

Management Styles and Employee Performance of Local Governments in Uganda: A Case of the Mitooma District Local Government

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ABSTRACT: This study sought to establish the influence of management styles and employee performance of local governments in Uganda particularly Mitooma district local government. The objectives of the study were to determine the influence of autocratic management style on employee performance; to determine the influence of democratic management style on employee performance and to determine bureaucratic management style on employee performance in Mitooma Local Governments. The study adopted a cross-sectional survey research design. Data were collected from 84 respondents using a self-administered questionnaire and an interview guide. Data were analysed using descriptive and inferential statistics for quantitative data, and content analysis for qualitative data. The study found and concluded that there is positive significant relationship between autocratic management style and employee performance. The results also concluded that there is statistical significant relationship between democratic management style and employee performance. The results also concluded that there is a positive significant relationship between bureaucratic management style and employee performance. Therefore, the study recommended that managers should not practice autocratic management style in order to maximize employee input in the decision making of the organization and should not keep the decision making centralized, this could improve the performance of the employees and make them stay longer and not run away from the organization. The study also recommended that leaders should develop democratic leadership style in the Mitooma DLG because democratic leadership style employees get power to participate decision making process in the organization which results more performance, democratic leadership style transfers power away from the leader to followers. The managers should pay more attention to employee to that the relationship between manager and subordinates, who could give each other satisfy of coordination and improve their performance

Keywords -Employee performance, management styles, Mitooma district, Uganda.

I. INTRODUCTION

This study examined the influence of management styles on employee performance of Mitooma Local Government. Management styles in this study were conceived as the independent variables while performance was the dependent variable. Management styles were measured in form of autocratic, democratic and bureaucratic management styles (Johnson & Hackman, 2018) which are assumed to be applied by managers of Local Governments. Performance was measured in form of efficiency, quality work, improved productivity and timeliness of services (Madinah, Boerhannoeddin & Ariffin, 2015).

In addition to the introduction, this chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, hypotheses, scope of the study, significance of the study, justification and definition of operational terms and concepts.

II. BACKGROUND

Globally, there seems to be a performance crisis in the public service, as there is need to produce more for less. This economic problem that strikes through poor, developing and developed countries alike has raised

the appetite for efficiency, hence the need for evaluation mechanisms to help assess the performance of government institutions or programmes that are quite inadequate (Madinah, Boerhannoeddin & Ariffin, 2015). In the recent past, management has emerged in strong terms as a new effective approach for managing employees and the organization at large since the publication of Gerber's (1996). Managers and management practice have been in existence since the onset of mankind. Man is a complex social being that can be simplistically categorized into two groups namely managers and followers. The successes recorded by most human endeavors can be attributed to management quality (Matira & Awolusi, 2020). Over the years, various scholars have studied the concept of management with the aim of understanding and improving the inherent benefits of effective management; these studies have given rise to several definitions of management (Blazi & Awolusi, 2020; Matira & Awolusi, 2020; Mukonga & Awolusi, 2019; Olatunji & Awolusi, 2019). One of the most popular definitions of management states that "management is the art of getting things done through people". While there are several and sometimes conflicting theories on management, what is immutable is that managers inspire their followers and direct their actions towards the attainment of a set goal. The practice of management has evolved considerably over time and the need for managers and management has witnessed a significant upswing over the years. Historically, managers were simplistically selected based on lineage, wealth or by exhibiting distinguishing acts of valour. It was believed at that time that such individuals possessed innate talents and attributes that set them apart from others and conferred upon them the right to be managers. This natural management selection process was the premise of the Great man theory (Matira & Awolusi, 2020).

In South Africa, recent developments in the way employees are managed have brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet, Iwu & Allen-Lle, 2014). At a time when employees in other parts of the world are regarded as the main source of competitive advantage, South Africa is still enmeshed in a labour crisis typified by industrial actions. In Kenya, most companies have started adopting the use of the BSC (Balanced Score Card) as a way of improving employee performance (Malinga, 2004). This has improved the overall performance of such companies as employees are given feedback about their levels of performance and they improve on their areas of weaknesses. In Ethiopia, there is growing interest in the use of the Balanced Score Card in more firms with support from government as such practice motivates employees to work hard and improve their performance of tasks (Tessema et al., 2006).

In Uganda, public institutions have faced significant employee performance challenges during recent years (Kagaari & George, 2013). These institutions have found themselves in an increasingly competitive environment whereby competent personnel join Non-governmental organisations (Ibid). This poses the need for effective management styles if these entities are to deliver services in an effective manner.

Mitooma district was inaugurated in July 2010 having been carved out of former greater Bushenyi district (Mitooma DLG Abstract, 2019). It is comprised of 12 sub-counties and two town councils with a council of 27 councilors representing different electoral areas. Its vision is a population with high standard of living sustainably harnessing the natural resources. The district's mission statement is to provide quality services through a coordinated delivery system, focusing on the national and local priorities for sustainable development (District Workplan, 2017/2018). The technical staff is headed by the Chief Administrative officer and under him are 9 heads of department and other staff. The district recruits competent staff in accordance with the job descriptions and specifications for jobs in local governments. Staff make performance plans at the beginning of each assessment period, carry regular performance monitoring and are appraised according to available individual files in the registry (Office of the Auditor General Annual Report, 2019; Ministry of Public Service, 2017 and Local Council Meeting Report, 2019).

Despite the above interventions in the performance management process to enhance employee effectiveness, Mitooma District Local Government was found out to be performing poorly on meeting deadlines, failure to achieve planned targets and inaccurate accountabilities (Technical planning committee meeting, 2019). There is persistent late coming and absenteeism according to council minutes dated 07/11/2019 (Local Council Meeting Report, 2019; Sectoral Committee meeting 2019; and Council Meeting 2019). The district would not attain both national and Local Government goals and effective service delivery would not be ascertained.

III. STATEMENT OF THE PROBLEM

Employees are major assets of any organization. They are the 'vehicles' through which organizational success is achieved and as a result, their active role in performance management process cannot be underestimated (Pulakos, 2004; Denisi & Murphy, 2017). Many organizations use management styles as a means of enhancing performance of their employees against the objectives of the organization. Mitooma district recruits competent staff in

accordance with the job descriptions and specifications for jobs in local governments. Staff make performance plans at the beginning of each assessment period, carry regular performance monitoring, are appraised, are paid in time and being periodically trained according to available individual files in the registry

(Office of the Auditor General Annual Report, 2019; Ministry of Public Service, 2017 and Local Council Meeting Report, 2019).

Despite the above interventions in the performance management process to enhance employee effectiveness, the Local Government Performance Assessment Report(2019) indicates that employees in Mitooma District Local Government are performing poorly on meeting deadlines, failing to achieve planned targets and inaccurate accountabilities. The Chief Administrative Officer is reported blaming staff for the same inefficiencies leading to a lot of audit queries as results of poor management styles (Technical Planning Committee Meeting, 2019). If this problem is not addressed, the district would not attain both national and Local Government goals and employee effectiveness in service delivery would remain a dream. Consequently, government would continue losing credibility giving the opposition an advantage to overrun the ruling government, increased insurgence and state collapse

Purpose of the study

To determine the influence of management style on employee performance in Mitooma Local Governments

IV. LITERATURE REVIEW

Autocratic management style on employee performance

Swarup (2013) argued that autocratic management style is a classified management style. It's a style of management where a manager is the most powerful entity and it is the primary decision maker (Gordon, 2013). This style of management is based on the traditional premise that managers are good managers who direct and control their people. Autocratic management style should be adapted to the characteristics of the manager, the subordinate, and the nature of the situation (Mullins, 2007).

Globally, Wang and Guan (2018) suggest that the effects of authoritarian leadership on employees in China that depend on certain conditions and, thus, may influence the relationship between authoritarian leadership and performance. Literature concerning the relationship between mistreatment and employees' response find that employees are less likely to respond to perceived mistreatment with deviant behavior when their power status is lower than that of the offender or when they depend more on the perpetrator (Aquino et al., 2001; Tepper et al., 2009).

