

**MANAGEMENT STYLES AND THE PERFORMANCE OF
ADMINISTRATIVE STAFF AT MAKERERE UNIVERSITY SCHOOL
OF PUBLIC HEALTH**

BY

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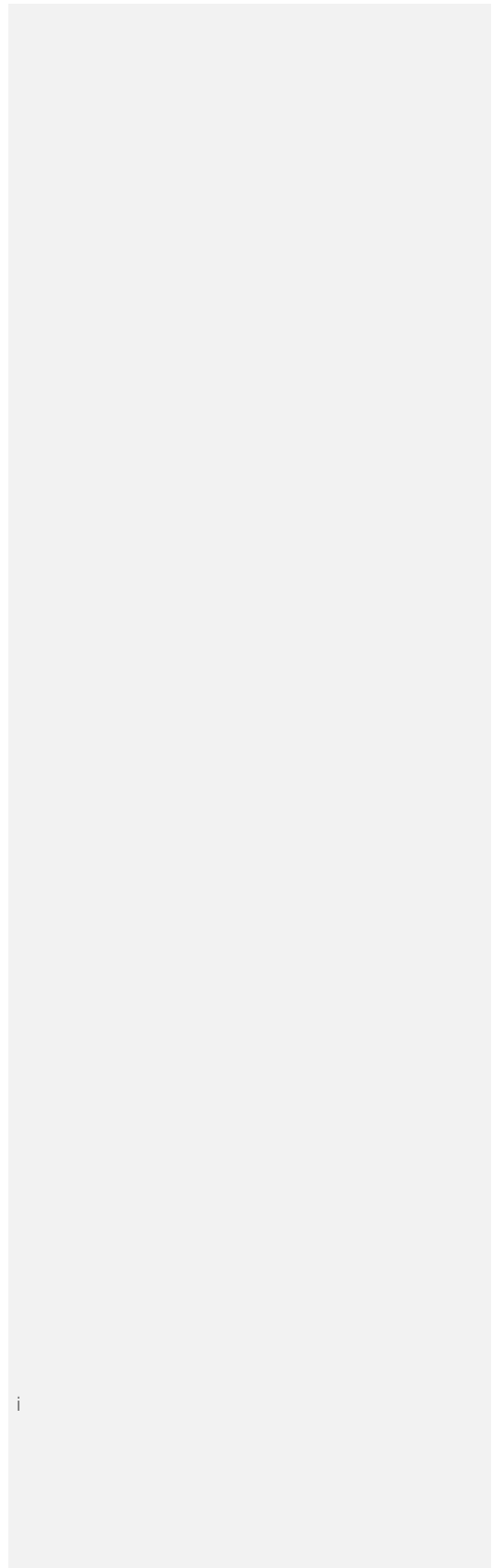
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DECLARATION

I, Judith Kyampaire, declare that this dissertation is purely my own original work and it has never been submitted to any institution of higher learning for any award or publication. All sources that I have used or quoted have been indicated and acknowledged

Signature:

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APPROVAL

This dissertation has been submitted to School of Management Sciences for examination with our approval as supervisors

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DEDICATION

This work is dedicated to the Almighty God for giving me knowledge, opportunities, mercy, wisdom and guidance.

ACKNOWLEDGMENT

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TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGMENT.....	iv
LIST OF TABLES.....	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS.....	xi
ABSTRACT.....	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the study	1
1.1.1 Historical Background	2
1.1.2 Theoretical Background.....	3
1.1.3 Conceptual Background.....	6
1.1.4 Contextual Background	8
1.2 Problem Statement	9
1.3 The purpose of the study	10
1.4 Specific study objectives.....	10
1.5 Research Questions	11
1.6 Research Hypotheses.....	11
1.7 Conceptual framework	12
1.8 Justification of the study	13
1.9 Scope of the study	13

1.9.1 Geographical scope.....	13
1.9.2 Time scope.....	14
1.10 Significance of the study	14
1.11 Operational Definitions Terms and Concepts	15
CHAPTER TWO	16
LITERATURE REVIEW	16
2.0 Introduction	16
2.1 The effects of Autocratic Management Style on performance of Administrative Staff	17
2.2 The effects of Democratic Management Style on performance of Administrative Staff	19
2.3 The effects of Laissez-Faire Management Style on performance of Administrative Staff	22
2.4 Summary of the Literature Review	24
CHAPTER THREE	26
METHODOLOGY	26
3.0 INTRODUCTION.....	26
3.1 Research Design.....	26
3.2 Study Population (Area and Population of Study).....	27
3.3 Sample Size and Selection	27
3.4 Sampling Technique.....	28
3.5 Data Collection Methods.....	28
3.5.1 Questionnaire survey	28
3.5.2 Interviews	29
3.6 Data collection instruments	29
3.6.1 Key Informant Interview guide	29
3.6.2 Questionnaires	29
3.7 Reliability of the Instruments	30

3.8 Validity of the Instruments.....	30
3.9 Procedure of the Data collection	31
3.10 Data Analysis	31
3.10.1 Qualitative Data Analysis	32
3.10.2 Quantitative Data Analysis.....	32
3.10.3 Measurement of variables (Quantitative Studies)	33
CHAPTER FOUR	34
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS	34
4.0 Introduction.....	34
4.1 Response Rate	34
4.2 Background Information	35
4.2.1 Gender	35
4.2.2 Marital Status.....	35
4.2.3 Education.....	36
4.2.4 Years of service at MakSPH.....	36
4.3 Empirical findings.....	37
4.3.1 Autocratic Management Style and Performance of Administrative staff.....	37
4.3.2 Democratic Management Style and Performance of Administrative Staff at MakSPH.....	43
4.3.3 Laissez-Faire Management Style and Performance of Administrative Staff	49
CHAPTER FIVE	54
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	54
5.0 Introduction	54
5.1 Summary of the Findings	54
5.1.1 Autocratic Management Style and Performance of Administrative staff.....	54
5.1.2 Democratic Management Style and Performance of Administrative Staff	55
5.1.3 Laissez-Faire Management Style and Performance and Administrative Staff.....	56

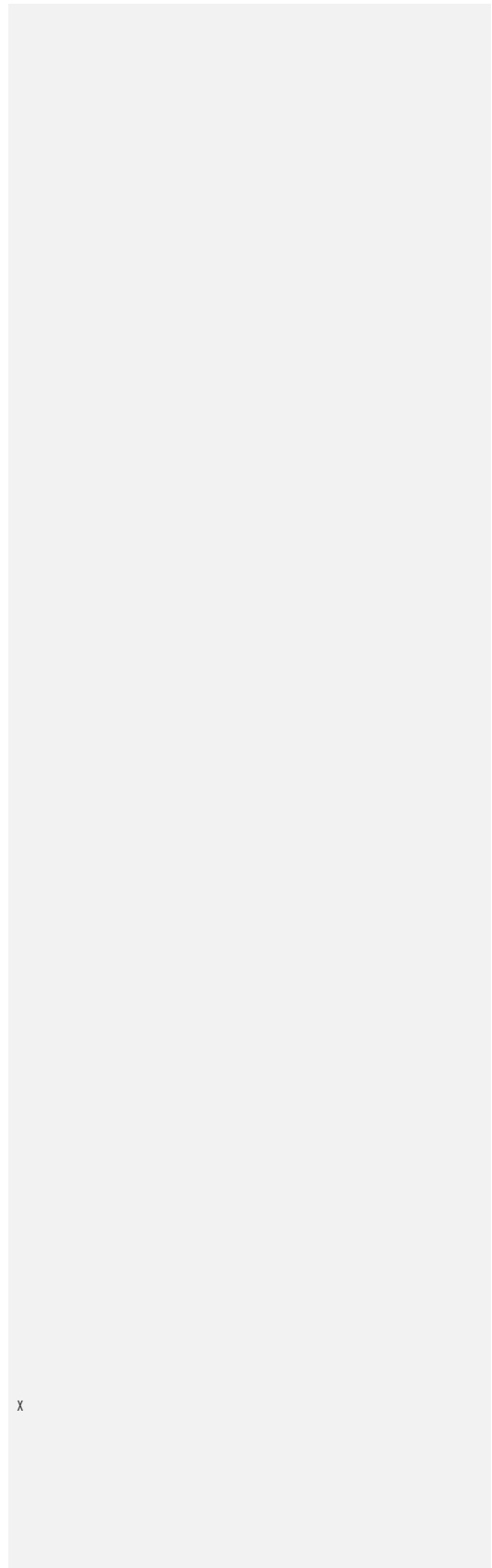
5.2 Discussion of the Findings	56
5.2.1 Autocratic Management Style and Performance of Administrative Staff at MakSPH	56
5.2.2 Democratic Management Style and Performance of Administrative Staff	58
5.2.3 Laissez-Faire Management Style and Performance of Administrative Staff	59
5.3 Conclusions	60
5.3.1 Autocratic Management Style and Performance of Administrative Staff at MakSPH	60
5.3.2 Democratic Management Style and Performance of Administrative Staff at MakSPH.....	60
5.3.3 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH.....	61
5.4 Recommendations	62
5.4.1 Autocratic Management Style and Performance of Administrative Staff at MakSPH	62
5.4.2 Democratic Management Style and Performance of Administrative Staff at MakSPH.....	63
5.4.3 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH.....	63
5.5 Areas for Further Research	64
REFERENCES	65
APPENDIX I: QUESTIONNAIRE	70
Section I: Instructions	70
Section II: Management Styles.....	71
Section III: Performance of Administrators	73
APPENDIX II: INTERVIEW GUIDE FOR MANAGEMENT EMPLOYEES	74
APPENDIX III: UMI PERMISSION LETTER	75
APPENDIX IV: MASKPH PERMISSION LETTER	76

LIST OF TABLES

Table 3.1 Category of Respondents and their numbers	27
Table 4.1 Response rate.....	44
Table 4.2 Socio-demographic characteristics of the respondents	36
Table 4.3 Autocratic Management Style and Performance of Administrative Staff at MakSPH.....	37
Table 4.4 Summary of Descriptive Statistics on the effects of Autocratic Management Style on the performance of Administrative Staff at MakSPH.....	41
Table 4.5 Correlations between Autocratic Management Style and Performance of Administrative staff.	43
Table 4.6 Democratic Management Style and Performance of Administrative staff at MakSPH.....	44
Table 4.7 Summary of Descriptive Statistics on the effect of Democratic Management Style on the Performance of Administrative Staff at MakSPH.....	47
Table 4.8 Showing Correlations between Democratic Management Style and Performance of Administrative Staff.....	48
Table 4.9 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH.....	49
Table 4.10 Descriptive Statistics on the effect of Laissez-Faire Management Style on the Performance of Administrative Staff	51
Table 4.11 Showing Correlations between Laissez-faire Management Style and Performance of Administrative Staff	53

LIST OF FIGURES

Figure 1 Conceptual framework showing the relationship between variables 12



LIST OF ABBREVIATIONS

MakSPH	Makerere University School of Public Health
UMI	Uganda Management Institute
MOH	Ministry of Health
NGO	Non-governmental Organization
CEO	Chief Executive Officer

ABSTRACT

The study set out to explore the effects of Management styles on the performance of administrative staff at MakSPH. The study was guided by three study objectives; To find out the effects of Autocratic; Democratic and Laissez-faire management style on the performance of administrative staff at MakSPH. The study adopted the case study research design to examine the effects of management styles on the performance of administrative staff at MakSPH. Data was collected using questionnaires and interview methods and was analyzed using descriptive statistics and presented inform of frequency tables. The hypotheses were tested using Pearson Product Moment Correlation Coefficient. Findings revealed a positive but weak relationship between autocratic management style and performance of administrative staff, a positive relationship between Democratic management style and performance of administrative staff, and lastly a positive but very weak relationship between Laissez-Faire and performance of administrative staff. It was hence concluded that different management styles have an effect on the performance of the administrative staff. According to the study findings, there is no best management style that suite an organization but rather different management styles suite different situations at a particular time. Therefore, the study recommends that managers at MakSPH should involve administrative staff in decision making because the study found out that majority of the administrative staff were not involved in decision-making. According to Jason et al., (2010), decision-making is the process of generating and choosing from a set of alternatives to solve problems.

