

## Directive leadership style and staff motivation in private universities in Uganda: a case of Kampala International University

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### ABSTRACT

This study was conducted to establish the effect of directive leadership style on staff motivation in Private Universities in Uganda taking Kampala International University as a case study. Two specific objectives guided the study: (i) to examine the effect of directive leadership style on initiation of effort among staff of Kampala International University, and (ii) to establish the effect of directive leadership style on persistence of behavior among staff of Kampala International University. The study adopted a cross sectional survey design in collection of data from a sample of 111 respondents with the aid of self-administered questionnaires. Research findings indicated that whereas supervisor's instructions accommodates innovativeness by giving employees guidelines on how to execute their tasks, they do not exactly tell employees what to do, they do not appropriately schedule work to be done, they do not set key performance indicators and that directive leadership style is not sufficient in enabling employees persevere during times of hardship let alone failing to strike a work-life-balance. The study concludes that though directive leadership style has significant and positive effect to initiation of effort and persistence of behavior among staff, little has been done to fully operationalize it. It is recommended that managers should use the style in letting employees have a sense of direction, schedule for them tasks, and above all, set key performance indicators upon which to appraise staff.

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KURJ  
ISSN 2790-1394

pp. 21 -32  
Vol 1. Issue 2.  
March 2022

**Keywords:** Leadership, Employee motivation, Performance management, Kampala International University

### Introduction

In the modern business environment where organizations are confronted with stiff competition, the need to have managers who exhibit appropriate leadership style that can allow employees accomplish their tasks with ease becomes very inevitable. As a result, every organization has a responsibility of getting the best out of their workforce and in this respect, leadership plays such a critical role since it is the key to directing workers towards the performance of certain behavior desired as being beneficial to the organization's goal accomplishment (Chaleff, 1995). In addition, for leadership to be capable of enhancing organizational goal accomplishment, it is important that the style applied is congruent to the motivational needs of their subordinates (Argyris, 1976; Maslow, 1954).

Directive leadership style allows employees to understand the expectations of management through the administration of particular instructions to subordinates with a bid that they will adhere to specific operating procedures (Mullins, 2005). This style of leadership is considered autocratic in that it tends to manipulate, persuade, subordinates to performance of specific action towards task accomplishment and as such, the communication is effective only by the use of coercion.

Directive leadership style is considered appropriate in a fast paced employment environment where subordinates are required to take quick decisions to guide their day to day operations. Managers who apply directive leadership style always motivate their workers through instilling confidence in their capacities to take appropriate action whenever required – making workers develop comfort with the leader's exposure in organizational processes and as a result, get motivated and productive towards helping the organization achieve their set goals and objectives (Bass, 1990).

### **Problem Statement**

Appropriate leadership style is believed to motivate staff members and as a result, enhance their dedication and psychological commitment to the organization by creating conducive environments that make employees work at their most efficient levels of production (Oketch, 2020). Apparently, leadership behaviors in Kampala International University seem to take more of directive style so as to create a work atmosphere of employee engagement as well as a defined chain of command. However, whereas directive leadership style is appropriate to management of staff at Kampala International University, it is not sufficient enough to trigger intrinsic and extrinsic motivation among staff as a result of feelings of being pushed. As a result, motivation of staff remains a big concern evidenced from high turnover rates that has a negative bearing on the quality of education given to students (Nakyejo, 2013).). Therefore, if this situation is not addressed, many graduates from the university will remain unemployed as a result of lacking appropriate skills required by the labour market. It is against this background that this study sought to explore the effect of directive leadership style on staff motivation so as to come up with the most favorable style capable of providing a conducive work environment.

### **General Objective**

The study examined the effect of directive leadership style on staff motivation in Private Universities in Uganda taking Kampala International University as a case study.

### **Specific Objectives**

- To examine the effect of directive leadership style on initiation of effort among staff of Kampala International University.
- To establish the effect of directive leadership style on persistence of behavior among staff of Kampala International University.

### **Hypotheses**

- Directive leadership style has no significant effect on initiation of effort among staff in Private Universities in Uganda.
- Directive leadership style has no significant effect on persistence of behavior among staff in Private Universities in Uganda.