Mullins (2007) described autocratic management is appropriate to get the best results during crisis. The attention which given by employee to management is based on the assumption that subordinates are more likely to work effectively for managers who adopt a certain style of management (Mullins, 2007). Dubrin, Dalglish and Miller (2006) argued that autocratic manager emphasis and considered as a task oriented, and focus on tasks accomplishment. The autocratic manager monitors and exercises powers with little trust or confidence on the followers (DurBrin et al., 2006). Due to this attitude, followers in the system fear and mistrust their manager (Jooste & Fourie, 2009). As autocratic managers are appropriated in a crisis, difficult and complex situations or situation where quick decision are required to make, autocratic managers become more effective (Jooste & Fourie, 2009). Autocratic management is demonstrated as a controlling, directing, or coercive manager, who seldom takes decisions basing on input from their subordinates (Bass, 1990). Similarly, with McClelland (1975) autocratic management is based on personal dominance and authoritarian behavior that serves the self-interest of the manager, is self-aggrandizing and exploitative of others. The decision is made without any form of consultation and works when there is no need for input on the decision. They make plans of each milestone and their followers are bound to work or follow the rules (Maxwell, 2015). In short, the autocratic manager has full control of those around him and believes to have the complete authority to treat them as he wants. This is useful when immediate and quick decision and performance is required. Dawson (2002) stated that the autocratic style may show great results in a short time period. Similarly Koontz et al (1978) argued that autocratic management is only useful with, such as "situation of emergency" and "in case where homogenous work force is involved" and where the manager is wise, just and has considerable understanding of the followers.

In Africa, Chukwusa (2018) carried out a studies on management styles and employee work performance in a survey of selected small scale enterprises in Ikosi-ketu council development area of Lagos state, Nigeria and concluded that democratic management style was more appropriate in inducing performance in small scale enterprises, as well as transactional style than transformational management style and therefore, recommended transactional management style for the small enterprises. In a similar vein, Akpoviro, Kadiri and Owotutu (2018) examine the influence of management styles on subordinates' performance in Nigerian libraries by making use of a survey method, and find out that, there is a high link between democratic style of management and the commitment of subordinate, they concluded by saying there is a cordial relationship in the mode of subordinate to have high sense of belonging and efficient at work.

Autocratic managers allow for only a minimal team participation in the decision making process and sometimes even ignore the opinions of their subordinates (Purwanto et al., 2019). Autocratic managers centralize power and decision making in them. They structure the complete work situation for their employees, who expected to do what they are told. The managers take full authority and assume full responsibility .autocratic management

typically is negative, based on threats and punishment, but can be positive. Some advantages of autocratic management are that it is often satisfying for the manager, permits quick decisions, and allows the use of less competent subordinates, and provided security and structure for employees. The main disadvantage is that most employees dislike it, especially if it is extreme for the point of creating fear and frustration (Dyczkowska&Dyczkowski, 2018).

Authoritarian managers provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the manager and the followers. Authoritarian managers make decisions independently with little or no input from the rest of the group (Imhangebe, Okecha&Obozuwa, 2019).

Rehman et al. (2018) found that decision-making was less creative under authoritarian management. They also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian management is best applied to situations where there is little time for group decision-making or where the manager is the most knowledgeable member of the group.

According to Akpoviro, Kadiri and Owotutu (2018); authoritarian management is one of the least desirable when it comes to building trusting relationships and making friends. In a system of autocratic management, one person has control over all of the workers or followers. The manager is in complete control and no one is permitted to make any suggestions or offer any opinions, no matter how it may benefit the group. When it comes to leading a group in school or in a group project, you will find that autocratic management can make you very unpopular. If communication and trust are important, you don't want to lean too far toward autocratic management.

This form of management is effective when absolute control is needed over a group. Have you ever worked on a group project that fell flat. That happens when no strong manager is present and benefits of Autocratic Management Group projects require strong management. Unfortunately, that often means that some group members procrastinate and wait for others to do the work. In the end, the project suffers (Mohiuddin, 2017).

Democratic management style on employee performance

The Democratic Manager acts to value inputs and commitment via participation, listening to both the bad and the good news (Lewin et al, 1939). Smith (1998) undertook the two faces of Adam Smith in Southern economic journal and asserted that the democratic managers have a good relationship with the employee results the effectiveness will and high employee performance. Anderson (1991) also described that democratic managers as one who shares decision making with the other members and therefore, democratic management is connected with higher morale. He denied that democratic management is associated with low productivity and high morale and that authoritarian management is associated with high productivity and low morale. Daft (2014) undertook the leadership experience in Germany and argued that democratic manager delegates authority to others to encourages to make employee own decisions and mostly relies on subordinates' knowledge to complete the task. The group members have a greater to say in decision-making, determination of policy, implementation of systems and procedures. Under democratic management, the superiors allow the subordinates to use their abilities to initiative and make contributions (Anderson, 1991). The managers also offer support to the subordinates in accomplishing tasks (Igbaekemen&Odivwri, 2015).

Iqbal et al. (2015) conducted the effect of leadership style on employee performance in Arabian Journal of Business and Management Review and asserted that managers' enable employees to make suggestions and recommendations on major issues and give subordinates full control and responsibility for those tasks, encourage subordinates to become good managers and involved in management and employee development. This style provides confidence to employees who will help them for meeting deadlines, and departmental goals, to provide efficient team inputs.

Velu et al. (2017) studied Effect of Leadership, Work Motivation and Work Satisfaction on Performance of Employees of Education and Culture Department in Padang Pariaman and narrated that democratic management involves working with a group to make sure they make decisions fairly and sensibly. It involves intervention to ensure that everybody has a say and that decisions do get made. The typical image of democratic management involves a group sitting in a circle, having a discussion and having a vote. The advantages of a democratic management include that everybody gets a say, it transfers power away from the manager to those they are working with, and it gives a feeling of power and control which in turn motivates and develops team members. The disadvantages include the intervention necessary - which can be the wrong thing to do, and the slightly overused techniques that can turn some team members off (Fiaz et al., 2017). The democratic management style is a very open and friendly style of running a team. Ideas move freely amongst the group and are discussed openly. Everyone is given a seat at the table, and discussion is relatively free-flowing.

The democratic management style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic manager must also be able to communicate that decision back to the group to bring unity the plan is chosen. When situations change frequently, democratic management offers a great deal of flexibility to adapt to better ways of doing things. Unfortunately, it is also somewhat slow to make a decision in this structure, so while it may embrace newer and better methods; it might not do so very quickly (NawoseIng'ollan&Roussel, 2017).

In Africa, Jooste and Fourie (2009) undertook the role of strategic leadership in effective strategy implementation in Perceptions of South African strategic leaders and argued that democratic management leads to improve productivity and job satisfaction. Democratic Management style is one of the most effective management style that leads to higher productivity, better contributions from group members, and increased group morale (Anderson, 1991).

Democratic management style can bring the best out of an experienced and professional team. It capitalizes on their skills and talents by letting them share their views, rather than simply expecting them to conform. If a decision is very complex and broad, it is important to have the different areas of expertise represented and contributing input this is where democratic manager shines (Chukwusa, 2018).

Bureaucratic management style on employee performance

Managers who adopt the laissez-faire management style exercise little control over the followers and let the followers have the freedom to carry out their assigned tasks without direct supervision (Wu &Shiu, 2009). Laissez-faire management style, manager never intervene the administrative processes and gives limitless freedom to the followers (Karip, 1998).

Wu and Shiu (2009) argued that this type of managers have little control over the employee, and enable employees to carry out their assigned tasks without direct supervision. Tarsik, Kassim and Nasharudin (2014) found that laissez-faire management style provides little or no direction and gives employees as much freedom as possible. Base on Cole (2005) laissez-faire manager seldom involved in work. Mullin (2007) also argued that laissez-faire manager consciously makes decision to pass the focus power to subordinates, and allow them has freedom of action "*do as you think*". Jooste and Fourie (2009) design this management as permissive management which is based on the premise that followers are ambitious, creative, responsible and accept and achieve the goal together with organization Robbins and Davidhizar (2007) also argued that laissez-fair style is an "*abdicates responsibilities, avoid making decision*".

Alghazo and Al-Anazi (2016) found that laisses-faire managers make decision very slowly and there can be a great deal of "*buck passing*". As a result, the task may not be undertaken and conditionally become chaotic. Alghazo and Al-Anazi (2016) found that that there is a weak but significant and negative correlation between laissez-faire management behavior and normative commitment. Kadiyono et al. (2020) indicates that laisses-fair is not an important style that boosts the motivation level of workers as compare to other management styles.