In addition, the study recommended that the senior managers at MakSPH should try to consider the suggestions made by the employees since this is very important in promoting motivation among the administrative staff, and once an organization has motivated staff performance will automatically improve.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Workplace performance has been one of the core pre-occupations of human resource management for a long time. A research based on 800 Chief Executive Officers (CEOs) of the biggest firms in the United States revealed that differences in managerial practices is systematically related to differences in performance (Bertrand and Schoar, 2003). This study was intended to establish the effects of management styles on performance of Administrative staff at Makerere University School of Public Health.

Management styles are characteristic ways of making decisions and relating to subordinates, cited in Kyaligaba (2008). Jackson, (2008) identifies different types of management styles for example; Autocratic, Democratic, Participative and Laissez Faire Management style. This chapter presents the background of the study, problem statement, general and specific objectives of the study, research questions, hypotheses, the scope of the study, the significance and justification, operational definitions of terms and concepts and conceptual frame work of the study.

1.1 Background of the study

Makerere University School of Public Health (MakSPH) started as the Department of Preventive Medicine within the Faculty of Medicine, Makerere University in 1954. The department was the first to offer a postgraduate training programme of Diploma in Public Health in the sub Saharan Africa in 1969.

In 1974, the Department of Preventive Medicine was re-named Institute of Public Health though it continued to function as a department under the Faculty of Medicine. A Masters of

Public Health Programme was launched in 1994 and it has produced over 170 public health graduates. In 2007, the Institute was made the School of Public Health.

1.1.1 Historical Background

In the ancient world, management techniques were used to achieve religious, military and political goals. It was in organizations of this type that management thinking originated and writing on the management as well as development of various managerial tools (Tosi et al 1976). Ever since, management has been recognized as an important part of business and studied systematically.

Historically, certain styles of management became well known due to the legendary success of their practitioners. An introduction to them actually amounts to an overview of the history of management practices. In the late nineteenth century, Fredrick Winslow Taylor introduced a management style that focused on developing scientific practices and tools to maximize the output of an individual worker and to improve productivity” (<http://www.buzzle.com/articles/management-styles>)”

By using simple but scientific methods like designing shovels that reduced the burden on the worker, Taylor demonstrated significant improvement. He also advocated providing incentives like performance related bonuses to motivate workers to perform. Henry Ford subsequently adopted Taylor’s style of management, and Ford Motors became the epitome of corporate management not only in United States, but the whole industrialized world. “(<http://expertscolumn.com/content/understanding-management-styles>)”

Kurt Lewin (1939), and his students at the University of Iowa carried out a research on leadership and management. This research was able to identify three basic styles of leadership

and management styles such as autocratic, democratic and laissez-faire. Under autocratic management, managers practicing this style are not friendly, they believe in command and obedience. They apply strong force on their subordinates in getting work done. A leader practicing democratic management style motivates his followers by applauding their successful performances and shares the decision-making activities among his subordinates. Under the Laissez-faire management style, leaders allow most decisions to be made by their subordinates with minimum supervision.

1.1.2 Theoretical Background

Management has gained attention of researchers worldwide. A review of scholarly studies of management shows that there is a wide variety of different theoretical approaches to explain the complexities of the management process, McGregor's Theory X and Y, and Fielder's Contingency theory informed this study. The McGregor (1906-64) Theory X and Theory Y of the trait theory assumes that people inherit certain qualities and traits that make them better suited to management.

Cited in Morden (2004), McGregor (1960) describes Theory X as a model of management style based on an assumption that employees naturally dislike work and avoid it where possible. Lacking personal motivation, staff must be persuaded to work (for instance through use of both financial and nonfinancial incentives), closely supervised and controlled. Having little inherent interest or ambition, subordinates will seek to avoid responsibility, hiding behind the convenient belief that "managers should manage"

Theory Y as a model of management style is based on the assumption that subordinates find the investment of physical and mental effort in work as natural and desirable as that in leisure or rest activities. The management process should aim to release in work as great a part as possible of the personal potential of subordinates, involving them by such means as:

Encouraging the staff to take personal responsibility for the organization and management of their own affairs which implies a facilitatory, mentoring, or developmental role on the part of the super ordinate. The Subordinate staff must be trained to establish their own operational objectives and to establish a framework by which these objectives are to be achieved. Encouraging personal autonomy and self-supervision while giving clear guidance on the operating constraints and values with in which the individual is to work, managers need to delegate sufficient authority such that tasks in question may be carried out without significant further supervision. This implies that subordinates are properly trained, equipped and empowered to carry out the work that has become their responsibility.

Establishing a Theory Y framework of control, the individual subordinate needs at some stage to be involved in the formulation of unit and budgetary plans, performance measurement criteria, and the definition of which variances are to be excepted and which are defined as unacceptable

Establishing flexible (or “loose –tight”) structures in which the degree of formal structure and supervisory control is relaxed within a context of control and integration through clearly understood and accepted core corporate values and culture. Individuals in such structures are encouraged to use their operational autonomy to exercise personal initiative and enterprise to

take personal responsibility for quality or customer care and to demonstrate creativity in solving problems that emerge from their work as they define and experience it.

Also according to contingency approach, management is based on the idea that there is no one best way to manage and that to be effective in planning, organizing, leading, and controlling, management style must be tailored to the particular circumstances faced by an organization. Managers have always asked questions such as "What is the right thing to do? Should we have a mechanistic or an organic structure? Should we have functional or divisional structure? Wide or narrow spans of management? Tall or flat organizational structures? Simple or complex control and coordination mechanisms? Should we be centralized or decentralized? Should we use task or people oriented leadership styles? What motivational approaches and incentive programs should we use?" The contingency approach to management (also called the situational approach) assumes that there is no universal answer to such questions because organizations, people, and situations vary and change over time. Thus, the right thing to do depends on a complex variety of critical environmental and internal contingencies "<http://www.enotes.com/contingency-approach-management-reference/contingency-approach-management>"

The contingency theory (1906-64) asserts that when managers make a decision, they must take into account all aspects of the current situation and act on those aspects that are key to the situation at hand. It is the approach that "it depends" (for example, the continuing effort to identify the best leadership or management style) that might conclude that the best style depends on the situation, the manager or the employees. If one is leading troops in the Persian Gulf, an autocratic style is probably best (of course, many might argue here, too). If one is

leading a hospital or university, a more participative and facilitative leadership style is probably best.

1.1.3 Conceptual Background

The key concepts in this study included management style as the independent variable and performance of administrative staff as dependent variable. However, the concept of management is not fixed, but changes according to time and circumstance. Management has been used in integration and authority. Different authors on management have given different concepts of management as follows.

Functional Concept: According to this concept, 'Management is what a Manager does'. The main followers of this concept are, George et al (1978), the functional concept as argued by many scholars. Kreitner (1986) for his part management is above all else, a social process. For whatever collective purpose that individuals are brought together (for example, to build cars, provide emergency health care, or publish books) managers are responsible for getting things done by working with and through others.

Kreitner (1986) goes ahead to say that many people do not understand what the management process is; management is much more than the familiar activity of telling employees what to do. Management is a complex and dynamic mixture of systematic techniques and common sense. As with any complex process, the key to learning about management lies in dividing it into readily understood sub processes. Currently there are two approaches to dividing the management process for study and discussion. One approach, dating back to the early part of this century is to separate managerial functions and the second one is a more recent approach that focuses on managerial roles. Managerial functions are general duties carried out in virtually

all productive organizations while Managerial roles are specific categories of managerial behavior. The Functions tend to be general and more encompassing than roles, because managerial roles are more behaviorally specific than functions and a growing number of management experts believe that a great deal can be learned about effective and ineffective management by observing the roles managers play in various situations.

Getting things done through others concept: According to this concept, management is the art of getting things done through others. The followers of this concept include Koontz et al. (1978) among others. They believe that workers are treated as a factor of production only and the work of the manager is confined to taking work from the workers. He needs not to do any work himself. Modern management experts do not agree with this concept of management. Some of these authors have explained this concept in the following words: Leadership and Decision-making Concept: According to this concept, "Management is an art and science of decision-making and leadership." Most of the time managers are consumed in taking decisions. Achievement of objectives depends on the quality of decisions. Similarly, production and productivity can be increased by efficient leadership only. Leadership provides efficiency, coordination and continuity in an organization. Leadership and decision-making concept as given by some authors below:

Nakanwagi (2010) opines that there are four general measures for determining work unity and employee performance and these are; Quality, Quantity, Timelines and cost effectiveness. Quality is the measure of excellence or a state of being free from defects, deficiencies and significant variations. It is brought about by strict and consistent commitment to certain standards that achieve uniformity of an in order to satisfy specific customer or user requirements. Quality refers to accuracy, appearance and usefulness. Quality measures can

include error rates such as number of percentage errors allowable per unit of work and customer satisfaction rates determined through customer survey.

Quantity addresses how much work the employee or work unit produced. Quantity measures are expressed as a number of products produced or services provided.

Timelines addresses how quickly, when or by what date the employee or worker produced the work.

Cost effectiveness addresses the degree to which objectives are achieved and the extent to which targeted problems are solved. Cost effectiveness measures may include aspects of Performance as maintaining or reducing unit costs, reducing time it takes to produce or provide a Product or service or reducing waste.

Performance management includes activities that ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas.

Performance management is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities. According to Daniel (1970) performance is described as a technology that is to say a science imbedded in application methods for managing behavior and results, two critical elements of what is known as performance.

1.1.4 Contextual Background

An Institution is sustainable when operated by a system with long-term ability to mobilize and allocate sufficient and appropriate resources. Therefore Makerere University School of Public

Health (MakSPH) has developed systems and conducts high quality sustainable training strategies that aim at increasing the stock of public health officers as well as imparting skills to meet new challenges at large (manpower, technology, information and finance) for activities that meet public needs/demands.

The MakSPH has three (3) basic core functions of teaching, research and consultancy. In addition to its primary mandate of capacity building and research in Public Health, it collaborates with the Uganda Ministry of Health (MOH), district, municipal and city local governments, international agencies and non-governmental organizations (NGOs) in supporting the planning, implementation and evaluation of health programs. Such functions have led to higher demand of administrative staff to help in running the above functions.

At Makerere University School of Public Health different strategies have been put in place in order to improve performance for examples meetings through which employees are given a platform to air their problems, motivation strategies, and recognition of employees' contribution to the organization

1.2 Problem Statement

Generally, it is perceived that proper management styles should create a good relationship between employees and managers, a sense of belonging and a shared vision of goals and objectives for the organization to improve performance of administrators in an organization.

According to the 2010/2011 Finance Report of Makerere University School of Public Health, performance of the administrative staff had declined and this was manifested through the poor customer care and filing system, leaving offices at any time, late comings, spending long hours

on social networks (like facebook and tweeter), persistent inability to keep track of schedules and failure to provide timely reports. Due to the above, staff motivation strategies were used to improve administrators' engagement and performance such as supporting them in their work and growth, salary increment, further studies, lunch and transport incentives. Unfortunately, these strategies did not make much difference or yield the desired change, hence justifying the need for further investigation on ways to improve the performance of administrators at MakSPH.