## Literature Review

### **Directive leadership style and staff motivation**

According to Fiedler (1995) and Sagie (1997), directive leadership provides employees with a benchmark upon which to take appropriate decisions and directions with a view that their views and opinions are guided by leaders along those lines of behavior capable of enabling the organization attain set goals and objectives. In their analysis, Cruz, Henningson and Smith, (1999) point out that managers who give directives to their followers put less emphasis on their involvement in day to day decision making with a view of minimizing the time spent in making up their minds. As such, organizational employees rely on the leader's views and opinions on how best initially set desired ends can be accomplished with much ease and precision and this affect the way such subordinates are motivated to work (Euwema, Wendt & Van Emmerik, 2007).

Directive leadership also lets employees/ followers to appreciate their supervisor's expectations and this enables them exercise their full potential along the prioritized areas of the organization since these become the agreed upon standard operating procedures. As such their performance levels are also expected to be beefed up as a result of exhibiting appropriate behavior within the social setting (Iranejad, 2008). Whichever style is adopted by the leader, they have to determine how employees are to be aroused for production. A leader thus, has an option of manipulating their situation in order to ensure job-satisfaction which is key to the motivation of employees (Mumbe, 1995). Therefore, leaders cannot separate themselves from feelings of their employees and this should be reflected in their styles.

According to Adair (2005), directive leadership style is conducive where immediate and quick decisions have to be made. Under this situation, the leader begets the full power and authority to influence the behavior of subordinates at the workplace. As such, the leader's opinions and guidelines are taken wholly heartedly as the standing order of operation within the organization implying that followers do not have a choice but to act within the accepted moral and performance rules and regulations. This is because such leaders are viewed and perceived to be unquestionable by their followers since they take up all managerial roles and functions in the organization right from inception of ideas, their implementation as well as termination.

Directive leadership style further makes it possible for the supervisors to be taken seriously whilst letting organizational employees know the dos and don'ts of the entity. Despite of the above, the directive leadership style is considered to be destructive to employees (Hoel & Salin, 2003). As such, organizations that rely on one person to make all decisions for the others to follow may be in a delicate situation given that they can mislead their followers towards performing actions detrimental to accomplishing desired ends. This view has been shared and echoed by other scholars such as Probst and Raisch (2005) who attribute the collapse and failure of most organizations to relying on directive leadership style since they do not allow their followers to think beyond the environment in which they find themselves since they are tied to act within the predetermined paths and this affects staff motivation to work.

House and Howell (1992) observe that autocratic leadership concentrates on control and coercion and the leader rarely makes organizational decisions on the premise of shared ideas across the team members. Such individual control of decisions in most cases may not serve the general interest of the organization with its team members apart from serving those of the directive leader who may end up pursuing their own

self-directed and selfish interests. Such a leadership style therefore does not serve the overall purpose of the organization given that they suffocate the views and opinions of their followers who could be suggesting very innovative and practical solutions on how best tasks and activities could be best performed in the most efficient and effective ways possible of buying staff psychological commitment and contract to the organization as a measure of motivation.

Heneman and Gresham (1999) argue that directive leadership style has the dilemma of allowing all organizational decision making to a central authority. The problem here is that the leader usurps all powers and vests them with him/ herself and leaves the other organizational members dependent on his/ her choices. This is because such leaders do not accommodate the views and opinions of their subordinates whether positive or not. This may end up demotivating such employees who feel their innovative ideas cannot be tolerated by the so-called one man decision making pot. They further observe that though the style allows quick decision making, it does not accommodate the involvement and consultation with employees. This is because they strongly believe that they are better positioned to give wisdom and counsel and the rest have to take their ideas as the gospel truth without fear or favor and this to a great extent leads to low morale among employees.

Dawson (2002) state that though directive leadership style may have great results in the short run, its use of excessive powers and authority make it unpopular since it will affect productivity in the long run and hence, cause feelings of resentment among employees. Therefore, it cannot be taken as a good alternative to the other leadership styles applicable in democratic organizational settings.

Ittner (2002) agrees with Dawson (2002) on the premise that directive leadership style serves to promote a one man decision making authority that does not accommodate the different initiatives proposed by the subordinates. Besides, they also observe that the style of leadership may promote exploitation of employees since they are not allowed to voice and echo their needs and aspirations in clearly spelt communication channels.

Anyango (2015) conducted a study on the effect of leadership styles on employee performance and established that authoritative leadership style is insignificant to employee performance and therefore, negatively related to employee motivation to work. As such managers who rely on using authoritative style of leadership fail the organization from achieving her set goals and objectives because it does not make employees enterprising enough so as to exert a great deal of effort towards performing behaviors critical to meeting an entity's strategic desired ends. However, Kawooya (2010) in a similar study conducted in Kampala District Council established that authoritative leadership style has a positive relationship with employee performance.