Nwakoby et al (2019) contended that bureaucracy may affect the economy negatively. They assert considered the bureaucracy as a hindrance to coping up with the dynamic environment which is fast-moving because it does not respond to external stimuli coming from the environment. Bureaucratic management is accused to be the source of the slowness of technological development because it curtails freedom and creativity, and individual autonomy. Thus, bureaucratic management is not a perfect system to be adopted in any context. On one hand, it may contribute to efficiency and productivity but on the other hand, it does not make the employee happy and satisfied because of loss of freedom, autonomy, and creativity.

Saluy et al. (2019) studied find out the effect of a bureaucratic environment on the employees' workplace well-being which includes autonomy need, competence need, and relatedness need. Bureaucratic management has been criticized for its emphasis on rules and compliance to the rules and therefore affects freedom and autonomy or well-being. Bureaucratic management relies heavily on rules and procedures to ensure efficiency and often time these rules and procedures are seldom changed or revised (CEoPedia, 2019). In its development, bureaucracy is not just being applied to manage the public organizations but it is also applied to any large private organization (Howard, 2012).

Bureaucratic management style focuses on human needs and values, however, it does not abandon a bureaucratic management style in pursuing efficiency and productivity but balances it with a humanistic approach to management practices. Its principle and practices rest on the idea that human being is the centre of management and human beings are not the means toward the ends but are the ends themselves (Pirson, 2017). Organizational citizenship behaviour encompasses positive behaviours that employees are doing toward their organization and other people or co-employees. Employees become not only committed to their work but they go the extra mile beyond the job description to help the organization and to help other employees (Thiruvankadam&Durairaj, 2017).

V. METHODOLOGY

Research design

A cross-sectional survey research design employing both qualitative and quantitative approaches will be used. This is where the investigator measures the outcome and the exposures in the study participants at the same time (Setia, 2016). This study used a cross-sectional survey research design as it facilitates in observing what is happening and data is gathered from a cross section of respondents at a single point in time (Sekaran, 2003). Cross-sectional research design is adopted because it helps the researcher gather data from a sample of a wider population at a particular time and use such data to make inference about the wider population (Creswell, 2013). The design also aids in locating an overall picture as it stands at the time of the study and allows the study to look at various characteristics of the subjects under study at once like age, income gender (Kumar, 2014; Cherry, 2018). Quantitative approach was used to obtain the magnitude of the relationship between the variables while Qualitative approach was used to supplement quantitative approach in obtaining opinions, perception and understanding of supervisors (Heads of Departments and CAO) and how they influence performance of employees (Creswell, 2013). Thus the design was applied in selecting departmental staff members, heads of department and CAO and ensure data is collected at one point in time.

Study Population

The study concentrated on Mitooma district Local government. The total target population for this study was 87 based staff comprised Administration and Management, Finance, Production, Health, Education, Natural Resources, Works, Commerce and Community Based Services, and 1 Chief Administrative officer as well as departmental staff members. These are staff work with Mitooma Local Government (Human resource Manual, 2022).

Sample Size

Sample size of respondents was determined by using Krejcie and Morgan tables (1970).

Table 1: Sample Size Determination

Population Category	Population Size	Sample Size	Sampling Technique
Chief Administrative Officer	1	1	Purposive
Head of department	9	9	Purposive
Administration and Management	18	17	Simple random
Finance	9	9	Simple random
Production	12	11	Simple random
Health	7	7	Simple random
Education	6	6	Simple random
Natural Resources Management	5	5	Simple random
Works	13	12	Simple random
Commercial officers	2	2	Simple random
Community Based Services	5	5	Simple random
Total	87	84	

Source: *Mitooma District Local Government employee Data Base (2019)*

Sampling Techniques and Procedure

The researcher used simple random and purposive sampling techniques.

Simple Sampling Technique

Simple random sampling was used to select 74 departmental staff members who are expected to participate in the study in order to reduce bias. This was used because respondents were selected in such a way that every person in the population has the same probability of being selected for the study, and the selection of the individual does not affect selection of any other individual (Creswell, 2014).

Purposive Sampling

It was used to select key informants including Chief Administrative Officer and nine heads of department because of their significant roles and strategic management position warranting them to have information that will be very important to this study (Creswell, 2011). It enables the researcher to identify and select individuals or groups of individuals that are proficient and well-informed with phenomena of interest. In addition, it helps identify those respondents with ability to communicate experiences and opinion in an articulate, expressive, and reflective manner (Sekaran & Bougie, 2016; Etikan, et al, 2016).

Data Collection Methods

Both Questionnaire survey and Interview methods will be used for data collection.

Questionnaire Survey

The method used questionnaires to enable departmental staff members to answer questions without bias (Neuman, 2011), many respondents can be covered in a short time (Kothari, 2014), is a less costly tool and offers greater assurance of secrecy in cases of sensitive information (Sarlis, 2014). In this method a questionnaire as an instrument was used to obtain data from Mitooma District Local Government staff members

Interview Method

Oral interviews were administered in order to get direct data from key informants such as Principal Heads of departments and chairman Local Council V. The interviews comprised of a set of oral questions from which a researcher collected the information through direct interface with the respondents (Kenneth & Bruce, 2007). According to Kothari (2014), interview method was mostly useful for getting the narrative behind a participant's experiences. The method was used to obtain data from key informants because they play significant roles and are therefore deemed to have enough information for the study.

Data Collection Instruments

Questionnaire and interview guide were used as main tools for collecting data as guided by the nature of data to be collected.

Questionnaire

Structured self-administered questionnaire with closed-ended questions were utilized to gather quantitative data from departmental staff as it allows them to provide independent opinions without fear, as their identity will not be indicated on the questionnaire. It also aids the researcher to code information easily for subsequent analysis hence reducing the error gap and closed-ended questions are easier to analyze since they are in an instant usable (Mugenda & Mugenda, 2003). The respondents got time and chance to answer questions at their own convenience and cover a wide scope of the research questions (Kothari, 2014).

Interview Guide

Interview guide was used for Principal Heads of departments and chairman LCV. This was applied in face-to-face encounters which involve obtaining direct information (Creswell, 2009). Interviews were used because they have the benefit of ensuring probing for more information, clarification, and capturing facial expressions of the interviewees (Amin, 2005) and enables the interviewee to reveal his/her viewpoint as observed. This specifically allowed the researcher to obtain information that could not be directly observed, gain control over a line of questions and obtain historical information (Oso & Onen, 2016). The interview guide was used to interview 9 heads of department and 1 CAO.

Data Analysis

Both quantitative and qualitative data collection techniques were used for data analysis.

Quantitative Data Analysis

The researcher analyzed the background variables using frequency tables, bar graphs, percentages and pie charts using SPSS version 25. Descriptive statistics were used to provide numerical and graphical procedures to recapitulate a collection of data in a clear and logical way. Numerical approach helped to compute mean and standard deviation while graphical approach will aid in identifying patterns in the data.

Pearson correlation coefficient was used to determine the influence of management styles on employee performance. Normality of data and the interval scale upon which both independent and dependent variables in the questionnaire were measured (Sarantakos, 2013). Multiple regression analysis will be applied to test the three hypotheses, aggregates them together and determines their contribution to the dependent variable (Punch, 2005; Neuman, 2011; Babbie, 2007; Sarantakos, 2013).

Qualitative data analysis

Thematic analysis technique was employed to analyze qualitative data using atlas-ti by focusing on themes identified by means of coding (Popping, 2000) cited from Sarantakos (2013). The technique utilizes an inductive approach, whereby themes emerge from the data and were not pre-constructed by the researcher (Punch, 2005). While analyzing qualitative data, summaries were made in relation to different themes to know whether the different variables/themes are related or not. Thematic analysis is important for grouping and summarizing data for easy coding, presentation and analysis (O'Connor & Gibson, 2003).

VI. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The influence of employee performance in Mitooma DLG

This section discusses issues pertaining employee performance on a five-point Likert scale was used to quantify respondents' views on market orientation drivers. The scale used Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1). The mean was based on the item measured on a five-point Likert scale indicating the degree to which market orientation drivers affect innovation on each item. Thus any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3.00 shows that respondents were not sure and any mean below 3 indicates that disagreement of the respondents. Table 4.4 below presents evidence on employee performance in Mitooma DLG.