There could be several causes for this unsatisfactory performance among the staff members of MakSPH, however the management Styles of the supervisors and managers of the administrative staff could be among such factors. Unfortunately, no study has so far been undertaken to investigate the relationship between the management styles and the performance of the administrative staff of MakSPH. This study therefore was intended to bridge that existing gap.

1.3 The purpose of the study

The purpose of this study was to examine the effect of management styles on performance of administrative staff in Makerere University School of Public Health.

1.4 Specific study objectives

1. To find out the effects of autocratic management style on the performance of administrative staff at MakSPH
2. To determine the effects of democratic management style on the performance of administrative staff at MakSPH
3. To examine the effects of laissez-faire management style on the performance of administrative staff at MakSPH

1.5 Research Questions

1. To what extent does the autocratic management style affect the performance of administrative staff at MakSPH?
2. What is the relationship between democratic management style and the performance of administrative staff at MakSPH?
3. How does laissez-faire management style affect the performance of administrative staff at MakSPH?

1.6 Research Hypotheses

1. Autocratic management style has a positive effect on the performance of administrative staff at MakSPH
2. Democratic management style has a positive effect on the performance of administrative staff at MakSPH
3. Laissez-faire management style has an effect on the performance of administrative staff at

management while performance was manifested in terms of quality of work, implying the smooth running of day to day operations; quantity of work, which assesses whether work is accomplished within the given time period by employees in organizations including timelines & cost effectiveness.

1.8 Justification of the study

The functions of administrative staff are central to the smooth running of any organization since their responsibilities cut across the institutions right from senior management, middle level management as well as support staff. The smooth running of these units depends largely on how office administrators perform their duties. This study was very timely especially within the context of recent reports of poor performance among administrative staff of Makerere University School of Public Health. Therefore, there was a need for an urgent investigation on potential reasons behind this problem.

1.9 Scope of the study

This study focused on the effects of management styles on the performance of administrative staff at Makerere University School of Public Health. This study intended to cover the management and administrative staff that work on projects that were in MakSPH plus the four departments and the Dean's office. Eleven (11) management employees and one hundred and three (103) administrative staff participated in this study.

1.9.1 Geographical scope

The research was carried out in Makerere University School of Public Health. It is located in Mulago, Kampala, Uganda. The study focused on two variables that are; the independent variable and dependent variable, management styles as the independent variable and performance of administrative the dependent variable.

1.9.2 Time scope

This study covered a period of three years from 2010 - 2013. The researcher used the period of three years in order to limit the scope of work to review since the duration of the study was only one year. The period between 2010 and 2013 was preferred. This is the period under which the performance of administrative staff of MakSPH had deteriorated.

1.10 Significance of the study

This research used MakSPH as a case study but findings would be of practical relevance to any typical office environment elsewhere in Uganda. The viewpoints, attitudes and opinions of respondents that emerged during the research process may be a reflection of similar situations in other organizations. Thus, findings from this study would be very useful to managers in other organizations who may be grappling with ways to improve staff performance in their organizations

Research indicates that using the most effective style of management for a particular situation or climate, a manager can improve morale and performance of employees. By utilizing the findings of this study, MakSPH will be able to identify the impact of management styles on performance of employees and will be able to support the management team from an informed point of view.

Research findings will contribute more to academic knowledge on the subject of managerial styles and employee performance. Empirical findings based on this study will be of significant importance to future researchers trying to understand organizational behavior especially within the context of public administration.

1.11 Operational Definitions Terms and Concepts

Management: Is that field of human behavior where managers plan, organize, direct, control human and financial resources in an organized group effort in order to achieve desired individual and group objectives with optimum, efficiency and effectiveness as MakSPH in this case.

Management style: Is the approach taken by enterprise management to the supervision of operational productivity, task performance, and behavior of subordinates as MakSPH in this case.

Style: means or mechanism of influencing a group of people as MakSPH in this is case.

Organization: Two or more people who work together in a structured way to achieve a specific goal or set of goals as MakSPH in this case.

Efficiency: Ability to do the right things

Effectiveness: Ability to determine the right objectives as MakSPH in this case.

Performance: Is getting the job done, Producing the result that you aimed at as MakSPH in this case.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed some of the existing literature done on management styles and performance as far as administrative staff is concerned. The literature review was guided by the objectives and research questions of the study. The study attempted to review literature on how much the study has been researched on and identified the gaps on which the research problem was developed. The chapter reviewed the relationship between Autocratic, Democratic, Laissez-Faire management style and performance of the administrative staff.

Performance can be induced by the employer or reside within the employees. Employees have higher levels of performance when they perceive that management cares and values their input in an organization. When employees are involved in the management process let say in decision-making and planning their attitude towards work is more likely to change.

Kagaari et al., (2013) assert that there is a need for managers not only to focus on economic activity of producing goods and services but also to realize that the true nature of the University which is like other organizations of community humans. Cited in Ssekanjako (2011), Smith (2000), argues that there are no bad soldiers but rather only bad managers who do not create an attractive environment for their employees to enjoy work even in the absence of pay by ensuring the existence of a clear and shared vision. This would enable all employees to plan and make decisions, which would cater for their personal fulfillment.

2.1 The effects of Autocratic Management Style on performance of Administrative Staff

With autocratic management style, a manager dictates all policies and the decision-making procedures are made without the input of other members in the organization. There is often absence of effective communication and consultation between managers and subordinates. Mudima (2002) observes that autocratic style of leadership erodes satisfaction of work desired by most high performing workers. Similarly, Nammuddu (2004) found out that autocratic style of leadership is oppressive, domineering and forces employees to work under pressure, this therefore overwhelmingly affects their performance, however, Ssekanjako (2011), says it is rendered clear that there are agreeable scenarios permitting the use of autocracy as a management style. Such cases may include military situations, during natural disasters, crises management such as fire fighting, lifeguard traffic control such as airport, ship among others whether situations permit or don't permit autocracy as a management style. Similarly, Goleman (2000) observes that autocratic style of management should only be used with extreme caution and few situations when it is absolutely imperative, such situations can when there is hostility or when there is need for drastic changes.

Furthermore the same view is shared by Williamson (2002) “(<http://vectorstudy.com/management-topics/autocratic-leadership-style>)” it's argued that the premise of the autocratic management style is the belief that in most cases the worker cannot make a contribution to their own work, and that even if they could, they wouldn't. McGregor called the belief system that leads to this mindset Theory X. Under Theory X workers have no interest in work in general, including the quality of their work. Because civilization has mitigated the challenges of nature, modern man has become lazy and soft. The job of managers is to deal with this by using "carrots and sticks." The "carrot" is usually a monetary incentive, such as piece-rate pay schemes. The "stick" is docked pay for poor quality or missed production targets. Only money and threats can motivate the lazy, thus disinterested workers and this affects performance.

Peters and Austin (1985) call autocratic management style management by wondering around “The technology of the obvious”, such managers’ lack direct contact with reality. Many of these managers do not have enough direct contact with their employees, suppliers or especially their customers. They maintain superficial contact with the world through meetings, presentations, reports, phone calls, email, and a hundred other ways that do not engage all of their senses, which is not enough. Without more intense contact, the manager simply cannot fully internalize the other person’s experience. “(<http://vectorstudy.com/management-topics/autocratic-leadership-style>)”

This style (autocratic) is grounded on a set of presumptions about the employee’s behavior and attitudes. These sets of presumptions encompassed in a theory entitled “Theory X” formulated by the late Harvard Business School Professor Douglas McGregor. Theory X takes a rather cynical view towards the lowly employee, its assumptions being: the employee does not like to work, is a feckless follower, acts purely for the benefits of oneself, narrow-mindedness and shows foolish naivety.

From this basis, it is assumed that the employees are to obey their managers unconditionally; the employees’ views on how the company can be improved are seen as worthless. Managers who adopt to this type of behaviors and thought patterns feel elation due to the absolute power they wield which in turn inflates their egos and makes their employees feel resentment due to their manager’s oppressive behavior much like a tyrannical monarch or emperor in the days of old. This practical application of Theory X is called the hard approach

There are two types of an autocratic manager, one being a “directive autocrat” and the other being a “permissive autocrat”. The “directive autocrat” is one who makes decisions entirely by themselves and holds a firm grip on the activities of their employees. The “permissive

autocrat” on the other hand is one who makes decisions entirely by themselves but gives a small measure of freedom to their employees to go about carrying out their orders. The autocratic style is best suited where obeying the decision of the manager is of prime importance especially when the subordinates have little experience themselves (professions such as those in the army or the government) or when the manager is dealing with subordinates who lack the Motivation and passion.

The major disadvantage of the autocratic management style can be observed when McGregor combines Theory X with Maslow’s theory of human needs called ‘the hierarchy of needs’. McGregor claims that once a human need has been fulfilled, there is no motivation or will. In the context of business, Theory X hinders the employees from working at their full potential because their higher needs such as social interaction (for example love intimacy) and self-development (for example sense of purpose) is not being satisfied. To counter this deficiency, money is used to efficiently fulfill the employee’s lower needs (for example self-validation & security) thus; the employees are unhappy and are hesitant to work effectively. Therefore, the autocratic management style is not efficient. “(<http://www.bsmr.com/tag/autocratic-management-style/>)”

2.2 The effects of Democratic Management Style on performance of Administrative Staff

Robbins and Coulter (2000) contend that democratic management style contributes a big deal in both good quantity and quality of work that has a positive influence on behaviors by increasing employees’ motivation, teamwork, and morale and employee development.

As cited in Semanda (2013), Khetarpal and Srivasta (2000) argue that democratic management style centers on the contribution of employees in the ever-evolving work place. Democratic

managers feel that the more employees contribute to their work environment, the more ownership they will feel and therefore increase in their productivity and satisfaction.

Under democratic management style, the focus of power is more with the group as well as the whole organization and there is greater interaction with in the group, Musaazi (1982) observes that decisions about organizational matters are arrived after consultation and communication with various people within the organization in a democratic system.

Democratic style of management is a multilateral approach that involves the manager empowering his/her employees to share decisions with the manager. Listening to all views and finding the best overall decision from the amalgamation of the views, he/she deems useful for the company after much deliberation and time. However, rather than the democracy of Western countries, democracy in the context of business management requires the ability to form well informed opinions on the part of the company employees. Due to the employees' views and input being taken into account for a business process (for example being instrumental in designing or implementing improvements of a product or service), that is to say innovation from a broad spectrum of people and at the same time realize the significance and effect their decisions may have on the company's future may as well feel obligated to put more effort into completing their assigned roles. Not only do empowered employees feel obligated to work harder but they also require less supervision by managers as they are encouraged to collectively think together. Hence, it could be said that the democratic style of management plays a big part in performance of employees. “(<http://www.bsmr.com/tag/democratic-management-style/>)”

Cited in Giancola (2010), the same view is shared by McNamara (1999) who asserts that a democratic leader allows his team to decide how the task will be tackled and who will perform which task. While this description of a democratic leader is recognizably positive, McNamara (1999) elaborates more on the style in a very intriguing way when he recognized that the democratic leader could be seen in two lights;

A good democratic manager encourages participation and delegates wisely but never loses sight of the fact that he bears the crucial responsibility of leadership. He values group discussion and input from his team and can be seen as drawing from a pool of his team members' strong points in order to obtain the best performance from his team. He also motivates his team by empowering them to direct themselves, and guides them with a loose reign. However, a democrat can also be seen as being so unsure of himself and his relationship with his subordinates that everything is a matter for group discussion and decision. Clearly, this type of "manager" is not really leading at all (McNamara, 1999).