Most of the studies reviewed relate to the current study given that they strongly contend that leader behavior have a significant bearing on staff motivation. This study takes similar direction but focusing more on how leader behavior affects employee motivation in an education setting different from the context of the above authors. Empirical findings revealed a positive and significant effect between directive leadership style and staff motivation in Kampala International University.

## Conceptual Framework

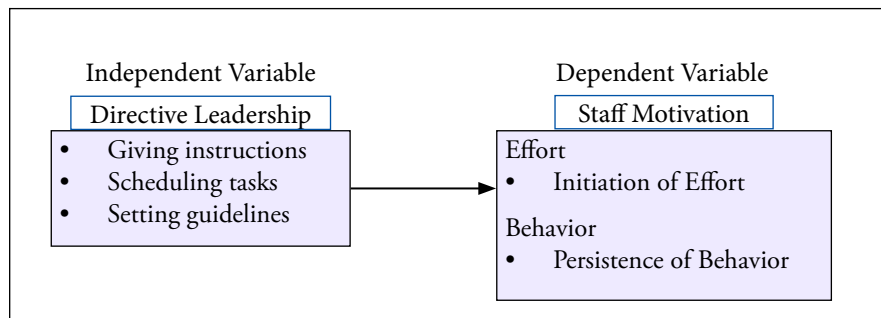


Figure 1: Conceptual Framework depicting the nexus between Directive Leadership Style and Staff Motivation. *Source: Researcher developed using ideas of House (1971) and Fiedler (1967).*

Figure 1 depicts the relationship between directive leadership style and staff motivation in private universities in Uganda. The independent variable is measured in terms of (giving instructions, scheduling tasks, & setting guidelines) conceptualized to have a significant effect on staff motivation measured in terms of (initiation of effort and persistence of behavior). From the afore going, the study hypothesizes that once managers set the pace by showing employees what they are expected to undertake, their effort and behavior to work takes a positive course and vise-versa.

## Methodology

The study used a cross sectional survey design in collecting data from respondents who consisted of academic and administrative staff. The design enabled in-depth investigation of the subject matter (leadership styles and staff motivation) thereby enabling the respondents to describe real phenomenon of the problem under investigation from a single point in time. From a population of 173, 120 respondents were chosen using Slovens Formula to participate in the study through answering a self-administered questionnaire. However, One Hundred Eleven (111) questionnaires were retrieved by the researcher.

Data on filled questionnaires was edited, categorized, coded and entered into a computer using the Statistical Package for Social Scientists (SPSS) and they were summarized using simple and cross-tabulations. The same package (SPSS) helped with computing relative frequencies, percentages, means, and standard deviations. In testing hypotheses, Pearson's Linear Correlation Coefficient Test (PLCC) was used. So as to establish the overall effect of the constructs of leadership styles on staff motivation a Regression Analysis test was run.

## Results

### Objective 1: Effect of directive leadership style on initiation of effort among staff in Kampala International University

The first objective of the study examined the effect of directive leadership style on staff initiation of effort in Kampala International University. The objective was measured using Eight (8) items and respondents were requested to rate their opinion on a likert scale ranging from 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; to 5 = Strongly Agree. Their responses were edited, coded and analyzed as summarized in Table 1 below:

**Table 1:** Descriptive results for directive leadership style and initiation of effort among staff

Statements	(%)	(%)	(%)	(%)	(%)	Mean	Std Dev.
	SD	D	N	A	SA		
Your managers tell you what to do and this motivates you to work	25.2	41.4	8.1	10.9	14.4	2.221	0.855
The instructions by your leaders accommodates innovativeness in executing your assigned duties	.9	14.4	4.5	52.3	27.9	3.918	0.992
Your leaders schedule your work responsibilities and this boosts your energy to work	20.1	45.7	10.7	14.5	9	2.344	0.810
You are given specific guidelines on how to do work and this induces your motivation to work	2.7	12.6	24.3	41.4	18.9	3.612	1.019
Your work environment enables you become a good team player	30.1	35.4	7.2	15	12.3	2.387	0.810
Your relationship with your supervisors enables you execute your responsibilities at work	37.8	33.7	.9	14.1	14.4	2.110	0.686
Your managers set key performance indicators which induces your motivation to work	12.6	42.3	17.1	12.6	15.3	2.435	1.247
Supervisors ensure that employees follow set rules and regulations and this boosts your motivation to work	.9	18	21.6	44.1	15.3	3.549	0.988