Table 4.4: Employee performance

Statement	SD	D	N	A	SA	M
I always report at work in time	7 (11.1%)	10 (15.9%)	4 (6.3%)	19 (30.2%)	23 (36.5%)	4.35
I am motivated to work	19 (30.2%)	18 (28.6%)	5 (7.9%)	11 (17.5%)	10 (15.9%)	2.13
My colleagues encourage me to perform	10 (15.9%)	14 (22.2%)	–	17 (26.9%)	22 (34.9%)	3.67
There is team work in my department	14 (22.2%)	16 (25.4%)	9 (14.3%)	13 (20.6%)	11 (17.5%)	2.34
My supervisor is a team player	21 (33.3%)	18 (28.5%)	5 (7.9%)	10 (15.9%)	9 (14.3%)	2.12
I am given the needed support by my supervisor to meet my duties.	24 (38.1%)	19 (30.2%)	–	11 (17.5%)	9 (14.3%)	1.98
My performance is accessed daily by my supervisor	19 (30.2%)	20 (31.7%)	7 (11.1%)	10 (15.9%)	7 (11.1%)	1.34
I am comfortable with my supervisor's management styles	23 (36.5%)	19 (30.2%)	3 (4.7%)	7 (11.1%)	11 (11.1%)	1.32

Source: Field data (2022)

The results in Table 4.4 shows that 7 (11.1%) strongly disagreed, 10 (15.9%) disagreed, 4 (6.3%) were un decided, 19 (30.2%) agreed and 23 (36.5%) strongly agreed that employee always report at work in time. This implies that the majority (66.7%) of the respondents with mean of 4.35 agreed with the findings. It was noted by Key Interview D that workers are self-driven because they don't abscond from their duties and come in time, each one is allocated to respective sections using daily and monthly time table, they always call or inform me whenever they get challenges. We always encourage and support them to have the sense of responsibility and advise those who are stubborn on their daily duties as well as timely reporting.

It was noted that that 19 (30.2%) strongly disagreed, 18 (28.6%) disagreed, 5 (7.9%) were un decided, 11 (17.5%) agreed and 10 (15.9%) strongly agreed that employees are motivated to work. This shows that majority (58.8%) of the respondents with mean of 2.13 are not motivated to work. It was also shown in the interviews that some workers are not motivated because their salary scale depends on the position and qualification levels.

It was noted by **Respondent B** that;

There are instances where workers with same qualification are on different salary scale but this depends on the qualification you had before joining the system/pay roll for example there are some workers who went for further studies (masters and bachelors) but are still on U5 (diploma level) and U7 (Certificate level), some are on U4 and hold Master's degrees [hahhaahaaha]. This is normal because an employee is paid according to the position, he/she holds but not according to the qualification he holds. All in all, salary scale is majorly determined by the job title an employee holds and the person and job specifications as spelt out in the Local Governments Job Descriptions and Person Specifications 2011 and 2017.

By implication, salary of the workers depends on the scale, position as well as qualifications as guided by Local Government job descriptions though employee find it difficult to be convinced.

The results in Table 4.4 also showed that 10 (15.9%) strongly disagreed, 14 (22.2%) disagreed, 17 (26.9%) agreed and 22 (34.9%) strongly agreed that colleagues encourage others to perform. By implication, majority (61.8%) of the respondents agreed with the statement.

It was also found out in the results presented in Table 4.4 that 14 (22.2%) strongly disagreed, 16 (25.4%) disagreed, 9 (14.3%) were un decided, 13 (20.6%) agreed and 11 (17.5%) strongly agreed that there is team work in employee's department. The mean of 2.35 show that 47.6% (majority) of respondents disagreed with the statement.

Key informant D mal aged 52 pointed out that;

For the time I have been here, i have worked with a good team which is cooperative and productive in terms of numbers, our performance is determined by the data for instance in health department we gauge our-selves from the lead table pinned on the notice boards, in maternity section, we are supposed to deliver 200 mothers per month as our target but the number of deliveries shoot up to 276 because of team work and discipline.

With regards to whether supervisor is a team player, it was found out that 21 (33.3%) strongly disagreed, 18 (28.5%) disagreed, 5 (7.9%) were un decided, 10 (15.9%) agreed and 9 (14.3%) strongly agreed. By implication the majority (61.8%) of the respondents disagreed with the mean of 2.12.

It was noted that 19 (30.2%) strongly disagreed, 20 (31.7%) disagreed, 7 (11.1%) were un decided, 10 (15.9%) agreed and 7 (11.1%) strongly agreed that performance is accessed daily by supervisors. This indicates that majority (61.9%) of the respondents disagreed with the statement. One of the key participants C aged 45 was asked whether performance is assessed daily by supervisors had this to say;

Heads of departments sit with their subordinate staff in appraisal meetings and agree on scores, performance gaps and submit the filled appraisal forms the responsible officer for final comment but not on daily basis. This is the Open appraisal system involves supervisor subordinate conversation, agreeing on scores and identifying and appreciating employee strength and weakness as well as identifying capacity gaps for future performance improvement.

Findings indicated that the majority of the respondents agreed with the statement that supervisors assess workers in an appraisal meeting. The implication is that the results obtained from performance appraisal are in most cases a true reflection of the employee effort. Employees feel confident and empowered to perform better based on the effort to address the identified inefficiency hence improving employee performance.

Table 4.4 shows that 23 (36.5%) strongly disagreed, 19 (30.2%) disagreed, 3 (4.7%) were un decided, 7 (11.1%) agreed and 11 (11.1%) strongly agreed that employees are comfortable with my supervisor's management styles. This shows that majority of the respondents disagreed.

The influence of autocratic management style on employee performance

This section discusses issues pertaining autocratic management style relating to the above parameters, a five-point likert scale was used to quantify respondents' views on market orientation drivers. The scale used Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The mean was based on the item measured on a five-point likert scale indicating the degree to which autocratic management style affect employee performance on each item. Thus any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3.00 shows that respondents were not sure and any mean below 3 indicates that disagreement of the respondents. Table 4.5 below presents evidence on the effect of autocratic management style on employee performance.

Table 4.5: Descriptive Statistics of autocratic management style and employee performance
Source: Field data (2022)

Autocratic Management style	SD	D	U	A	SA	M
My performance is limited by poor management from my supervisor.	5 (7.9%)	8 (12.7%)	1 (1.6%)	12 (19.1%)	37 (58.7%)	4.02
My performance is limited by autocratic management.	13 (20.6%)	11 (17.5%)	3 (4.7%)	17 (26.9%)	19 (30.2%)	3.23
Management rules are designed by superiors.	9 (14.3%)	12 (19.1%)	–	15 (23.8%)	27 (42.8%)	3.52
My performance is assessed by my supervisor alone.	–	3 (4.8%)	3 (4.8%)	32 (50.8%)	25 (39.7%)	4.35
Performance requirements are designed according to the council's needs.	31 (49.2%)	21 (33.3%)	2 (3.2%)	4 (6.3%)	5 (7.9%)	2.41

Regarding performance is limited by poor management from my supervisor, it was found out that 5 (7.9%) strongly disagreed, 8 (12.7%) disagreed, 1 (1.6%) were un decided, 12 (19.1%) agreed and 37 (58.7%) strongly agreed. This implies that majority (77.8%) of the respondents with mean of 4.02 agreed that their performance is affected by poor management from my supervisor.

This is was evidenced by Key Informant C Male aged 43 who pointed out that at a management performance plans are designed by the supervisors to the subordinates and at the beginning of the assessment period, every supervisor prepares a performance plan detailing performance key outputs, indicators and time frame for the deliverable milestones without consulting the key roles of the employees. By implication, supervisors need to have the competence required to carefully plan together with the subordinates, that quality performance is a requirement for effective execution of the organization's development plan and work plan. Employees are expected to comply with what is provided for in their performance plan. Performance management policies require supervisors to adhere to prepared development plans at the beginning of each

performance period because the plans direct the effort of the employees to achieve the predetermined goal targets. Thus; performance of employees in Mitooma DLG is influenced by the management of supervisors. The results in Table 4.5 also show that 13 (20.6%) strongly disagreed, 11 (17.5%) disagreed, 3 (4.7%) were undecided, 17 (26.9%) agreed and 19 (30.2%) strongly agreed that performance is limited by autocratic management. This shows that majority (57.1%) of the respondents agreed with performance being affected by autocratic management with the mean of 3.23. This was noted that Key Informant F who noted that some of the employees are not involved in policy formulation such that they feel they are part of the organization which might raise their motivation to work harder. Autocratic manager do quick decision-making which eventually reduced the performance levels of such organization. From such findings, it can be interpreted that if staff are consulted and involved in policy formulation, they tend to feel to be part of the administration system and are thus motivated to improve their performance.