The drawbacks of the democratic style of management is that the time taken to make a decision and enact is far longer than the other systems and there is a possibility that the manager may lose importance towards the employees as the manager is seen to be unable to make a decision for himself/herself. The other problem is that there is such a diversity of viewpoints given to the manager that it initially perplexes him/ her and makes it harder for the manager to formulate a decision. “(<http://www.rightrackconsultancy.co.uk/blog/2011/06/21/management-training-autocratic-democratic-model/>)”

Herbiniak and Snow (1982) findings indicated that the participation and interventions among the highest-level of management in an organization promote greater commitment levels in the implementation of a firm's vision and strategies which in turn promote success in the

implementation of a firm's selected strategy. On the other hand, Smith and Kofron (1996) believed that the senior management played a major role not only in the formulation but also in the implementation of the strategy.

Nutt (1986) suggested that the tactics used in leadership styles may play important roles in overcoming obstructions from the lower levels that sometimes may appear in the implementation strategies. Nutt (1987) noted that strategic decisions formulated by the top-managers of a firm might be administratively imposed on lower-level managers and non-managers while inadequately considering the resulting functional level perceptions.

The implementation of strategies therefore may not be successful if the lower level managers and the on-management employees are not adequately informed on issues concerning the implementation of strategies. Moreover, the information that passes through several management levels in an organization may lead to lack of consensus concerning the information hence creation of a barrier that hinders the success of implementing strategy (Noble, 1999).

2.3 The effects of Laissez-Faire Management Style on performance of Administrative Staff

The Laissez-faire style of management involves the manager having minimal control of the activities of their subordinates. The style of the great American businessman Warren Buffett (1999) is what best exemplifies the effective use of this management style. It is best employed when the subordinates are highly trained and motivated such as doctors and PhD students where the progress of their work is monitored by the supervising manager and given feedback and advice.

The disadvantage of a laissez-faire style is that the employees may feel neglected due to lack of guidance most likely as the manager is incompetent and doesn't intentionally employ this style for the benefit of the company. The employee is also seen to be not recognized and rewarded for superb work he/she might have done. Another crucial disadvantage is that since a certain amount of autonomy is granted from the overseeing manager to the employees and lower ranking managers, unchecked discretion is given to them in dealing with disputes and other matters within their respective branch or organization. If in the case that a small dispute grows uncontrollably, it will damage the overseeing manager's reputation and the company as a whole. "(<http://www.bsmr.com/tag/democratic-management-style>)"

Also under laissez-faire, the manager has complete confidence and trusts in the employees. Thus, workers are involved in the management of the organization. The workers are highly motivated by their involvement in the setting of goals, improving methods and appraising progress toward goals. There is good employee-management relationship and the workers see themselves as part of the organization by exhibiting a high degree of responsibility and commitment (Hersey, Blanchard & Johnson 1996:110)

The employees work together as a team. This is because the manager creates a situation where everybody participates fully in the activities of the organization. Everybody strives to make the organization a better place to work in. Communication flows to and from the hierarchy and among colleagues also. This is because the subordinates are well involved in decision-making. The manager's behaviors include coaching team members, negotiating their demands and collaborating with others. The manager still assumes the responsibility of whatever decision that is taken. Informal grouping exists, which works to the achievement of the organization goals (Hersey et al., 1996)

However, Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders “(<http://psychology.about.com/od/leadership/f/laissez-faire-leadership.htm>)”

2.4 Summary of the Literature Review

Management style may be perceived as the direct supervision of subordinates or it may be conceptualized in terms of facilitatory behavior by managers and supervisors (Morden 1946).

According to the review of related literature on the topic, every style of management offers benefits for handling specific situations or populations. Some styles are best utilized for short-term solutions and should be abandoned when the situation no longer exists or the workgroup changes, since their long-term effects are harmful to the organization or performance of employees.

According to the available research, autocratic style has the greatest beneficial effect of all the styles on productivity and overall organizational health. Through effectively imparting the organization's goals and vision, authoritative leaders maximize subordinate's commitment to goals and strategies. However, this style of management cannot be applied in all situations as far as management is concerned.

Democratic style tends to build the responsibility and flexibility of a workforce and can elicit subordinates' creativity and flow of fresh ideas, tends to increase staff's ambition and motivation as well as foster staff retention. However if a democratic leader uses the group process to avoid making hard decisions, the group may feel leaderless and lose momentum.

Laissez-Faire management is a hands-off style that allows employees to work on their own with little or no guidance and it can work effectively when leading a staff of motivated, highly skilled, self-directed employees who have years of experience. It also helps greatly if the Laissez-Faire leader provides feedback as needed. However, this style shouldn't be used with unmotivated workers, employees who have problems with time management, and new graduates or novices who lack skills and experience

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter covers the methodology that the researcher used to collect data in the field. It includes the research design, area and study population, sample size and selection, sampling techniques and procedures, data collection methods, the procedures for data collection and data analysis.

3.1 Research Design

The researcher used a case study research design, which according to Bromley (1990) is a systematic inquiry into an event or a set of related events, which aims to describe and explain the phenomenon of interest. The case study was used in order to enable the researcher conduct an intensive and descriptive analysis of a single entity (Makerere University School of Public Health) with the hope that the findings would be applicable to other schools in Makerere University and other organizations in Uganda.

Qualitative and quantitative data analysis methods were used; the quantitative method was used to quantify incidences in order to describe the current conditions and to investigate the relationship between the dependent and independent variables using the information got from the questionnaires. The qualitative method was also used to gather views from the selected respondents, explained the events, and described findings.

According to Bowling (2002) quantitative research deals with quantities and relationships between attributes; it involves the collection and analysis of highly structured data in the positivist tradition.

According to (Mugenda and Mugenda, 2003) qualitative data analysis is the process of bringing order structure and meaning to the mass of information collected. Data analysis in qualitative research seeks to make general statements on how categories or themes of data are related.

3.2 Study Population (Area and Population of Study)

The study was conducted at Makerere University School of Public Health located in Mulago Kampala, Uganda. It has a population of about three hundred (300) employees (Makerere University College of Health Sciences Annual Report (2010/2012)).

3.3 Sample Size and Selection

Qualitative Sample Size

Eleven (11) managers were selected from MakSPH to recount the management styles and the performance of the administrative staff. This was on the assumption that they were informed to provide the required information, were more knowledgeable, and could provide first-hand information. A total of Nine (9) key informants were interviewed.

Quantitative Sample Size

One hundred and three (103) administrative staff were selected using a simple random sampling from MakSPH. This was used because it is free from bias and also gives accurate results if the researcher is unbiased and has capacity to keen observation and sound judgment

Table 3.1 Category of Respondents and their numbers

Category of respondents	Number	Sample size	Method of Selection
Administrative staff	140	103	Simple random sampling
Total	140	103	

Source: Respondent categorization by the researcher (2009)

The sample size determination adopted from the sample size table determination as suggested by Kregcie and Morgan (1976) as stated in Amin (2005). The Table 3.1 above represented how the researcher came up with the total population to be interviewed in the research.

~~Forty (40) junior administrative staff were selected using purposive sampling from MakSPH.~~

The researcher used a simple random sampling technique in order to select potential respondents to participate in the study. Simple random sampling involved giving a number to every administrative staff of the accessible population, then numbers were placed in a container and any number was picked at random to participate in the study. The researcher in order to ensure unbiased selection of respondents as suggested by Mugenda and Mugenda, (1991), used simple random sampling. This technique was free of classification error and its simplicity made it relatively easy to interpret data collected.

3.5 Data Collection Methods

Primary data was obtained using two methods: the questionnaire survey method and the interviews.

3.5.1 Questionnaire survey

The selection of questionnaire survey method was guided by the nature of data to be collected, the time available and the objectives of the study (Touliatos and Compton, 1988). This method was used on 103 respondents who were selected to participate in this study, the method was preferred because the study involved variables that could not be observed but could only be derived from respondent's views, opinions and feelings. (Touliatos &Compton,1988)

3.5.2 Interviews

The interview method was used on only 11 respondents in order to supplement data obtained from the questionnaires. The 11 respondents were managers. This method was preferred

because the researcher intended to capture in-depth and accurate which could't be obtained using the questionnaire method (Mugenda and Mugenda, 2003)

The study used the key informant interview guide and questionnaires for data collection.

3.6 Data collection instruments

Primary data was obtained using two instruments: the key informant interview guide and the questionnaires.

3.6.1 Key Informant Interview guide

According to Mugenda and Mugenda, (2003), an interview is an oral administration of questionnaire or an interview schedule. Mugenda and Mugenda (2003) opine that interviews therefore are face-to-face encounters.

Questions were administered to the respondents chosen from MakSPH; Interviews were conducted among selected group of managers who provided the needed information. Interviews are advantageous because they make it possible to obtain data required to meet specific objectives of the study since they allow for more exploration and understanding of responses.

3.6.2 Questionnaires

According to David Gray (2009) questionnaires are the most popular data gathering tools because they are relatively cheap, ensure quick inflow of data, convenient to respondents and ensure anonymity of research subjects. Some scholars maintain that it is an instrument that gathers data over a large sample (Kompo and Tromp, 2006).

Therefore, a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The questionnaires were administered to the administrative staff and this helped the researcher in understanding what really affects the performance of administrators.

Questionnaires were very important to the study and were used in order to obtain an overall measure of the attitudes and opinions of the administrative staff and to determine what should be done to improve their performance. The questionnaires and the interview guide are attached (Appendix II and Appendix III).

3.7 Reliability of the Instruments

According to Lanshear and Knobel (2004), researchers should endeavor to use instruments that are not only reliable but also valid. These scholars perceive reliability as the stability of response to a data collection tool irrespective of the number of times the data administered to the same respondents. In other words, an instrument is considered reliable if it produces the same or similar results each time it is administered to the same respondents.

The stability or test-retest reliability of the survey instruments was obtained through the pilot testing of the instruments. Test-retest reliability showed that the same results were obtained with repeated administering of the same survey to the similar study respondents. The tools were pre-tested in another faculty that is Makerere University School of Medicine and as a result, changes were made on the tools to ensure that the correct information was obtained.

3.8 Validity of the Instruments

According to Bryman (2001) Validity refers to whether you are observing, identifying or “measuring” what you say you are measuring.

Lanshear and Knobel (2004) refer to validity as the ‘meaningfulness of the result’ it deals with how well an instrument measures what it is meant to measure. They go ahead to say that validity is also related to the respondents’ ability to answer the question asked in the instrument. Validity refers to the ability of an instrument to measure what it is intended to measure (Mugenda and Mugenda, 2003). The study ensured validity of the questionnaire and the

interview guide by seeking judgment of three experts. All the comments made by the three experts were taken into consideration and the instruments were redesigned before use. The researcher further calculated the content validity index of the questionnaire in order to validate the instrument scientifically using the formula below

$$CVI = \frac{K}{N} = \frac{\text{Total number of items rated relevant and suited by judges}}{\text{Total number of items in the whole instrument}}$$

$$CVI = \frac{34}{41} = 0.83$$

According to Amin (2005), a content validity index of 0.7 and above qualifies the questionnaire as a valid instrument to be adopted for use. The content validity index established for the questionnaire was 0.83. Therefore, the questionnaire was considered appropriate since it measured what it was intended to measure.

3.9 Procedure of the Data collection

The researcher obtained introduction and permission letters from Uganda Management Institute and from the Office of the Dean MakSPH respectively to allow the researcher conduct her research in the school.

The researcher administered questionnaires to the administrative staff and conducted interviews in the offices of the key informants basing on the interview guide.

3.10 Data Analysis

Data analysis referred to examining what had been collected in a survey or experiment and making deductions and inferences. It involved uncovering and underlining structures, extracting important variables, detecting any anomalies and testing any underlining assumptions (Kompo and Tromp, 2006). The researcher will use both qualitative and quantitative data analysis methods to analyze data.

