral	14	14.1	14.3	43.9

	agree	29	29.3	29.6	73.5
	strongly agree	26	26.3	26.5	100.0
	Total	98	99.0	100.0	
Missing	System	1	1.0		
Total		99	100.0		

The leader exerts absolute powers and strict compliance and conformity to rules which enhances productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	strongly disagree	21	21.2	21.2
	agree	21	21.2	42.4
	neutral	16	16.2	58.6
	agree	26	26.3	84.8
	strongly agree	15	15.2	100.0
	Total	99	100.0	

The leader applies coercion on task completion regardless of the employee's social wellbeing to maximize profit which in turn increases school performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	strongly disagree	10	10.1	10.4

	agree	36	36.4	37.5	47.9
	neutral	18	18.2	18.8	66.7
	agree	21	21.2	21.9	88.5
	strongly agree	11	11.1	11.5	100.0
	Total	96	97.0	100.0	
Missing	System	3	3.0		
Total		99	100.0		

The leader gives you freedom to do what you want and make your decisions which increases school performance

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly disagree	14	14.1	14.7	14.7
	agree	29	29.3	30.5	45.3
	neutral	15	15.2	15.8	61.1
	agree	28	28.3	29.5	90.5
	strongly agree	9	9.1	9.5	100.0
	Total	95	96.0	100.0	
Missing	System	4	4.0		
Total		99	100.0		

Non interference in our day to day work by the administrator increases our obligation to work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	7.1	7.4
	agree	35	35.4	44.2
	neutral	15	15.2	60.0
	agree	27	27.3	88.4
	strongly agree	11	11.1	100.0
	Total	95	96.0	100.0
Missing	System	4	4.0	
Total		99	100.0	

The administrator who gives employees full autonomy in production processes which increase school performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	11.1	11.5
	agree	20	20.2	32.3
	neutral	17	17.2	50.0
	agree	35	35.4	86.5
	strongly agree	13	13.1	100.0

Total	96	97.0	100.0	
Missing System	3	3.0		
Total	99	100.0		

School effectively meets its operation costs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
strongly disagree	7	7.1	7.3	7.3
agree	23	23.2	24.0	31.3
neutral	21	21.2	21.9	53.1
agree	29	29.3	30.2	83.3
strongly agree	16	16.2	16.7	100.0
Total	96	97.0	100.0	
Missing System	3	3.0		
Total	99	100.0		

Experiences shortages of resources

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
strongly disagree	10	10.1	10.6	10.6
agree	28	28.3	29.8	40.4
neutral	16	16.2	17.0	57.4

	agree	25	25.3	26.6	84.0
	strongly agree	15	15.2	16.0	100.0
	Total	94	94.9	100.0	
Missing	System	5	5.1		
Total		99	100.0		

Experiences high user fee collection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	7.1	7.6	7.6
	agree	27	27.3	29.3	37.0
	neutral	27	27.3	29.3	66.3
	agree	22	22.2	23.9	90.2
	strongly agree	9	9.1	9.8	100.0
	Total	92	92.9	100.0	
Missing	System	7	7.1		
Total		99	100.0		

Effectively covers catchment area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	9.1	9.6	9.6

	agree	16	16.2	17.0	26.6
	neutral	31	31.3	33.0	59.6
	agree	23	23.2	24.5	84.0
	strongly agree	15	15.2	16.0	100.0
	Total	94	94.9	100.0	
Missing	System	5	5.1		
Total		99	100.0		

Experiences high student enrollment

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly disagree	6	6.1	6.3	6.3
	agree	26	26.3	27.4	33.7
	neutral	16	16.2	16.8	50.5
	agree	23	23.2	24.2	74.7
	strongly agree	24	24.2	25.3	100.0
	Total	95	96.0	100.0	
Missing	System	4	4.0		
Total		99	100.0		

Experiences good collaboration with the community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	10.1	10.8	10.8
	agree	20	20.2	21.5	32.3
	neutral	26	26.3	28.0	60.2
	agree	27	27.3	29.0	89.2
	strongly agree	10	10.1	10.8	100.0
	Total	93	93.9	100.0	
Missing	System	6	6.1		
Total		99	100.0		

Initiates new programs as a way of increasing its service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	6.1	6.3	6.3
	agree	22	22.2	23.2	29.5
	neutral	19	19.2	20.0	49.5
	agree	26	26.3	27.4	76.8

	strongly agree	22	22.2	23.2	100.0
	Total	95	96.0	100.0	
Missing	System	4	4.0		
Total		99	100.0		

Has acquired some assets as a sign of growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	5.1	5.3	5.3
	agree	18	18.2	19.1	24.5
	neutral	19	19.2	20.2	44.7
	agree	30	30.3	31.9	76.6
	strongly agree	22	22.2	23.4	100.0
	Total	94	94.9	100.0	
Missing	System	5	5.1		
Total		99	100.0		

The school experiences high staff resignation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	15.2	15.8	15.8
	agree	19	19.2	20.0	35.8

	neutral	17	17.2	17.9	53.7
	agree	27	27.3	28.4	82.1
	strongly agree	17	17.2	17.9	100.0
	Total	95	96.0	100.0	
Missing	System	4	4.0		
Total		99	100.0		