The results in Table 4.5 shows that 9 (14.3%) strongly disagreed, 12 (19.1%) disagreed, 15 (23.8%) agreed and 27 (42.8%) strongly agreed with management rules are designed by superiors. The mean of 3.52 shows that majority (66.6%) of respondents agreed with management rules being designed by superiors. One of the key Informant F aged 53 said that employee have nice training rules and procedure for development plan designed by management to collaborate with NGOs and ministries for on job training to enhance their skills. Strategic development policies ensure the achievement of individual objectives as well as the organizational objective. This implies that employees identify with and see themselves growing with the organization this tends to motivate them, increase employee retention and reminders then ineffective.

It was also found out in the results presented in Table 4.4 that 3 (4.8%) disagreed, 3 (4.8%) were undecided, 32 (50.8%) agreed and 25 (39.7%) strongly agreed that performance is assessed by my supervisor alone. The mean of 4.35 shows that 90.5% (majority) of respondents disagreed. This was evidenced by a key respondent who asserted that employees are supported and assessed by their head of departments during workshops, updating them on training opportunities and providing manuals to them after identifying their weakness despite having no specific needs assessment reports. This implies that supervisors assess the performance of employees with the essence of adequately planning and supporting them in training and deliberately designed to build employees career growth.

With regards to whether performance requirements are designed according to the council's needs, it was found out that 31 (49.2%) strongly disagreed, 21 (33.3%) disagreed, 2 (3.2%) were undecided, 4 (6.3%) agreed and 5 (7.9%) strongly agreed. By implication the majority (61.5%) of the respondents disagreed with the mean of 2.41. According to Key Participant E male aged 48 narrated that it is imperative to align employee goals to team goals, and team goals to district's goals in order to improve employee performance. Every worker is working to achieve the district's overall strategy, and targets everyone on the same page and moving in the same direction. The alignment enables employee's contribution to the entire organisational goal. This motivates their performance to realise their worth in the district.

Correlation coefficient of *autocratic management style* and *employee performance*

In this sub-section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between autocratic management style and employee performance. Table 4.6 below presents the Pearson correlation coefficient.

Table 4. 6: Pearson Correlation Coefficient Correlations

		Autocratic management style	Employee performance
Autocratic management style	Pearson Correlation	1	.751**
	Sig. (2-tailed)		.001
	N	63	63
Employee performance	Pearson Correlation	.751**	1
	Sig. (2-tailed)	.001	
	N	63	63
**. Correlation is significant at the 0.01 level (2-tailed).			

From Table 4.6 above, the results revealed that the relationship between autocratic management style and employee performance is positive, strong at 0.751 and statically significant since P-value is $0.01 < 0.05$. The results reveal that there is a significant positive correlation between autocratic management style and employee performance. Therefore the hypothesis that autocratic management style significantly influences employee performance is true.

Influence of democratic management style on employee performance in Mitooma District Local Governments

In this sub-section, the second objective of this study is presented. That is to assess the influence of democratic management style on employee performance. The section thus presents, analyzes and interprets the data from respondents in the field. Respondents were asked to express their views on the influence of democratic management style on employee performance. Using a five-point Likert scale of Strongly Agree (5), Agree (4), undecided (3), Disagree (2) and Strongly Disagree (1), any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3 shows that respondents were undecided and any mean below 3 indicates that disagreement of the respondents. Table 4.7 below presents evidence on the influence of democratic management style on employee performance.

Table 4.7: Democratic management style on employee performance

Democratic management style	SD	D	U	A	SA	M
We are invited during decision making	24 (39.1%)	31 (49.2%)	–	5 (7.9%)	3 (4.8%)	2.3 1
There is commitment from subordinates	11 (17.5%)	14 (22.2%)	2 (3.2%)	17 (26.9%)	19 (30.2%)	3.2 6
We hold staff meetings regularly	9 (14.3%)	11 (17.5%)	1 (1.6%)	25 (39.7%)	17 (26.9%)	3.8 9
There is full trust and respect for managers	13 (20.6%)	17 (26.9%)	6 (9.5%)	12 (19%)	15 (23.8%)	1.9 8
There is positive employee attitudes	21 (33.3%)	23 (36.5%)	4 (6.3%)	8 (12.7%)	7 (11.2%)	1.0 3
Managers are expected to know everything	–	3 (4.7%)	3 (4.7%)	32 (50.8%)	25 (39.7%)	4.0 2
I am part of decision making team	25 (39.7%)	18 (28.6%)	6 (9.5%)	9 (14.3%)	5 (7.9%)	1.8 9
Workers feel they control their own destiny	8 (12.7%)	10 (15.9%)	3 (4.8%)	22 (34.9%)	20 (31.7%)	4.2 1
There is delegation of duties and responsibilities to lower staff	8 (12.7%)	11 (17.5%)	5 (7.9%)	24 (38.1%)	10 (15.9%)	3.7 8

Source: Field data (2022)

As to whether employees are invited during decision making, 24 (39.1%) strongly disagreed, 31 (49.2%) disagreed, 5 (7.9%) agreed and 3 (4.8%) strongly agreed. The majority of respondent (88.3%) implies that employees are not invited during decision making. According to Key informant C female aged 34 pointed out employee (subordinates) are invited for creative decision making; conducting meetings for staff in the district is paramount; training people for leadership roles and performing the day to day organizational duties is very crucial. This implies that there is divergence in ways how decision making is created thus affecting the performance of employee in Mitooma district Local Government.

It was noted in Table 4.7 that 11 (17.5%) strongly disagreed, 14 (22.2%) disagreed, 2 (3.2%) were un decided, 17 (26.9%) agreed and 19 (30.2%) strongly agreed that there is commitment from subordinates. The mean of 3.26 says that the majority (67.1%) of respondents agreed with the statement.

According to Key Informant D male aged 52 pointed out that;

Broadly speaking, employees who are committed to their organisation generally feel a connection with their district, feel that they fit in and feel they understand the goals of the district. The value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

In line with Key Informant B female aged 48;

Committed employees bring added value to the district through their determination, proactive support, relatively high productivity and awareness of quality. Committed employees that display positive behaviour within organisations refer the district to contacts and are further adopt the district's vision and goals.

This implies that committed employees are much less likely to leave their current position. In light of the increasing competitive nature of organisations, employee commitment is increasingly playing a key part in retaining top talent in Mitooma district Local Government.

Table 4.7 shows that 9 (14.3%) strongly disagreed, 11 (17.5%) disagreed, 1 (1.6%) were un decided, 25 (39.7%) agreed and 17 (26.9%) strongly agreed that employees hold staff meetings regularly. This indicates that majority (56.6%) of respondents disagreed with the statement.

According to Key Informant A female aged 57 narrated that;

One to one meetings are designed to strengthen work relationships and enhance career development. Meetings are always held at the district board room weekly. Staff meetings are best held weekly (depending on your requirements) but a well-designed agenda keep them on track with the view of improving their performance.

The findings shows that 13 (20.6%) strongly disagreed, 17 (26.9%) disagreed, 6 (9.5%) were undecided, 12 (19%) agreed and 15 (23.8%) agreed that employee have full trust and respect for managers. It was noted that the majority (57.5%) of the respondents agreed with employee have full trust and respect for managers.

According to Key Informant G male aged 57 said that;

Respect plays a fundamental role at the workplace. It is the basic building block to improving performance. Without respect, there is a toxic environment where no one trusts each other and few are motivated to go above and beyond their basic job responsibilities.

This shows that trust among employees plays a crucial role in improving performance in Mitooma district Local Government.

The results in Table 4.7 on whether there is positive employee attitudes shows that 21 (33.3%) strongly disagreed, 23 (36.5%) disagreed, 4 (6.3%) were un decided, 8 (12.7%) agreed and 7 (11.2%) agreed that there is positive employee attitudes. The mean of 1.03 imply that (69.8%) of respondents disagreed with the statement.

The results also show that 3 (4.7%) disagreed, 3 (4.7%) were un decided, 32 (50.8%) agreed and 25 (39.7%) strongly agreed with managers are expected to know everything. This shows that the majority (90.5%) with mean (4.02) proves that respondents agreed with managers are expected to know everything.