3.10.1 Qualitative Data Analysis

Qualitative data analysis involved cleaning up of data from the interview guide and questionnaires, categorizing it into themes and patterns and making a content analysis to determine the adequacy of the information, credibility, usefulness and consistency (Mugenda and Mugenda, 1999). Data was analyzed during and after data collection and the tentative themes were identified.

Qualitative data was analyzed manually, recorded tapes transcribed, notes written out and scripts analyzed by coding where information of similar code categories were assembled together meaningfully. All data collected from different sources was triangulated during the analysis to complement, increase validity and at the end of it all, a report will be written.

3.10.2 Quantitative Data Analysis

According to Bowling, (2002) quantitative research deals with quantities and relationships between attributes; it involves the collection and analysis of highly structured data in the positivist tradition.

The quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviations were made (Kombo and Tromp, 2006). The quantitative data gathered was organized, numbered and coded then entered into statistical package for the social Scientists (SPSS-version 17.0)

The researcher used both inferential and descriptive statistics to analyze data. The descriptive statistics were used to show the face value of the measure of the influence of management style on the performance of administrative staff at MakSPH.

Inferential statistics such as Pearson product-moment correlation and simple linear regression analysis were used. The correlation coefficient enabled the research to establish the relationship

between management styles and performance of administrative staff at MakSPH. Regression analysis helped to determine the variation on the level of performance by the predictor variables

3.10.3 Measurement of variables (Quantitative Studies)

The sub variables of the study were autocratic management style, democratic management style and laissez - faire management style; they were measured against service delivery, timeliness, effectiveness, efficiency, quality of work, quantity of work. A Likert scale was used by this study in measuring variables. A five point Likert scale of strongly agree, agree, not sure, disagree and strongly disagree were used to measure the variables. (Mitchell and Jolly, 2007)

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

The researcher set out to investigate the effects of management styles on the performance of administrative staff at MakSPH. This chapter presents the data collected from the empirical study; data analysis and interpretation. The aim of the study was to find out the effect of autocratic management style on the performance of administrative staff, to determine the effect of democratic management style on the performance administrative staff and lastly to examine the effect of laissez-faire management styles on the performance of administrative staff. This chapter is divided into four parts; the response rate, background information of respondents, descriptive statistics and finally testing hypothesis.

4.1 Response Rate

The study targeted to collect data from one hundred and three (103) administrative staff. One hundred and three questionnaires were distributed to 103 respondents whereby 100 questionnaires were returned.

Table 4.1 Response Rate

Questionnaires administered	103
Questionnaires collected	100
Questionnaires usable	100

Source: Primary data

From the sample size of 103, 100 questionnaires were returned from administrative staff as reflected in Table 4.1 and nine (9) management employees / managers were interviewed. This presented an overall response rate of 100%.

The researcher considered this response to be excellent because according to Blaikie (2009) samples with the response rate above 50% are regarded to be good enough. In addition, this response rate is supported by Mugenda and Mugenda (2003) who states that the response rate of 70% and above is good enough because it gives good presentation of the sample.

4.2 Background Information

The study collected the demographic data to ensure validity of respondents. Therefore, this section is organized according to; gender distribution, education level attained, marital status, years of service at MakSPH. Background information was collected because it was presumed very vital to the study since it influences the nature of participation, the opinions of respondents and presents a clear picture of the participants of the study. The information on the characteristics of the sample is illustrated in Table 4.2 on page 43, category by category

4.2.1 Gender

The researcher set out to find out the distribution of the respondents by gender at MakSPH. The results illustrated in Table 4.2 show that 38% of respondents were males and 62 (62%) were females. This may be attributed to the fact that MakSPH employees more females for administrative work than males.

4.2.2 Marital Status

The researcher requested to know the marital status of the respondents. This was intended to establish how marital status of the respondents relates to staff performance. The findings from the survey showed that respondents 34 (34%) were not yet married, 48(48%) were married, 4

(4%) were Divorced, 2(2%) were living separately, 6 (6 %) were living together and 6(6%) were widowed. The findings show that that the biggest number of administrative are unmarried, meaning that MakSPH is interested in employing unmarried administrative staff may be because they are more committed to their work unlike married ones who will be divided between their families and work.

4.2.3 Education

Respondents were asked to indicate their level of education. This was done to define the ability of respondents to raise appropriate responses that would guide this nature of investigation.

Majority respondents 48 (48%) had at least attained a degree, 30(30%) a postgraduate diploma, and 22 (22%) had a Masters degree. This reflected the relatively high level of literacy in the institution. This implied that the respondents had the ability to raise appropriate responses and able to interpret the research questions.

4.2.4 Years of service at MakSPH

Table 4.2 below indicates that many of respondents (50%) had completed between 1-2 years in service at MakSPH, then 18% of employees had been in service for more than five years followed by 16% of employees who had been there between period of three years and five and lastly 16% of employees had worked for less than a year. This implies that majority of respondents had a good background and experience about the information regarding management styles and performance of administrative staff at MakSPH.

Table 4.2 Socio-demographic characteristics of the respondents

VARIABLE		FREQUENCY	PERCENTAGE (%)
Gender	MALE	38	38.0
	FEMALE	62	62.0
LEVEL OF EDUCATION	DEGREE	48	48.0
	POST GRADUATE DIPLOMA	30	30.0
	MASTER'S DEGREE	22	22.0
MARITAL STATUS	MARRIED	48	48.0
	NOT YET MARRIED	34	34.0

	DIVORCED	4	4.0
	LIVING TOGETHER	6	6.0
	LIVING SPERATELTY	2	2.0
	WIDOWED	6	6.0
YEARS WORKED AT MAKSPH			
	LESS THAN A YEAR	16	16.0
	BETWEEN 1-2 YEARS	50	50.0
	3-5 YEARS	16	16.0
	5 YEARS AND MORE	18	18.0

Source: primary data

4.3 Empirical findings

As far as this chapter is concerned, the study presents the descriptive statistics regarding respondents' opinions on management styles and performance of administrative staff as obtained from the self-administered questionnaires and interviews of key informants and also tests hypotheses to determine the relationship between the independent variable and the dependent variable. The Findings were then analyzed, presented and interpreted according to the study objectives.

4.3.1 Autocratic Management Style and Performance of Administrative staff

The first objective of the study was to find out the effects of autocratic management style on the performance of administrative staff at MakSPH. Table 4.3, below shows the respondents' opinions on Autocratic management style and performance of administrative staff at MakSPH.

Table 4.3 Autocratic Management Style and Performance of Administrative Staff at MakSPH.

Autocratic management style and performance of administrative staff at MakSPH	Percentage responses					
	SA n(%)	A n(%)	UD n(%)	D n(%)	SD n(%)	n(%)
The administrative staff is threatened with punishments in order to get them achieve organizational objectives.	9 (9)	19(19)	12(12)	12(12)	48(48)	100(100)
Supervisors retain final say over	50(50)	27(27)	4(4)	9(9)	10(10)	100(100)

the decision making process						
Supervisors closely monitor administrative staff to ensure that they are performing	15(15)	66(66)	19(19)	0(0)	0(0)	100(100)
Supervisors do not respect suggestions made by administrative staff	57(57)	11(11)	20(20)	0(0)	12(12)	100(100)

Source: primary data. **Key: n(%) = Frequency(percentage)**

Key: SA = strongly agree, a = agree, UD = undecided, D = disagree, SD= strongly disagree

From Table 4.3, significant number of respondents, 48(48%) strongly disagreed and 12(12%) disagreed to the statement that they were threatened with punishments in order to get them achieve organizational objectives while 9(9)% and 19(19%) of the respondents strongly agreed and agreed respectively to the statement that they were threatened with punishments in order to get them achieve organizational goals and lastly, 12(12%) of the respondents were undecided.

The study findings show that majority of the administrative staff at MakSPH are not threatened with punishments. This was supported with the interview results especially where 88% of managers interviewed declined to threaten administrative staff with punishments. In fact, one of the managers suggested that, *“Positive reinforcement such as praise and tangible rewards for appropriate work behavior is more effective in directing employee behavior than threatening them with punishments for negative behavior, if the only interaction with the employees is negative, they will fear you, which can interfere with their productivity”*.

However, 9(9) % and 19(19) % of administrative staff said that they were threatened with punishments. This means that a few of the managers at MakSPH do threaten administrative staff with punishments in order to get them achieve organizational objectives. Furthermore,

from the findings it was reported that 12(12%) of respondents were undecided this could be that may be they were scared to report what their managers do to them.

According to the observation made by study, the practice of threatening employees is common in most organizations in Uganda. This can partly be due to high levels of unemployment in the country which makes managers confident since they know they can easily replace their employees in case they leave.

Furthermore, from Table 4.3 above a big number of respondents 50 (50%) strongly agreed and 27(27%) agreed to the statement that supervisors retain a final say over decision making process while a small percentage of 9(9%), 10(10%) disagreed and strongly disagreed to the statement respectively that supervisors retain a final say over decision making process. The 50(50%) and (27)27% findings were supported during interviews where by one of the senior managers confirmed that, *“most of the times we don’t involve administrative staff in decision making process in order to avoid delays that come with group decision making”*. This implies that administrative staffs at MakSPH are not involved in decision making which implies an autocratic way of management whereby one man’s word is final. However, (9)9% and (10)10% of the respondents respectively disagreed and strongly disagreed that their supervisors retain a final say over decision-making. This implies that some of the supervisors do not retain a final say over decision making implying that they respect the views of administrative staff when it comes decision-making.

A considerable number of respondents 15(15%) agreed and 66(66%) strongly agreed to statement that senior managers closely monitor administrative staff to ensure they are performing well. While 19(19%) of the respondents were undecided and none disagreed to account that they were closely monitored to ensure they are performing, the undecided

percentage could have been due to the fact that some administrators feared to show their stand in fear of losing their jobs.

The 15(15%) and 66(66%) were supported in the interview results where 70(70%) of the management staff interviewed agreed to the statement. *In fact, one of the managers mentioned that, “we have several projects running and therefore we need to closely monitor what the administrative staff is doing in order to have consolidated source of information showcasing project progress and to reveal mistakes and offer paths for learning and improvements”.* This implies that managers closely monitor administrative staff in order to have proper employee behavior and Code of Conduct compliance.

On the statement that supervisors do not respect suggestions made by administrative staff, 52(52%) of the respondents strongly agreed and 11(11%) agreed while 20(20%) were undecided and 12(12%) strongly disagreed. The 52(52%) and 11(11%) that agree with the statement are further supported by the study findings earlier which revealed that a big number of managers retain a final say on over decision making and this suggest that managers at MakSPH tend to be autocratic in most cases. Such kind of management affects the performance of administrative staff since they do not feel part of the organization because their suggestions are not respected.

However, 12(12%) were in disagreement with the statement that “supervisors do not respect suggestions made by administrative staff” as shown in the Table 4.3 above. This implies that a few managers respect suggestions made by the administrative staff at MakSPH. According to Saleemi, (2009) an autocratic leader takes all the decisions by himself without consulting his subordinates, he demands complete loyalty and unquestioned obedience from his followers.