Source: Primary Data, 2016

Table 1 above presents findings on the effect of directive leadership style and initiation of effort among staff in Kampala International University. Accordingly, respondents agreed that instructions by their leaders accommodates innovativeness in executing their assigned duties (Mean = 3.918), they are given specific guidelines on how to do work and this induces their motivation to work (Mean = 3.612), supervisors ensure that employees follow set rules and regulations and this boosts their motivation to work (Mean = 3.549). In addition, they disagreed about managers telling them what to do and this motivates them to work (Mean = 2.221), their leaders schedule their work responsibilities and this boosts their energy to work (Mean = 2.344), their work environment enables them become good team players (Mean = 2.387), their relationship with their supervisors enables them execute their responsibilities at work (Mean = 2.110), their managers setting key performance indicators which induces their motivation to work (Mean = 2.435). These findings indicate that whereas supervisor's instructions accommodates innovativeness by giving employees guidelines on how to execute their tasks, they do not exactly tell employees what to do, they do not appropriately schedule work to be done and above all, they do not set key performance indicators which is a key basis for evaluating employee performance. As a result, employees are left to do as they wish and those who are not able to think outside the box are left frustrated and hence not motivated to work since they lack a sense of direction.

### Hypothesis one testing

From the first objective, it was hypothesized that “*directive leadership style has no significant effect on initiation of effort among staff in private universities in Uganda.*” To test the null hypothesis, a correlation analysis test was computed with the use of PLCC significant statistics and below are the results presented in Table 2.

**Table 2:** Pearson Correlation results between directive leadership style and initiation of effort among staff

(Level of significance = 0.05)			
		Directive leadership style	Staff initiation of effort
1. Directive Leadership Style	Pearson Correlation	1	.298**
	Sig. (2-tailed)		.002
	N	111	111
2. Staff Initiation of Effort	Pearson Correlation	.298**	1
	Sig. (2-tailed)	.002	
	N	111	111

\*\* . Correlation is significant at the 0.01 level (2-tailed).  $p < 0.05$

Source: Primary data, 2016

Results in Table 2 above indicate a positive and significant effect between directive leadership style and initiation of effort among staff ( $r = .298$ ;  $p = .002$ ) at the 0.05 significance level. Thus, staff initiation of effort is affected by the leader's ability to tell employees what to do, set performance indicators, schedule work and ensure employees follow set rules and regulations.

### Regression Analysis

So as to establish the extent to which directive leadership style affects staff initiation of effort, a regression test was conducted and results are presented in table 3 below.

**Table 3:** Regression Analysis results between directive leadership style and initiation of effort among staff

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.298 <sup>a</sup>	.189	.180	.51221

a. Predictors: (Constant), Directive Leadership

b. Dependent Variable: Staff Initiation of Effort

The Coefficient of determination (Adjusted R Square) value is .180 indicating that directive leadership style explains 18% variation in staff initiation of effort at Kampala International University.

The researcher further carried out a regression Coefficient statistics on directive leadership style and staff initiation of effort as presented in table 4 below.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	3.366	.252		13.370	.000
Directive leadership	.229	.070	.298	3.254	.002

a. Dependent Variable: staff initiation of effort

Source: Primary Data, 2016



Table 4 suggests a positive and significant effect between directive leadership style and staff initiation of effort ( $t = 13.370$ ;  $\text{Sig.} = .000$ ). The table further suggests that directive leadership style is a good predictor variable of staff initiation of effort ( $\beta = .298$ ;  $\text{Sig.} = .002$ ) implying that for every increase in value of directive leadership style by .298, staff initiation of effort increases by one unit and vice versa. This indicates that directive leadership style significantly affect initiation of effort among staff. Hence, the null hypothesis of no significant effect between directive leadership style and initiation of effort among staff is rejected leading to acceptance of the alternative hypothesis to the effect that “there is a significant and positive effect between directive leadership style and initiation of effort among staff in private universities in Uganda”.