The results also indicates that 25 (39.7%) strongly disagreed, 18 (28.6%) disagreed, 6 (9.5%) were undecided, 9 (14.3%) agreed and 5 (7.9%) strongly agreed that employees are part of decision making team. This is shown by majority (68.3%) who disagreed with the statement with mean of 1.89 that they are part of decision making team.

This is in accordance to a key participant male aged 59 at management level who noted that;

Employees in this district are monitored for continuous compliance with the procedures and milestones. It is done to identify whether there are faults and whether the work is as per the time frame to provide immediate feedback and identify those who can be involved in the decision making team.

This implies that managers monitor employee performance to ensure there is no diversion from the set goals, procedure and efficient use of resources and identify decision making team. Majority of the respondents agreed with the statement implying when monitoring is effectively carried out employees are most likely not to divert from the purpose for which they are meant to fulfil, in case errors are identified early decisions can be put in place to put the employee on course or decision making team hence ensuring employee performance.

It is indicated that 8 (12.7%) strongly disagreed, 10 (15.9%) disagreed, 3 (4.8%) were undecided, 22 (34.9%) agreed and 20 (31.7%) strongly agreed that workers feel they control their own destiny. The majority (66.6%) who agreed with the statement with mean of 4.21 that workers feel they control their own destiny.

With regards to key participant F aged 52, it was noted that;

Employees don't control their own destiny because they improve most when they are given clear and prompt feedback on their progress. Using monitoring frameworks and appraisal forms, managers are supposed to give regular feedback to subordinates and decide whether to promote and demote them basing on performance.

This implies that feedback from appraisals determine the subordinates destiny and enhances performance, promotes dialogue and enhances competence building.

With regards to whether there is delegation of duties and responsibilities to lower staff, 8 (12.7%) strongly disagreed, 11 (17.5%) disagreed, 5 (7.9%) were undecided, 24 (38.1%) agreed and 10 (15.9%) strongly agreed. The majority (54%) who agreed with the statement with mean of 3.78 that delegation of duties and responsibilities to lower staff.

Correlation coefficient between democratic management style and employee performance

In this section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between democratic management style on employee performance. Table 4.8 below presents the Pearson correlation coefficient.

Table 4. 8: Pearson Correlation Coefficient correlations

	Democratic management style	Employee performance
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Democratic management style	Pearson Correlation	1	.765**
	Sig. (2-tailed)		.000
	N	63	63
Employee performance	Pearson Correlation	.765**	1
	Sig. (2-tailed)	.000	
	N	63	63

**Correlation is significant at the 0.01 level (2-tailed).

From the above Table 4.8, the relationship between democratic management style and employee performance is strong at 0.765 and statically significant at 0.000. The two stars next to 0.765** indicate a very significant correlation. This shows that there is a very strong association between Democratic management style and employee performance hence the hypothesis that Democratic management style has a significant influence on employee performance is true.

The influence of bureaucratic management style on employee performance

In this sub-section, the third objective of this study is presented to assess the influence of bureaucratic management style on employee performance. Respondents were asked to express their views based on a five-point Likert scale of Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) and Strongly Disagree (1), any mean above 3 indicates agreement of the respondents with the issue before hand while any mean of 3 shows that respondents were decided and any mean below 3 indicates that disagreement of the respondents as presented in Table 4.9.

Table 4.9: Bureaucratic management style on employee performance

Bureaucratic management style	SD	D	U	A	SA	M
There is total respect for rules and regulations	32 (50.8%)	14 (22.2%)	–	10 (15.9%)	7 (11.1%)	1.48
Employees must follow routine and repetitive task performance	21 (33.3%)	18 (28.6%)	5 (7.9%)	8 (12.7%)	11 (17.5%)	2.67
Employees are expected to follow established directions	5 (7.9%)	9 (14.3%)	1 (1.6%)	21 (33.3%)	27 (42.9%)	3.38
We are demoralized by the inflexibility and high control levels by our managers	24 (38.1%)	31 (49.2%)	3 (4.7%)	5 (7.9%)	–	1.08
There is high staff turnover and low performance	19 (30.2%)	29 (46%)	–	10 (15.9%)	5 (7.9%)	2.82
Decision are made on our behalf	23 (36.5%)	27 (42.9%)	2 (3.2%)	8 (12.7%)	3 (4.8%)	2.45
We are expected to total obey our managers	5 (7.9%)	10 (15.9%)	6 (9.5%)	19 (30.2%)	23 (36.5%)	3.98
Our managers have the right to punish us	10 (15.9%)	11 (17.5%)	8 (12.7%)	13 (20.6%)	11 (17.5%)	2.76

Source: Field data (2022)

The results shows that 32 (50.8%) strongly disagreed, 14 (22.2%) disagreed, 10 (15.9%) agreed and 7 (11.1%) strongly agreed that there is total respect for rules and regulations. This implies that the majority (73%) of the respondents disagreed with mean of 1.48 that there is no total respect for rules and regulations. This was highlighted by Key Informant A male aged 47 who noted that there are rules that must be followed for example staff in Mitooma DLG has the standing orders to follow when resigning-there is one staff who wanted to resign, she wrote the resignation letter and addressed it CAO through the head of department. This indicates that most of the respondents are informed on the procedures that need to be followed for one to resign on a job thus respecting the rules and regulations.

With regards to whether employees must follow routine and repetitive task performance, it was established that 21 (33.3%) strongly disagreed, 18 (28.6%) disagreed, 5 (7.9%) were un decided, 8 (12.7%) agreed and 11 (17.5%) strongly agreed with the mean of 2.67. The results in the Table 4.9 further shows that 5 (7.9%) strongly disagreed, 9 (14.3%) disagreed, 1 (1.6%) were un decided, 21 (33.3%) agreed and 27 (42.9%) strongly agreed that employees are expected to follow established directions. The mean of 3.38 indicates that the majority (56.2%) of respondents agreed with the statement.

The results in Table 4.9 shows that 24 (38.1%) strongly disagreed, 31 (49.2%) disagreed, 3 (4.7%) were undecided and 5 (7.9%) agreed with the statement that employees are demoralized by the inflexibility and high control levels by our managers. The mean of 1.08 shows that majority (87.3%) of respondents disagreed with employees are demoralized by the inflexibility and high control levels by our managers.

The results shows that 19 (30.2%) strongly disagreed, 29 (46%) disagreed, 10 (15.9%) agreed and 5 (7.9%) strongly agreed that there is high staff turnover and low performance. The mean of 2.82 implies that the majority (76.2%) disagreed with the findings.

This was evidenced by **Respondent B male aged 47** who pointed out that:

Employees are free to leave the service of the district provided they get better paying jobs and follow the laid down procedure as spelt out in Uganda Public Service Standing Orders 2010. Employee must leave in accordance with the provisions of the Uganda Public Service Standing Orders 2010. Last year, one of the medical officers got a job in UNCHR and salary was twice to what he was earning this side, he was advised to resign before getting the other employment opportunity. Some medical officers who have gone for further studies and specialized in certain fields like Obstetrics and gynecology are usually under-utilized since Isingiro District doesn't have a district hospital so in instances where ministry of health advertises for such posts in regional referral hospitals they are usually encouraged to apply for such posts and actually one was considered last year. All in all, employee leave once they get another opportunity that pays much higher than they are getting

According to Key Informant G male aged 57

These employees are permanent and pensionable but once they get opportunities that pay much higher than their current position, they can be advised to leave after comparing opportunities. One of the workers in health field wanted to leave because of the salary difference but after comparing other benefits like meals allowance, housing allowance and days worked, he decided to stay because they were not favorable, so it counts much for someone to leave a government job. Therefore workers are allowed to leave their duties whenever they get any engagement that necessitates them to leave.

By implication, employee leave their duties for other district to earn much, they first compare the two jobs in terms of salary and other benefits that entice them to follow the right procedure in leaving the organization however much they are permanent and pensionable.

It was found out that 23 (36.5%) strongly disagreed, 27 (42.9%) disagreed, 2 (3.2%) were undecided, 8 (12.7%) agreed and 3 (4.8%) strongly agreed that decision are made on their behalf. The mean of 2.45 explicitly shows that majority (77.4%) of the respondents disagreed with the findings.