Table 4.4 Summary of Descriptive Statistics on the effects of Autocratic Management Style on the performance of Administrative Staff at MakSPH

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Administrative staff report at work on time	Strongly agree	30	30.0	30.6	30.6
	Agree	60	60.0	61.2	91.8
	Undecided	2	2.0	2.0	93.8
	Disagree	6	6.0	6.1	100.0
	Strongly disagree	0	0	0	0
It is not necessary to come to work early.	Strongly agree	10	10.0	10.2	10.2
	Agree	10	10.0	10.2	20.4
	Undecided	2	2.0	2.0	22.4
	Disagree	24	24.0	24.5	46.9
	Strongly disagree	52	52.0	53.1	100.0
Administrators are motivated to work	Strongly agree	17	17.0	17.3	17.3
	Agree	53	53.0	54.1	71.4
	Undecided	8	8.0	8.2	79.6
	Disagree	16	16.0	16.3	95.9
	Strongly disagree	4	4	4.0	100
There is teamwork in my department.	Strongly agree	46	46.0	46.9	46.9
	Agree	48	48.0	49.0	95.9
	Undecided	4	4.0	4.1	100
	Disagree	0	0	0	0
	Strongly disagree	0	0	0	100.0

Source: Primary Data

Key: SA = strongly agree, a = agree, UD = undecided, D = disagree, SD= strongly disagree

According to the data in Table 4.4, the study discovered that 60(60%) of respondents confirmed that they report at work on time followed by the 30 (30%) of respondents that strongly agreed to report at work on time. *However, this could not be confirmed or supported because during the interviews a big number of senior management (66%) cited late coming as one cause of poor performance in their departments at MakSPH.* Therefore, the study could

not confirm if actually administrative staff at MakSPH report to work on time. The possible reason for this disparity could be that the administrative staffs were not being honest in responding to statement since it is hard for most people to report themselves when they are in wrong or those who reported coming to work on time could have said in protection of their jobs.

The study was also interested in finding out whether it was necessary to come early to work. Majority of respondents 52 (52%) strongly disagreed that it is not necessary to come early to work, *majority were heard saying that what matters is having work done on time and meeting deadlines rather than the time one reports at work or the hours someone spends in office*. The study was again interested in finding out whether administrative staff are motivated to work, most respondents 53 (53%) agreed that they are motivated to work. This view is in mountain biked with the interview results especially where 77% of senior management staff agreed to the statement, In fact, one of the senior managers mentioned that, *“we motivate our administrative staff to work by supporting them financially to go for further studies”*.

Further still the study was interested in finding out whether there was teamwork amongst administrative staff in their respective departments at MakSPH. 48(48%) of respondents agreed that there was teamwork amongst administrative staff followed by 46 (46%) that strongly agreed about the existence of team amongst administrative staff.

Hypothesis testing

To determine whether there is a significant relationship between autocratic management style and performance of administrative staff, a correlation analysis was computed, examined and

interpreted using Pearson product moment correlation coefficient method. To test the hypothesis, the researcher coded the responses of undecided, Strongly Disagree, Disagree, Agree and Strongly Agree, on a scale of 1 to 5. The responses of undecided, strongly disagreed, disagree were grouped together to mean disagree and agree and strongly agree to mean agree. The results are elaborated in Table 4.5 below.

Table 4.5 Correlations between Autocratic Management Style and Performance of Administrative staff.

		Autocratic management style	Performance
Autocratic management style	Pearson Correlation Sig. (2-tailed) N	1 100	.039 .700 98
Performance	Pearson Correlation Sig. (2-tailed) N	.039 .700 98	1 98

Source: Primary data, Correlation is significant at 0.01 level (2-tailed)

The findings in Table 4.5 above show the correlations between Autocratic management styles Performance.

Autocratic management style and performance indicate a positive relationship ($r=0.039$). This implies that there is a positive relationship between the two variables though it is the weak one, the relationship is weak because $r=0.039$ is not very close to 1. Also statistically correlation is insignificant ($P=0.700$) since it is greater than 0.05, this means that increase or decrease in one of the variable do not significantly relate to increase or decrease in the second variable.

4.3.2 Democratic Management Style and Performance of Administrative Staff at MakSPH

The study set to find the effects of democratic management style on the performance of administrative staff at MakSPH.

The findings on the objective above were obtained from questionnaires and interviews; Table 4.6 below shows the respondents' opinions on the democratic management style and performance administrative staff.

Table 4.6 Democratic Management Style and Performance of Administrative staff at MakSPH

Democratic management style and performance of administrative staff at MakSPH	Percentage responses					
	SA n(%)	A n(%)	UD n(%)	D n(%)	SD n(%)	PERCENTAGE
When there are differences in role expectations, administrative staff works with their managers to resolve the differences	12(12)	53(53)	19(19)	7(7)	9(9)	100(100)
Supervisors give feedback on the performance of administrative staff	21(21)	42(42)	17(17)	6(6)	14(14)	100(100)
We always vote whenever a major decision has to be made	6(6)	0(0)	22(22)	15(15)	57(57)	100(100)
It is easy to get support from supervisors about issues that are work related anytime.	56(56)	29(29)	10(10)	5(5)	0(0)	100(100)

Source: primary data. n(%): Frequency(percentage)

Key: SA = strongly agree, a = agree, UD = undecided, D = disagree, SD= strongly disagree

According to Table 4.6 above, a good proportion of 12(12%) and 53(53%) of respondents strongly agreed and agreed to the statement respectively that when there are differences in role

expectations, administrative staff work with their senior managers to resolve the differences. This finding was further supported in an interview “where majority of managers 99% were in agreement with the statement, In fact, one of the managers mentioned that, whenever there are misunderstandings between the administrative staff, they usually sit around the table, talk about it and try to get a solution because at the end of the day people must work together. According to my understanding differences in workplaces just seems to be a fact of life and therefore people must always sit down on a table to resolve their differences in their organizations”. This implies that administrative staff and seniors managers at MakSPH always find a way to resolve their differences whenever they arise which is a good thing as far as performance is concerned. However, 19(19%) of the respondents were undecided, 7(7%) disagreed, and 9(9%) strongly disagreed with the statement that when there are differences in role expectations, administrative staff works with their managers to resolve them. This implies that only a few of the managers at MakSPH do not pay attention to any differences that arise between them and the administrative staff and this reports that there is still an element of autocratic management style in the organization.

Furthermore, the respondents were requested to give their opinions on the statement whether supervisors give feedback to the administrative staff on their performance and majority of respondents, 21(21%) agreed and 42(42%) strongly agreed. While 17(17%) were undecided, 6(6%) and 14% disagreed strongly to the statement respectively. The 21(21%) and 42(42%) of the study findings that were in agreement with the statement that supervisors give feedback to administrative staff on their performance were supported by the interview results where a big percentage of managers interviewed mentioned that, “we conduct annual appraisals through which administrative staff are told how they have been performing”. This implies

that appraisals provide administrative staff and managers with opportunities to discuss both areas of excellence and weakness hence an indication of democratic management style, which calls for understanding and discussion between managers and employees.

More than three quarters of the respondents, 15(15%) disagreed and 57(57%) strongly disagreed to the statement that they only vote when a major decision has to be made. This implied that the administrative staff at MakSPH is not usually involved in the decision-making in the organization, which is likely to affect their performance since they do not feel like they are part of the decision-making. Also 6(6%) of the respondents agreed while 22(22%) of the respondents were undecided that they always vote whenever a major decision has to be made. This implied that maybe some administrators are given a chance to participate in the decision-making. The 22(22%) that were undecided could be that they did not understand the statement.

Furthermore, the findings in Table 4.6 show that 56(56%) of the respondents strongly agreed and 29(29%) agreed to the statement that, "*It is easy to get support from supervisors about issues that are work related at anytime*". This implied that managers at MakSPH subscribe to democratic management style. With this style of management employees are respected and given all the support they need to accomplish their work. Not forgetting, 15(15%) of the respondents disagreed with the statement that it is easy to get support from supervisors about issues that are work related.

Table 4.7 Summary of Descriptive Statistics on the effect of Democratic Management Style on the Performance of Administrative Staff at MakSPH

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Variable		Frequency	(%)	Valid Percent	Cumulative Percent
There is teamwork in my department.	Strongly agree	23	23.0	23.0	23.0
	Agree	51	51.0	51.0	74.0
	Undecided	18	18.0	18.0	92.0
	Disagree	6	6.0	6.0	98.0
	Strongly disagree	2	2	2	100
Administrators carry out assignments in timely manner	Strongly agree	0	0	0	0
	Agree	48	48.0	49.0	49.0
	Undecided	18	18.0	18.4	67.4
	Disagree	6	6.0	6.1	73.5
	Strongly disagree	26	26.0	26.5	100.0
Administrative staff prioritize work so that the most important things are done first	Strongly agree	4	4.0	4.1	4.1
	Agree	10	10.0	10.2	14.3
	Undecided	50	50.0	51.0	65.3
	Disagree	34	34.0	34.7	100.0
	Strongly disagree	0	0	0	0
I achieve the goals and objectives assigned to me	Strongly agree	46	46.0	46.9	46.9
	Agree	36	36.0	36.7	83.6
	Undecided	12	12.0	12.2	95.8
	Disagree	4	4.0	4.1	100
	Strongly disagree	0	0	0	

Source: Primary data.

Key: SA = strongly agree, A = agree, UD = undecided, D = disagree, SD= strongly disagree

Table 4.7 indicates that when the respondents were asked whether there is teamwork in their departments a good number of them, 51(51%) agreed to have teamwork in their departments and 23(23%) strongly agreed. This finding was supported in the interview where by one of the senior managers said that, *“when employing we don’t only look for folks that know how to work with others but also those that understand that not every player on the team can or will be the one to get the ball. I think that everyone in the workplace should work together to accomplish goals and the objectives of the organization”*.

Further still, when the respondents were asked if they carry out assignments in timely

manner, 48(48%) agreed that they do and 26(26%) strongly agreed while 18(18%) and 6(6%) were undecided and disagreed respectively.

The study was intended to find out if the administrative staff prioritizes work so that the most important things are done first. Still 50(50%) of the respondents agreed to the above statement, 34(34%) strongly agreed while 10(10%) and 4(4%) were undecided and disagreed respectively.

Furthermore, when the respondents were asked if they achieve goals and objectives assigned to them, majority 46(46%) and 36(36%) strongly agreed and agreed respectively while 12(12%) were undecided.

Hypothesis Testing

From the beginning the researcher set out to test the hypothesis that there is a positive effect between democratic management style and the performance of administrative at MakSPH. To test the hypothesis, the researcher coded the responses of undecided, Strongly Disagree, Disagree, Agree and Strongly Agree on a scale of 1 to 5. The responses of undecided, strongly disagree, disagree were grouped together to mean disagree, and Agree and strongly agree to mean agree. Correlation analysis was computed, examined and interpreted using Pearson product moment correlation co-efficient method. The results are elaborated in Table 4.8

Table 4.8 Showing Correlations between Democratic Management Style and Performance of Administrative Staff.

	Democratic management style	Performance
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Democratic Management style	Pearson Correlation Sig. (2-tailed) N	1 100 98	.184 .070 98
Performance	Pearson Correlation Sig. (2-tailed) N	.184 .070 98	1 98

Source: Primary data.

The findings in Table 4.8 above show the correlations between democratic management styles and Performance of administrative staff at MakSPH.

Democratic management style and performance indicate a positive relationship ($r=0.184$). This implies that there is a positive relationship between the two variables though it is a weak one, the relationship is weak because $r=(0.184)$ is not very close to 1. Also statistically correlation is significant ($P=0.070$) since it is less than 0.05, this means that increase or decrease in one of the variable do significantly relate to increase or decrease in the second variable. That is to say, change or no change of democratic management style does affect the performance of administrative at MakSPH.

4.3.3 Laissez-Faire Management Style and Performance of Administrative Staff

The third and last objective was to find out the effect of Laissez-Faire management style on the performance of administrative staff at Makerere University School of Public Health.

Table 4.9 below shows the respondent's opinions on Laissez-Faire management and performance of administrative staff.