### **Objective 2: Effect of directive leadership style on persistence of behavior among staff in Kampala International University**

The second objective of the study examined the effect of directive leadership style on persistence of behavior among staff in Kampala International University. The objective was measured using Seven (7) items and respondents were requested to rate their opinion on a likert scale ranging from 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; to 5 = Strongly Agree. Their responses were edited, coded and analyzed as summarized in Table 5:

**Table 5:** Descriptive results for directive leadership style and staff persistence of behavior in among staff

Statements	(%)	(%)	(%)	(%)	(%)	Mean	Std Dev.
	SD	D	N	A	SA		
Your supervisor push you to work no matter what happens	3.6	2.7	11.7	52.3	29.7	4.018	0.924
Your supervisor's leadership style enable you to always persevere during times of hardships at work	42.7	22.7	4.5	15	15.1	1.964	0.666
The leadership style in place make you like your work	40.3	24.4	10.9	12.4	12	2.306	0.892
The work policies put in place make you happy with your work environment	7.2	35.1	29.7	18.9	9.0	2.583	1.088
Your managers style enable you to work to your best abilities	4.5	3.6	4.5	37.8	49.5	4.243	1.019
Your management's style in the organization allow you devote all your time to your work	1.8	5.4	16.2	42.3	34.2	4.018	0.943
The management style in place enables you to strike a balance between work and family obligations	25	17.2	27.9	10	19.8	2.446	0.849

Source: Primary Data, 2016

Table 5 presents respondents rating of the effect of directive leadership style on staff persistence of behavior in Kampala International University. Respondents agreed that their supervisor push them to work no matter what happens (Mean = 4.018), their managers style enable them to work to their best abilities (Mean = 4.243), and management's style in the organization allow them devote all their time to their work (Mean = 4.018). In addition, they disagreed about their supervisor's leadership style enabling them to always persevere during times of hardships at work (Mean = 1.964), the leadership style in place make them like their work (Mean = 2.306), work policies put in place make them happy with their work environment (Mean = 2.583), management style in place enables them to strike a balance between work and family obligations (Mean = 2.446). These findings indicate that whereas directive leadership style enables the institution make employees devote their time to work, it is not sufficient enough in enabling employees persevere during



times of hardship let alone failing to strike an adequate work-life-balance. As a result, employees adhere to the instructions of their managers without necessarily performing acts that would portray their motivation to work.

### Hypothesis two testing

From the second objective, it was hypothesized that “directive leadership style has no significant effect on staff persistence of behavior in private universities in Uganda.” To test the null hypothesis, a correlation analysis test was computed with the aid of PLCC significant statistics, and below are the results in Table 6.

**Table 6:** Pearson Correlation results between directive leadership style and persistence of behavior among staff

		Directive leadership style	Staff persistence of behaviour
1. Directive Leadership Style	Pearson Correlation	1	.320**
	Sig. (2-tailed)		.001
	N	111	111
2. Staff Persistence of Behaviour	Pearson Correlation	.320**	1
	Sig. (2-tailed)	.001	
	N	111	111

\*\* . Correlation is significant at the 0.01 level (2-tailed).  $p < 0.05$

Source: Primary data, 2016

Results in Table 6 above indicate a positive and significant effect between directive leadership style and staff persistence of behavior ( $r = .320$ ;  $p = .001$ ) at the 0.05 significance level. Thus, staff persistence of behavior is affected by the leader’s ability to make employees like their work and be able to strike a work life balance whilst following set rules and regulations.

### Regression Analysis

So as to establish the extent to which directive leadership style affects staff persistence of behavior, a regression test was conducted and results are presented in table 7 below.

**Table 7:** Regression Analysis results between directive leadership style and persistence of behavior among staff

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 <sup>a</sup>	.169	.160	.53450

- a. Predictors: (Constant), Directive Leadership  
b. Dependent Variable: Staff persistence of behavior

The Coefficient of determination (Adjusted R Square) value is .160 indicating that directive leadership style explains 16% variation in staff persistence of behavior in Kampala International University.

The researcher further carried out a regression Coefficient statistics on directive leadership style and staff persistence of behavior as presented in table 8 below.

Table 8: Regression Analysis Coefficient on directive leadership style and persistence of behavior among staff

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	3.018	.263		11.490	.000
Directive leadership	.259	.073	.320	3.524	.002

a. Dependent Variable: staff persistence of behavior

Source: Primary Data, 2016

Table 8 suggests a positive and significant effect between directive leadership style and staff persistence of behavior ( $t = 11.490$ ;  $\text{Sig.} = .000$ ). Findings further suggests that directive leadership style is a good predictor variable of staff persistence of behavior ( $\beta = .320$ ;  $\text{Sig.} = .001$ ) implying that for every increase in value of directive leadership style by .320, persistence of behavior among staff increases by one unit and vice versa. This indicates that directive leadership style significantly affect persistence of behaviour among staff. Hence, the null hypothesis of no significant effect between directive leadership style and persistence of behavior among staff is rejected leading to acceptance of the alternative hypothesis to the effect that “there is a significant and positive effect between directive leadership style and persistence of behavior among staff in private universities in Uganda”.