It further established that 5 (7.9%) strongly disagreed, 10 (15.9%) disagreed, 6 (9.5%) were undecided, 19 (30.2%) agreed and 23 (36.5%) strongly agreed that employees are expected to total obey our managers.

With regards to whether managers have the right to punish employees, it was found out that 10 (15.9%) strongly disagreed, 11 (17.5%) disagreed, 8 (12.7%) were undecided, 13 (20.6%) agreed and 11 (17.5%) strongly agreed. The mean of 2.76 implies that the majority (38.1%) of respondents agreed with the statement. This is in accordance with Respondent A who said that once workers make a lot of mistakes, they are taken for refresher courses as way of punishment as well as improving on their skills at work. Respondent C said that he has received a lot complaints from the head of departments seeking to replace some of the individuals who have failed to learn from their mistakes, those workers are either advised to go for refresher courses or transferred to other departments and when they fail to change entirely, they are submitted to the district service commission for disciplinary action. This implies that workers are given opportunity to learn from their mistakes without being fired thus helping them to grow professionally.

Correlation coefficient between bureaucratic management style and employee performance

In this sub-section, Correlations were employed. Specifically, Pearson correlation coefficient was used to establish the relationship existing between the bureaucratic management style and employee performance. The correlation was important in obtaining preliminary insights into the link between bureaucratic management style and employee performance. Table 4.10 below presents the Pearson correlation coefficient.

Table 4. 10: Pearson Correlation Coefficient correlations

	Bureaucratic	Employee
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		management style	performance
Bureaucratic management style	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	N	63	63
Employee performance	Pearson Correlation	.887	1
	Sig. (2-tailed)	.000	
	N	63	63

**Correlation is significant at the 0.01 level (2-tailed).

Basing on Table 4.10, the relationship between bureaucratic management style and Employee performance is positive and strong at 0.887 and statically significant at 0.000 since P-values is less than 0.05. This shows that there is a very strong association between bureaucratic management style and employee performance.

Table 4. 11 Multi linear regression for autocratic, democratic and bureaucratic

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.675	.619	.77661
a. Predictors: (Constant), Bureaucratic management style, democratic management style and autocratic management style				

The coefficients of determination (Adjusted $R^2 = 0.619$) indicates that 61.9% variation in employee performance is accounted for by bureaucratic management style, democratic management style and autocratic management style. This implied that there was a good fit between bureaucratic management style, democratic management style, autocratic management style and employee performance.

Table 4. 12 Analysis of variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.326	3	10.109	16.760	.000 ^b
	Residual	209.284	60	.603		
	Total	239.609	63			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant) autocratic management style, democratic management style, Bureaucratic management style						

The P-value of 0.000 shows that there is statistically positive a significant relationship between autocratic management style, democratic management style, Bureaucratic management style and employee effectiveness since $P\text{-Value} = 0.000 < 0.05$.

Table 4. 23: Multi linear Regression Model

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.725	.170		16.045	.000
	Autocratic management style	.067	.056	.072	1.191	.034
	Democratic management style	.205	.054	.243	3.784	.000
	Bureaucratic management	.074	.044	.103	1.678	.004
a. Dependent Variable: Employee performance						

Employee Performance = 2.725 + 0.067 autocratic management style + 0.205 democratic management style + 0.074 Bureaucratic management style

The model showed that without autocratic management style, democratic management style, Bureaucratic management style then employee performance is 2.725. The P-value of 0.000 is less than 0.05 implying that the relationship is significant.

The model further shows that variation of 6.7% in employee performance is accounted for by autocratic management style. The P-value of 0.034 is less than 0.05 implying that autocratic management style is insignificant at 5% level of significance hence there is an influence of autocratic management style on employee performance. This implied that autocratic management style improves employee effectiveness in Mitooma District Local Government.

This practically implies that performance at employees improves with a positive Autocratic leadership style. This indicates that autocratic style of leadership focuses on the development of value system of employees, their motivational level and morality together with the development of their skills and this in the end induces employees to perform as expected. A key informant Female aged 46 was quoted as saying, *Our leaders are very strict at times and this eventually discourages us from putting in much effort to our work which reduces our performance levels.* Another Key informant A male said, *Working under tough and strict restrictions and directions makes us lose morale of working and as a result we are not committed to work thus less performance.*

Elements of Autocratic leadership (total authority and control, independent decision making and little input from subordinates) were regressed against performance and it was found out that independent decision making and total authority and control were contributing more to the performance of the Mitooma District Local Government

The model further showed that a variation of 20.5% in employee performance is accounted for by democratic management style. The P-value of 0.000 is less than 0.05 implying that there is a strong positive significant relationship between democratic management style and employee performance at 5% level of significance. This means that democratic leadership style has a positive significant effect on performance. This practically implies that performance of employee improves with better democratic leadership. Elements of democratic leadership (participation in decision making, staff meetings and delegation of duties) were regressed against performance and it was found out that participation in decision making was contributing more to the performance employees in Mitooma District Local Government.

Lastly, the Model further showed that a variation of 7.4% in employee performance is accounted for by performance appraisal. There is significant positive relationship between bureaucratic management style and employee performance since P-value (0.004) < 0.05. This implies performance is significant at 5% level of significance hence there is influence of bureaucratic management style on employee performance. This implies that bureaucratic management style improves employee performance in Mitooma District Local Government.

VII DISCUSSION OF STUDY FINDINGS

Summary of findings

Influence of autocratic management style on employee performance

The findings revealed that most of the participants agreed that performance is limited by poor management from my supervisor, performance is limited by autocratic management, management rules are designed by superiors and performance is assessed by my supervisor alone. However, it was disagreed that performance requirements are designed according to the council's needs. The results further revealed that the relationship between autocratic management style and employee performance is positive, strong at 0.751 and statically significant since P-value is 0.01 < 0.05. The results reveal that there is a significant positive correlation between autocratic management style and employee performance.

Influence of democratic management style and employee effectiveness

The study found out that there is commitment from subordinates, staff holds staff meetings regularly, managers are expected to know everything, workers feel they control their own destiny, there is delegation of duties and responsibilities to lower staff. However, some workers are not invited during decision making, there is no full trust and respect for managers, there is no positive employee attitudes and workers are no part of decision making team. The results also revealed that the relationship between democratic management style and employee performance is strong at 0.765 and statically significant at 0.000. The two stars next to 0.765** indicate a very significant correlation. This shows that there is a very strong association between Democratic management style and employee performance hence the hypothesis that Democratic management style has a significant influence on employee performance is true.

The influence of bureaucratic management style on employee performance

The findings shows that employees are expected to follow established directions, employees are expected to total obey our managers and managers have the right to punish us. However, it disagreed that there is total respect for rules and regulations, employees must follow routine and repetitive task performance, employees are demoralized by the inflexibility and high control levels by our managers, there is high staff turnover and low performance and decision are made on our behalf. The results also revealed that relationship between

bureaucratic management style and Employee performance is positive and strong at 0.887 and statically significant at 0.000 since P-values is less than 0.05. This shows that there is a very strong association between bureaucratic management style and employee performance.

VIII. DISCUSSION

The following are the discussion of the results in comparison with other research findings.

Influence of autocratic management style on employee performance

The findings revealed that most of the participants agreed that performance is limited by poor management from my supervisor, performance is limited by autocratic management, management rules are designed by superiors and performance is assessed by my supervisor alone. The results also revealed that is a significant positive correlation between autocratic management style and employee performance. This is in line with DuBrin, Dalglis and Miller (2006) who argued that autocratic manager emphasis and considered as a task oriented, and focus on tasks accomplishment. The autocratic manager monitors and exercises powers with little trust or confidence on the followers (DurBrin et al., 2006). The results are also in agreement with Bass (1990) who propounded that autocratic management is demonstrated as a controlling, directing, or coercive manager, who seldom takes decisions basing on input from their subordinates. Similarly, with McClelland, (1975) autocratic management is based on personal dominance and authoritarian behavior that serves the self-interest of the manager, is self-aggrandizing and exploitative of others. The decision is made without any form of consultation and works when there is no need for input on the decision.

The results are also in accordance with Dawson (2002) who stated that the autocratic style may show great results in a short time period. Similarly Koontz et al (1978) argued that autocratic management is only useful with, such as “situation of emergency” and “in case where homogenous work force is involved” and where the manager is wise, just and has considerable under-standing of the followers.