Table 4.9 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH

Laissez – Faire Management style and performance of	Responses
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administrative staff at MakSPH						
	SA n (%)	A n (%)	UD n (%)	D n (%)	SD n (%)	N (%)
Supervisors leave decision-making up to administrative staff.	40(40)	0(0)	9(9)	9(9)	51(51)	100(100)
Supervisors interfere at any time in anything that administrative staff does?	9(9)	17(17)	9(9)	11(11)	54(54)	100(100)
My department performs with no leadership barriers	20(20)	4(4)	0(0)	53(50)	23(23)	100(100)
Managers leave all authority and power to administrative staff to resolve problems on their own	21(21)	3(3)	18(18)	58(58)	0(0)	100(100)

Source: Primary data. **Key: n (%) = Frequency (Percentage)**

Key: SA = strongly agree, a = agree, UD = undecided, D = disagree, SD= strongly disagree

From Table 4.9 above it is observed that 40(40%) of the respondents strongly agree to the statement that supervisors leave decision making up to the administrative staff, whereas 51(51%) disagree that supervisors leave decision making up to administrative. This implied that managers at MakSPH consult administrator's opinion before making decisions.

The study findings show that 9(9%) of respondents strongly agree and 17(17%) agree that supervisors interfere at any time at anything that the administrative staff does. Whereas a considerable number of respondents, 53(53%) strongly disagreed and 11(11%) disagreed with the statement that supervisors interfere at any time in anything the administrative staff does. These findings were supported in leadership and management in organizations first edition (2007) where it stated that empowered employees could be a great source of service ideas, word of mouth advertising and customer retention.

In addition, the study findings show 20(20%) of the respondents strongly agreed that their departments perform with no leadership barriers while 53(53%) disagreed and 23(23%) strongly disagreed that their departments' perform with no leadership barriers. As indicted Saleemi (2009) believes that people will perform better if they are free to make and enforce their own decisions.

From Table 4.9 it is observed that 21(21%) of respondents strongly agreed that supervisor/managers leave all authority and power to administrative staff to resolve problems on their own while 18(18%) were undecided and biggest number 53(53%) strongly disagreed that supervisor leave all authority and power to administrative staff to resolve problems on their own. According to Robbins (2003), effective managers need to know how to delegate. Delegation is the assignment of authority to another person to carry out specific duties. It allows employees to make decisions on their own.

Table 4.10 Descriptive Statistics on the effect of Laissez-Faire Management Style on the Performance of Administrative Staff

variables		Frequency	Percent	Valid Percent	Cumulative Percent
Administrative staff supports organizational goals, mission and objectives	Strongly agree	41	41.0	41.9	41.9
	Agree	41	41.0	41.9	83.8
	Undecided	16	16.0	16	100.0
	Disagree	0	0	0	100.0

	Strongly disagree	0	0	0	0
Administrative staff adhere to company attendance policy working hours	Strongly agree	22	22.0	22.4	22.4
	Agree	70	70.0	71.4	93.8
	Undecided	4	4.0	4.1	97.9
	Disagree	2	2.0	2.0	100.0
	Strongly disagree	0	0	0	0
Administrative staff complete their assignments with in established deadlines	Strongly agree	12	12.0	12.2	12.2
	Agree	66	66.0	67.3	79.5
	Undecided	16	16	16	95.5
	Disagree	4.0	4.0	4.1	100
	Strongly disagree	0	0	0	0
Employees schedule and plan the most efficient use of time.	Strongly agree	24	24.0	24.5	24.5
	Agree	38	38.0	38.8	63.3
	Undecided	28	28.0	28.6	91.9
	Disagree	8	8.0	8.1	100
	Strongly disagree	0	0	0	0

Source: Primary data

Key: SA = strongly agree, a = agree, UD = undecided, D = disagree, SD= strongly disagree

From Table 4.10 above, 41(41%) and 41(41%) of respondents agreed and strongly agreed respectively that they support organizational goals, mission and objectives while 16% of respondents were undecided. The 41(41%) of strongly agree and 41(41%) of agreed were supported in an interview where by a good percentage of the management staff 66% interviewed agreed that, *“the administrative staff tries to achieve the objectives and goals of the organization”, and this was based on the appraisals that are conducted annually.*

The study findings also indicated that 70(70%) of respondents agreed that they adhere to company attendance policy working hours, then 20(20%) of respondents also strongly agreed where as 4(4%) of respondents were undecided and 2(2%) disagreed. This finding was supported by one the respondents who said that, *she adheres to attendance policy working hours for the organization simply because she does not want to lose her job.*

The researcher was also interested in finding out whether the administrative staff completes their assignments within established deadlines. Majority of the respondents 66(66%) affirmed that they complete their assignments within the established deadlines by agreeing and 12(12%)

percentage strongly agreed. Whereas 16(16%) of respondents were undecided and 4(4%) disagreed, according to these results the researcher concluded that the administrative staff at MakSPH complete their assignments within the established deadlines.

More to report, the study was also interested in finding out if the administrative staff schedule and plan the most efficient use of time. This question was answered as follows, 38(38%) of respondents reported that they schedule and plan the most efficient use of time by agreeing, 24(24%) strongly agreed and 28(28%) and 8(8%) were undecided and disagreed respectively.

Table 4.1111 Showing Correlations between Laissez-faire Management Style and Performance of Administrative Staff

		Laissez-faire management style	Performance
Laissez-faire management style	Pearson Correlation Sig. (2-tailed) N	1 98	.327 .001 98
Performance	Pearson Correlation Sig. (2-tailed) N	.327 .001 98	1 98

Source: Primary Data.

The findings in Table 4.11 above indicate the correlations between Laissez-faire management style and performance of administrative at MakSPH.

Laissez-faire management style and performance indicate a positive relationship ($r=0.327$). This implies that there is a positive relationship between the two variables though it is a weak one because ($r=0.327$) is not very close to 1. Also statistically correlation is significant ($P=0.001$) since it is less than 0.05, this means that increase or decrease in one of the variable do significantly relate to increase or decrease in the second variable.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of findings, discussion of findings obtained in chapter four, conclusions, recommendations and limitations of the study. It is divided into five sections; findings, discussion of findings, conclusions, recommendations, and lastly limitations.

5.1 Summary of the Findings

5.1.1 Autocratic Management Style and Performance of Administrative staff.

The major findings were that majority, 60% of the staff indicated that they were never threatened with punishments in order to get them achieve organizational objectives. Whereas 28% of respondents indicated that they were threaten in order to achieve organizational objectives and 12% were undecided, the study found out that 77% of the staff indicated that supervisors retain a final say over decision-making process.

Furthermore, 81% of the respondents agreed to the statement that supervisors closely monitor the administrative staff to ensure that they are performing well. The findings are supported by McGregor (1960) who describes Theory X as a model of management style based on an assumption that employees naturally dislike work and avoid it where possible. Therefore the staff must be persuaded to work (for instance through use of financial incentives) and closely supervised, monitored in order to achieve organizational objectives.

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However, 19% of the respondent disagreed to the statement showing that some of the managers subscribe to Douglas McGregor's Theory Y, which assumes that employees naturally love to work; therefore, they don't need to be persuaded to work or closely monitored.

5.1.2 Democratic Management Style and Performance of Administrative Staff

The study found out that there existed a positive relationship between democratic management style and performance of administrative staff with the coefficient of $r= 0.184$ and statistically significant correlation of $p=0.070$.

The study also discovered that a big number of respondents (65%) reported that when there are differences in role expectations administrative staff work with their managers to resolve them. This finding was in agreement with interview results where by one of the managers said that whenever there is a misunderstanding between him and administrative staff, they sit around the table, talk about it and try to get a solution because at the end of the day they must work together. He again said that differences in the workplace just seem to be a fact of life therefore people must always come around table to resolve their differences in their organizations.

Furthermore, the study found out that 63% of respondents noted that supervisors give them feedback on their performance. The results were supported in interview finding where 99% of managers interviewed said they conduct annual appraisals through which administrators are given feedback on their performance.

Furthermore, the study found out that the majority, 72% of the respondents reported that they do not vote when a major decision has to be made at MakSPH. Lastly, 85% of respondents agreed that it is easy to get support from their supervisors about issues that are work related.

5.1.3 Laissez-Faire Management Style and Performance and Administrative Staff.

The findings of the study indicated that there existed a positive relationship between laissez-Faire management style and performance of administrative staff ($r=0.001$) and a statistically significant correlation of $p=0.001$.

The research results revealed that 51% of respondents noted that supervisors don't leave decision making up to administrative staff while 40% agreed that they supervisors leave decision making up to administrative. Furthermore, majority of respondents 76% disagreed that managers leave all authority and power to administrative staff to resolve problems on their own.

5.2 Discussion of the Findings

This section is discussed according to the objectives of the research study. It considers possible explanations for the results with various views from other scholars.

5.2.1 Autocratic Management Style and Performance of Administrative Staff at

MakSPH

The findings of the study indicate that a significant number of respondents 60% mentioned that they were never threatened with punishments in order to get them to achieve organizational goals. This finding was in agreement with the interview results, where 88% of the Senior management employees mentioned of *positive reinforcement such as praise and tangible rewards for appropriate work behavior which they thought to be more effective in directing employees other than threatening them with punishments* portraying a picture that some of managers at MakSPH do not use punishments in order to get their employees achieve organizational goals. This is in contrary to Douglas McGregor's Theory X, which says that workers have no interest in work in general, including the quality of their work. That because civilization has mitigated the challenges of nature, modern man has become lazy and soft. The job of managers is to deal with this by using "carrots and sticks." The "carrot" is usually a

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monetary incentive, such as piece-rate pay schemes. The "stick" is docked pay for poor quality or missed production targets. Only money and threats can motivate the lazy.

Also according to Wehrich and Cannice (2010: 356), "An autocratic leader commands and expects compliance, is dogmatic and lead by the ability to withhold or give rewards and punishment".

Furthermore, the study findings showed that 81% of the respondents agreed that their supervisors closely monitored them in order to ensure that they were performing well. This finding was in agreement with the research interviews where 77% of the management staff interviewed mentioned, *"that they have several projects they are running and therefore they need to closely monitor what the administrative staff is doing in order to have consolidated source of information showcasing project progress and to reveal mistakes and offer paths for learning and improvements"*. This is supported further by Taylor as cited in Morgan (1997), Taylor asserts that the work of a manager is to monitor worker performance to ensure that appropriate work procedures are followed and that appropriate results are achieved. However Jason et al (2010) suggests that put good people into jobs and give them room to run, you involve yourself in a responsible way, but not to the point where you are usurping their authority.

A good number of respondents 77 agreed that management retain a final say over decision making process and this was in agreement with the interview results were by 78% of managers interviewed mentioned that they normally don't involve administrative staff in decision making in order to avoid delays that come with group decision making. To the contrary, as cited in Nakalema (2012), Bergmann (2000) contends that subordinates input in decision-making process increases performance. Similarly, James and Connolly (2000) observe that lack

of subordinate input in decision and policymaking process hinders the achievement of organizational goals and objectives.

5.2.2 Democratic Management Style and Performance of Administrative Staff

The study found out that majority 65% of respondents agreed that when there are differences in role expectations, the administrative staff work with their managers to resolve the differences. This finding was supported in an interview where majority of managers (88%) interviewed mentioned, *“That whenever there are misunderstandings between managers and administrative staff, they sit around the table, talk about it and try to get a solution because at the end of the day people must work together”*. They went ahead to suggest that differences in workplaces just seem to be a fact of life and therefore people must always come around table to resolve their differences in their organizations. This is in corroboration with Saleemi (2009) who asserts that democratic leaders are prepared to listen to and consider the suggestions made by their subordinates.