## Discussion

Research findings revealed that managers of Kampala International University give employees instructions that guides them on how to execute their tasks. This is a good initiative on the part of management given that they avail staff members the dos and don'ts to follow in task accomplishment. The guidelines given to staff help in keeping them on track and therefore not deviating from the acceptable norms. The finding conforms to Irannejad, (2008) study who established that directive leadership lets subordinates know what is expected of them through administration of clear guidelines, and making sure they know the rules and procedures to get the work done.

It was also revealed from research findings that supervisors of Kampala International University do not exactly tell employees what to do in specific points in time. This is a worrying situation from a leadership point of view given that good leaders know the way, show the way and even where there's no way, they make a way. Therefore, the failure on the part of supervisors to show and create a way implies employees are left to do as they so wish and this brings in a state of laissez faire where every employee does otherwise. This by all stands gives a signal of failure to manage employees in the institution – a situation that breed discontent among staff.

It was also revealed that there's no appropriate scheduling of work to be done by staff in the institution. This gives a signal that work is done without a clear direction in terms of what will be done first and what will follow thereafter. This also points a weakness on the part of managers who fail to break down work to be performed by their subordinates.

Another critical finding of the study revealed that there is no clear key performance indicators set for the employees as a tool of evaluating their performance. This points to the fact that there are no targets set for employees to be accomplished within a specified period of time. This in a way does not call for the maximum commitment of employees into their current responsibilities since there are no standards set for their appraisal. This is contrary to public institutions that encourage staff to set their own targets together with their supervisors as a basis for their future appraisal and evaluation.

## Conclusions

Directive leadership style has a positive and significant effect on staff initiation of effort in Kampala International University. However, little has been done with regard to telling employees what to do in specific points in time let alone the failure of supervisors to schedule work for their employees. Once the above are fixed, directive leadership style becomes a good predictor variable of staff initiation of effort as a measure of motivation

Secondly, directive leadership style has a positive and significant effect on persistence of behavior among staff in Kampala International University. However, little effort is undertaken by supervisors in setting for their staff key performance indicators that forms a basis for staff appraisal. Therefore, if this anomaly is rectified, directive leadership becomes a good predictor of persistence of behavior among staff in private universities in Uganda.

## Recommendations

Management of private universities in Uganda should take the lead in communicating to their staff management expectation of them. This should be done by continuous scheduling of tasks for staff across the different departments so that work to be performed is known in advance by staff. This will allow the accomplishment of critical activities and in turn boost staff morale since they are able to make timely contributions in needed areas. To achieve this, supervisors and Heads of Departments should take the lead in creating work breakdown structure and the same communicated to all in a timely and effective manner. Management of private universities in Uganda should consider setting for their employees Key Performance Areas/ Indicators upon which they are appraised periodically as a mechanism of establishing whether their actions and behavior are directed towards a common goal. This will help communicate to staff what exactly is expected of them in the employment contract. This task should be taken up by the academic affairs department in liaison with the Human Resource Department to develop clear and achievable targets which are communicated to staff in their employment contract. It is expected that this will in turn boost employee motivation since they know what is expected of them and therefore, derive feelings of job satisfaction out of accomplishments made.

## Limitations of the Study

This study has some potential limitations. It may be noted that a causality effect cannot be inferred due to the cross-sectional nature of the data, although, it is one of the most-used methods in social research (Spector, 1994). Future investigations, should therefore, adopt a longitudinal design so that data can be collected

from chosen respondents and participants over a long period of time to establish the reliability of findings. Besides, the data collected for the study were acquired using the questionnaire method that might have led to common method bias and therefore, could have inflated the effect among the variables investigated. For this reason, other data collection methods such as Focus Group Discussions and Interview methods that could have picked individual and group opinions and record attitudes should be used by other researchers. In addition, other leadership styles such as transformational, transactional, and laissez-faire can be explored by other researchers so that all the dynamics surrounding the different contested leadership styles are explored and recorded.

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