However, it was disagreed that performance requirements are designed according to the council’s needs. This is true with Purwanto et al. (2019) who narrated that autocratic managers allow for only a minimal team participation in the decision making process and sometimes even ignore the opinions of their subordinates. Autocratic managers centralize power and decision making in them. They structure the complete work situation for their employees, who expected to do what they are told.

The results are also in agreement with Rehman et al. (2018) who found that decision-making was less creative under authoritarian management. They also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian management is best applied to situations where there is little time for group decision-making or where the manager is the most knowledgeable member of the group.

Influence of democratic management style and employee effectiveness

The study found out that there is commitment from subordinates, staff holds staff meetings regularly, managers are expected to know everything, workers feel they control their own destiny; there is delegation of duties and responsibilities to lower staff. The results also revealed that there is a very strong association between democratic management style and employee performance. The findings are in line with Smith (1998) who asserted that the democratic managers have a good relationship with the employee results the effectiveness will and high employee performance. The findings are also in agreement with Jooste and Fourie (2009) who argued that democratic management leads to improve productivity and job satisfaction.

The findings furthers are in line with Iqbal et al. (2015) who posited that under democratic leadership style, managers’ enable employees to make suggestions and recommendations on major issues and give subordinates full control and responsibility for those tasks, encourage subordinates to become good managers and involved in management and employee development (Iqbal et al., 2015). This style provides confidence to employees who will help them for meeting deadlines, and departmental goals, to provide efficient team inputs (Iqbal et al., 2015). It was noted by Velu et al. (2017) that democratic management involves working with a group to make sure they make decisions fairly and sensibly. It involves intervention to ensure that everybody has a say and that decisions do get made. The typical image of democratic management involves a group sitting in a circle, having a discussion and having a vote. The advantages of a democratic management include that everybody gets a say, it transfers power away from the manager to those they are working with, and it gives a feeling of power and control which in turn motivates and develops team members.

The democratic management style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic manager must also be able to communicate that decision back to the group to bring unity the plan is chosen. When situations change frequently, democratic management offers a great deal of flexibility to adapt to better ways of doing things. Unfortunately, it is also somewhat slow to make a decision in this structure, so while it may embrace newer and better methods; it might not do so very quickly (NawoseIng’ollan&Roussel, 2017).

Democratic management style can bring the best out of an experienced and professional team. It capitalizes on their skills and talents by letting them share their views, rather than simply expecting them to conform. If a decision is very complex and broad, it is important to have the different areas of expertise represented and contributing input this is where democratic manager shines (Chukwusa, 2018).

Influence of bureaucratic management style on employee performance

The findings shows that employees are expected to follow established directions, employees are expected to total obey our managers and managers have the right to punish us. The results also revealed that significant positive relationship between bureaucratic management style and employee performance.

This is in agreement with Wu and Shiu (2009) who argued that this type of managers have little control over the employee, and enable employees to carry out their assigned tasks without direct supervision. Tarsik, Kassim and Nasharudin (2014) found that laissez-faire management style provides little or no direction and gives employees as much freedom as possible. Base on Cole (2005) laissez-faire manager seldom involved in work. This is in accordance with in Mullin (2007) also argued that laissez-faire manager consciously makes decision to pass the focus power to subordinates, and allow them has freedom of action “*do as you think*”. Jooste and Fourie (2009) design this management as permissive management which is based on the premise that followers are ambitious, creative, responsible and accept and achieve the goal together with organization This is in line with Robbins and Davidhizar (2007) also argued that laissez-fair style is an “*abdicates responsibilities, avoid making decision*”.

This is in agreement with Alghazo and Al-Anazi (2016) found that laisses-faire managers make decision very slowly and there can be a great deal of “*buck passing*”. As a result, the task may not be undertaken and conditionally become chaotic. This is in line with Alghazo and Al-Anazi (2016) found that that there is a weak but significant and negative correlation between laissez-faire management behavior and normative commitment. This is in accordance with Kadiyono et al. (2020) indicates that laisses-fair is not an important style that boosts the motivation level of workers as compare to other management styles.

This is in agreement with Nwakoby et al (2019) who contended that bureaucracy may affect the economy negatively. They assert considered the bureaucracy as a hindrance to coping up with the dynamic environment which is fast-moving because it does not respond to external stimuli coming from the environment. Saluy et al. (2019) studied find out the effect of a bureaucratic environment on the employees’ workplace well-being which includes autonomy need, competence need, and relatedness need. Bureaucratic management has been criticized for its emphasis on rules and compliance to the rules and therefore affects freedom and autonomy or well-being. Bureaucratic management relies heavily on rules and procedures to ensure efficiency and often time these rules and procedures are seldom changed or revised (CEoPedia, 2019). In its development, bureaucracy is not just being applied to manage the public organizations but it is also applied to any large private organization (Howard, 2012).

This is in agreement with Pirson (2017) who studied that bureaucratic management style focuses on human needs and values however it does not abandon a bureaucratic management style in pursuing efficiency and productivity but balances it with a humanistic approach to management practices. Its principle and practices rest on the idea that human being is the centre of management and human beings are not the means toward the ends but are the ends themselves. Organizational citizenship behaviour encompasses positive behaviours that employees are doing toward their organization and other people or co-employees.

IX. CONCLUSIONS AND RECOMMENDATIONS

The findings concluded that most of the participants agreed that performance is limited by poor management from my supervisor, performance is limited by autocratic management, management rules are designed by superiors and performance is assessed by my supervisor alone. However, it was disagreed that performance requirements are designed according to the council’s needs. The results further concluded that there positively significant relationship between autocratic management style and employee performance.

Influence of democratic management style and employee effectiveness

The study concluded that there is commitment from subordinates, staff holds staff meetings regularly, managers are expected to know everything, workers feel they control their own destiny, there is delegation of duties and responsibilities to lower staff. However, some workers are not invited during decision making, there is no full trust and respect for managers, there is no positive employee attitudes and workers are no part of decision making team. The results also concluded that there is statistical significant relationship between democratic management style and employee performance.

Influence of bureaucratic management style on employee performance

The findings concluded that employees are expected to follow established directions, employees are expected to total obey our managers and managers have the right to punish us. However, it disagreed that there is total

respect for rules and regulations, employees must follow routine and repetitive task performance, employees are demoralized by the inflexibility and high control levels by our managers, there is high staff turnover and low performance and decision are made on our behalf. The results also concluded that there is a positive significant relationship between bureaucratic management style and employee performance.

Recommendations

Influence of autocratic management style on employee performance

Basing on the conclusions, Managers should clarify organizational standards and goals to the employees and not wait for a problem to arise before tackling it. The best manager anticipates and predict to the best of their ability and experience to avoid not reaching certain organizational goals and objectives. Also, in a lot of cases, employees tend to look forward to the rewards they will be getting for the work they have done and they tend to do no more than is needed to achieve the minimum objective or quota. The researcher's recommendation to employees in regards to this sense is to be more innovative in the place of work, provided that the management allows for innovation among employees.

The study also recommended that managers should not practice autocratic management style in order to maximize employee input in the decision making of the organization and should not keep the decision making centralized, this could improve the performance of the employees and make them stay longer and not run away from the organization.

Influence of democratic management style and employee effectiveness

Basing on the conclusion, the study recommended that in situations where roles are unclear or time is of the essence, some-time the democratic leadership would lead to communication failures and uncompleted projects. In some cases, employees may not have the necessary knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership works best in situations, where employees are skilled and eager to share their knowledge. Therefore, Managers should pay more attention and give clear direction to the subordinate who could steer employees toward a vision firmly that exists in all the departments. The study also recommended that leaders should develop democratic leadership style in the Mitooma DLG because democratic leadership style employees get power to participate decision making process in the organization which results more performance, democratic leadership style transfers power away from the leader to followers.

The influence of bureaucratic management style on employee performance

Basing on the conclusion, bureaucratic management style can be effective in situations, depend on the employees are highly skilled, motivated and capable of working on their own. The conventional term for this style is of 'laissez-faire' management style and implies a completely hands-off approach many leaders still remain open and available to group members for consultation and feedback. The negatively happen to Laissez-faire leadership, which is without the ideal in situations, when the employees 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. Therefore, In order for the projects not to go off-track and deadlines to missed. The managers should pay more attention to employee to that the relationship between manager and subordinates, who could give each other satisfy of coordination and improve their performance.

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