Still the study found out that majority 63% reported that supervisors give them feedback on their performance. This was supported in the interview where by the researcher paused a question that is, *“how often do you get back to your administrative staff about their performance”*, and 99% of the managers interviewed said that, *“they conduct annual appraisals through which administrators are told how they have been performing”*.

Furthermore, 85% of respondents agree that it is easy to get support from supervisors about issues that are work related. Brown and Posner (2001) as cited in Michie and Zumtavan (2012), assert that managers who know how to learn and to use effectively their leadership, develop and support the capacity of their employees.

5.2.3 Laissez-Faire Management Style and Performance of Administrative Staff

According to the study findings, 40% of respondents strongly agree with the statement that supervisors leave decision-making up to the administrative staff. Whereas 9% were undecided, 51% disagreed with the statement, in contrary, as cited in Robbins (2003), Ricardo Semler says that employee involvement in decision-making stimulates motivation and creates a place where people want to come to work in the morning.

Majority 58% of respondents disagreed to the statement that managers leave authority and power to administrative staff to resolve problems on their own, 24% of the respondents agreed to the statement that supervisors leave decision-making up to administrative staff. However, 19% of the respondents were undecided and according to literature, it is assumed that when certain amount of autonomy is granted from the overseeing manager to the employees and lower ranking managers, unchecked discretion is given to them in dealing with disputes and other matters within their respective branch or organization. If in the case that a small dispute grows uncontrollably, it will damage the overseeing manager's reputation and the company as a whole. "<http://www.bsmr.com/tag/democratic-management-style>" this probably explains why some managers at MakSPH don not give administrative staff the authority and powers to resolve problems on their own

However, 21% of the respondents agreed to the statement that managers leave authority and power to administrative staff to resolve problems on their own which implies that some managers at MakSPH respect administrative staff and their judgment when it comes to problem solving.

The study found out that the administrative staff at MakSPH are not empowered since the majority 65% indicated that their supervisors interfere in everything they do. This is apparently in contrast with the existing literature. A case in point is by Yazdani et al (2011) who asserts that empowering employees helps them have a sense of responsibility and refer the benefits of the organization to theirs. Also according to Turney (1993), empowered employees have a

responsibility, a sense of ownership and satisfaction in accomplishments. This calls for empowerment of administrative staff at MakSPH and this can be done by giving them authority and power to resolve some of the challenges and problems they face at work.

5.3 Conclusions

The study was guided by research questions that were developed from the objectives of the study. From the responses of respondents and discussions held in the interview during the study, conclusions were made in regards to the research questions. Conclusions are arranged according to the study objectives.

5.3.1 Autocratic Management Style and Performance of Administrative Staff at MakSPH

The research question, which guided the first objective, was; to what extent does the autocratic management style affect the performance of the administration at MakSPH? Using the Pearson product moment correlation co-efficient method, it was reflected that autocratic management style and performance of administrative staff are positively related with each. However, statistically the correlation was insignificant. The results of the study imply that autocratic management style positively affects the performance of administrative staff at MakSPH. However, according to knowledge gathered in this study, democratic management style cannot work in all situations in an organization. Ssekanjako (2011) who maintains that it's rendered clear that there are agreeable scenarios permitting the use of autocracy as a management style further supports this. Such cases may include military situations, during natural disasters, crisis management such as fire fighting, lifeguard traffic control such as airport, ship among others whether situations permit or do not permit autocracy as a management style

5.3.2 Democratic Management Style and Performance of Administrative Staff at MakSPH

The second objective was guided by this research question; what is the relationship between democratic management style and the performance of administrative staff at MakSPH? Using

the Pearson product moment correlation co-efficient method, it was reflected that democratic management style and performance of administrative staff are positively related with each other. This implies that the more democratic the senior managers are that is in form of highly motivating staff, job training, decision making and giving them feedback on their performance then high levels of staff performance can be realized and low performance can be hardly heard of. From the findings obtained, the study concludes that democratic management style has positive significant correlation on the performance of administrative at MakSPH.

However, democratic management style is not much practiced at MakSPH and therefore needs to be improved.

5.3.3 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH

The third objective was guided by this research question; how does laissez-faire management style affect the performance of administrative staff at MakSPH. Using the Pearson product moment correlation co-efficient method, there was a positive relationship between laissez-faire management style and performance of administrative at MakSPH and verification of hypothesis was statistically significant at $p=0.001$.

The findings of the study reflected that laissez-faire management style contributes to the performance of administrative staff at MakSPH which implied that the more the administrative staff is left to make decisions on their own, unlimited authority and power, and shared subordinate then high levels of staff performance can be realized and low performance can be hardly heard of. Drucker (1999) who says that self-managed teams are far more productive than any other form of organization supports this. However according to the study findings such management style may not be applied in situations of crisis and it can effectively work when leading a staff of motivated, highly skilled, self-directed employees who have years of

experience. It also helps greatly if the Laissez-Faire leader provides feedback as needed. This type of leadership should not be used with unmotivated workers, employees who have problems with time management, and new graduates or novices who lack skills and experience.

5.4 Recommendations

It is essential for any organization to have in place management styles and policies that promote an environment where employees feel that they are given equal opportunities, respected and looked at as organizational assets which is important for productivity, effectiveness and sustainability of an organization. There should be management styles that promote a good working environment that will eventually encourage administrative staff to perform to their best. In the view of the above findings and conclusions, the study makes the following recommendations.

5.4.1 Autocratic Management Style and Performance of Administrative Staff at MakSPH

Basing on the findings, the study recommends that the senior managers at MakSPH should find a way of involving the administrative staff in decision-making. Bringing employees on board when making decisions about the organization's future helps to strengthen the relationship between senior managers and administrative which will eventually create trust, respect from employees and instill a sense of responsibility in the organization. This can be done by identifying all of the tasks and responsibilities an employee is expected to perform, sharing of goals and direction of the institution, providing information for decision making, delegating authority and impacting opportunities, providing frequent feedback, solving the problem and not pinpointing the problem to staff, listening and asking questions to provide guidance.

The study recommends that senior managers at MakSPH should try to consider the suggestions made by employees since this very important in promoting motivation among administrative staff, and once an organization has motivated staff, performance is likely to improve.

5.4.2 Democratic Management Style and Performance of Administrative Staff at MakSPH

The management of Makerere University School of Public Health should give employees training and development programs on management styles and principles. The different management style adopted by managers of Makerere University School of Public Health should be documented and made available on both soft and hard copy.

There have been claims that the nature of employees' relationship with the senior managers determines how long the employees remain with the organization and how productive they are within the organization. Therefore, the administration at Makerere University School of Public Health should try to build a good relationship between the administrative staff and the senior managers. This can be achieved for example through allowing staff to vote whenever a major decision has to be passed, for example allowing them to vote for the best employee of the year instead of the senior managers choosing one and allowing them to choose their leaders for example administrator's representatives.

5.4.3 Laissez-faire Management Style and Performance of Administrative Staff at MakSPH

Basing on study findings, 51% of the respondents mentioned that senior managers do not give them authority and power to resolve problems on their own specifically problems that are work related. This is not good for any organization; Therefore Managers at Makerere University should empower their administration for example through delegation.

Finally, this study recommends that senior managers at Makerere University School of Public Health should direct all attention and energy to achieving organizational and subordinates goals and objectives. This way subordinates are motivated to work harder thus improving their performance.

5.5 Areas for Further Research

There are many factors that affect performance of the administrative staff at MakSPH, but this study focused only on Management styles (Autocratic management style, Democratic management style and Laissez- Faire management style). Therefore, other studies need to look at other factors that affect performance of the administrative staff at MakSPH, and other organizations in the country, and in the world at large. For example; poor working environment, lack of motivation and lack of certainty about the job.

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APPENDIX I: QUESTIONNAIRE

GENERAL INFORMATION AND BACKGROUND OF RESPONDENTS

Section I: Instructions

Kindly Tick or Encircle as you deem most appropriate

1. Sex
 - 1=Male
 - 2=Female

2. Age of the respondent in complete years
 - 1= 18----30
 - 2= 30----40
 - 3= 40----50
 - 4= 50----60

3. What is your highest educational qualification
 - 1= Certificate
 - 2= Degree
 - 3= Post Graduate Diploma
 - 4= Master's Degree
 - 5= Doctoral Degree

4. Marital status
 - 1= Married
 - 2= Not yet married
 - 3= Divorced
 - 4= Living together
 - 5= Living separately
 - 6= Widowed

5. Your current department/unit.....

6. How long have you worked with MakSPH?.....
 - 1= Lessthan1year
 - 2= between1-2year
 - 3= 3-5years
 - 4= 5yearsandmore

Section II: Management Styles

In the following section use the ratings provided to tick or circle a number that describe your opinions or feeling.

SCALE	5	4	3	2	1
	Strongly agree	Agree	Undecided	Disagree	Strongly agree

AUTOCRATIC MANAGEMENT STYLE

NO		5	4	3	2	1
1	Administrative staff is threatened with punishment in order to get them to achieve Organizational Objectives.					
2	Supervisors retain a final say over the decision making process.					
3	Supervisors closely monitor administrative staff to ensure they are performing well					
4	Supervisors do not consider suggestions made by administrative staff					

DEMOCRATIC MANAGEMENT STYLE

1	When there are differences in role expectations, administrative staff works with their managers to resolve the differences.					
2	Supervisors give feedback on performance					
3	We always vote whenever a major decision has to be made					
4	It is easy to get support from supervisors about issues that are work related anytime					

LAISSEZ – FAIRE MANAGEMENT STYLE

1		5	4	3	2	1
1	Supervisors leave decision making up to administrative staff employees					
2	Do you think Supervisor interfere at any time in anything that administrative staff do.					
3	My department performs with no leadership barriers					
4	Supervisors leave all the authority and power to administrative Staff to resolve problems on their own.					

Section III: Performance of Administrators

Statements	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Autocratic Management Style					
1. Administrative staff report at work on time	1	2	3	4	5
2. It is not necessary to come early to work	1	2	3	4	5
3. Administrators are motivated to work	1	2	3	4	5
4. I accept responsibility for my mistakes	1	2	3	4	5
Democratic Management Style					
5. Seek advice and consider divergent opinions.	1	2	3	4	5
6. Administrators implement appropriate strategies to achieve objectives.	1	2	3	4	5
7. Administrators carry out assignments in timely manner.	1	2	3	4	5
8. Some of the employees prioritize work so that the most important things are done first	1	2	3	4	5
9. I achieve the goals and objectives assigned to me	1	2	3	4	5
Laissez – Faire Management Style					
10. Administrative staffs support organizational goals, mission and objectives.	1	2	3	4	5
11. Administrative staff adhere to company attendance policy working hours	1	2	3	4	5
12. Do administrative staff complete their assignments with in established deadlines	1	2	3	4	5
13. Employees schedule and plan the most efficient use of time.	1	2	3	4	5

APPENDIX II: INTERVIEW GUIDE FOR MANAGEMENT EMPLOYEES

- 1) What do you think could be the causes of poor performance?
- 2) How are administrative staffs motivated to work?
- 3) Does administrative staff always vote whenever a major decision has to be taken?
- 4) How are major decisions passed in your department?
- 5) Do you consider suggestions made by administrative staff and why?
- 6) To what extent is administrative staff involved in decision-making and how are their suggestions useful to your department?
- 7) Does your supervisor allow employees to determine what to do and how to do it?
- 8) How well do you share your leadership powers and why?
- 9) How do you solve differences in your organization?
- 10) How do you deal with differences in role expectation at work?

APPENDIX III: UMI PERMISSION LETTER

APPENDIX IV: MASKPH PERMISSION LETTER