

Leadership Styles and their Effect on Employee Productivity in Zambia's Parastatal Organizations: A Case Study of Lusaka

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Abstract

Leadership is the ability to influence adapted the setting so that everyone feels empowered to contribute creatively to solving the problems. Leadership is an ability meaning a leader has a capacity to do something through talent and skill. this research will investigate the different leadership styles and their effect on the employees' productivity of Zambia Railways and its employees. The study explored the problem in an interpretative view and investigation, using a descriptive approach which uses focus group, interviews. The research design used both qualitative and quantitative research approach. Qualitative research design focused on open ended questions from which responses from key informants was collected for narration purposes as well. Qualitative research emphasised the understanding of verbal narratives. Quantitative research focused on closed ended questions from which responses given were non-verbal. Data collection was done using self-administered questionnaires as part of data collection from the employees. The interviews scheduled and structured for the key informants was strictly based on the interview guide. Data collected from both open and closed ended questions emanating from questionnaires administered to the respondents was analyzed by the use of a computer software known as the Statistical Package for Social Sciences (SPSS 16). With regard to qualitative data collected from the key informants, a narrative report was employed as obtained from them. Then findings of the study has demonstrated that positive relationships between leadership styles and organisational productivity. Overall findings from this study suggest that participative and democratic leadership behaviours do play important roles in determining levels of affective commitment, continuance commitment and normative commitment.

Keywords: Leadership, Productivity

Introduction

Leadership is the ability to influence adapted the setting so that everyone feels empowered to contribute creatively to solving the problems. Leadership is an ability meaning a leader has a capacity to do something through talent and skill. Talent is natural ability and skill is proficiency gained through training and experience. Talent certainly helps, but it isn't required. There are many people whose natural leadership ability was close to zero but through training, experience, and most of all, persistence, became great leaders. Organizational leadership is a dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization. Organizational leadership requires developing an understanding of your own worldview as well as the worldviews of others. Worldview is a composite image created from the various lenses through which individuals view the world. It is not the same as identity, political stance, or religious viewpoint,

but does include these things. It incorporates everything an individual believes about the world, combining the tangible and the intangible. An individual's worldview is defined by that individual's attitudes, opinions, beliefs, and the outside forces the individual allows to influence them. Worldview is the "operating instructions" for how the individual interfaces with the world. One who does not take into consideration how individuals interface with the world is in a much weaker position to lead these individuals. Furthermore, organizational leadership requires an understanding of the composite worldview of the organization, which consists of the many diverse and sometimes conflicting worldviews of the individuals within that organization.

Successful leadership requires capitalizing on strengths and managing around weaknesses. Strength can be defined as consistent, near perfect performance in an activity. An individual should perform an activity at around a 95% success rate in order to consider their performance of that activity a strength. Strength is not necessarily the same as ability: an ability is a strength only if you can fathom yourself doing it repeatedly, happily, and successfully. The building blocks of strengths are: Talents – naturally recurring patterns of thought, feeling, or behavior, Knowledge – facts and lessons learned, Skills – the steps of an activity

Developing strength in any activity requires certain natural talents. Although it is occasionally possible to build a strength without acquiring the relevant knowledge or skills, it is never possible to possess a strength without the requisite talent. The key to building a bona fide strength is to identify your dominant talents and then refine them with knowledge and skills. One need not have strength in every aspect of a role in order to excel in that role. That excellent performers must be well rounded is a pervasive myth. Excellent performers are rarely well rounded; on the contrary, they are sharp. One will excel only by maximizing one's strengths, never by fixing one's weaknesses. Excellent performers find ways to manage around their weaknesses, freeing them to hone their strengths to a sharper point. Excellent performers do not ignore their weaknesses; they work on them just enough so that they do not undermine strengths.

Organizational leadership requires ethics. Ethics aids leaders in balancing truth and loyalty, individuals and communities, short-term and long-term, and justice vs. mercy. Ethics is not an inoculation or a compromise. It is a process and a lens by which leaders approach a problem situation. Ethics call on us to be impartial, yet engaged. Effective leaders utilize ethics to look for the "hidden alternative" in ethically questionable situations. It is the compass by which leaders navigate not only right vs. wrong, but also right vs. right.

Communication is a tool for individuals to interface with one another, with groups, and with the rest of the world. It is not a text, email, phone call, or personal visit: these are methods/mediums of communication. Effective communication requires an understanding of the VABEs (Values, Assumptions, Beliefs, and Expectations) of those whom with we communicate. Understanding someone's worldview and VABEs enables leaders to acknowledge but look past differences, focus on areas of agreement, and to effectively listen for and hear the messages of others. Leaders are able to move beyond communication barriers (appearance, vocabulary, stutter, lisp, accent, etc) and focus on the message of the speaker. It is often the case that people don't want to be leaders for fear of rejection. Leaders are able to rise above this natural fear and lead by the example of adding value to an organization. Managers and leaders are not the same. Leaders possess strategic thinking and not only an understanding of the vision of an organization, but also the ability to effectively carry out and communicate that vision. Anyone, anywhere, at any level can be a leader. The cornerstones of leadership are: Truth telling, Promise keeping, Fairness, Respect for the individual

These four cornerstones combined will determine how the individual leader is perceived by others, and in the case of organizational leadership, perception is reality for all effective purposes. A manager may have been delegated responsibility over many individuals, but in failing to exhibit the cornerstones of leadership or not possessing the requisite strength, ethics, communication, or grasp of worldviews, that manager is not a leader. In fact that manager may very well manage a leader who does possess leadership traits. A simple test of leadership is to “look behind yourself, do you see anyone following you?” If you do not, you are not a leader!

While there are many theories of leadership, Douglas McGregor, a social psychologist and Management Professor at MIT, identified two prominent management approaches/theories which he coined as “Theory X” and “Theory Y”: Theory X – “Hell or high water, we’re going to get it done!” Assumes that workers are largely motivated by the lower order needs of Maslow’s hierarchy (physiological and safety needs) and that effective management requires strict and often punitive micromanagement. Theory Y – “I need your help...how are we going to do this?” Assumes that workers are largely motivated by higher order needs of Maslow’s hierarchy (belonging, esteem and self-actualization) and that effective management requires creating the right conditions and organizational culture which motivates workers to pursue those needs by adding value to the organization. Effective leaders identify the appropriate leadership theory for a given situation. In some instance a leader may use a combination of Theories X and Y. This determination is context sensitive. Consider the following levels of James G. Clawson's “Level Three Leadership” and associated tactics: One – visible behavior: Orders, commands, threats, intimidation, incentives, bonuses. This level is purely theory X. Two – conscious thought: Arguments, rationale, data, citations, references, evidence, and manipulation. This level can be a combination of theories X and Y. Three – VABEs: Visioning, purpose definition, honesty, openness, emotional storytelling, anecdotes, tender emotions. This level is purely level Y.

In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually replaced with the human resource management. This gives importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance and productivity (Hersey and Blanchard, 1988). Kerr (1975) asserts that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate. Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power. An administrative phenomenon reflects the contingency of leadership, and style, situation and performance criteria have been left to suffocate on their own. As a result, employee productivity was affected due to lack of proper direction and application of strategic style in managing daily duties.

Productivity is the ratio between output and total of factors required to achieve it. Productivity is efficiency in individual production. It is a multinational factor in organizations, in which it could be principally improved by employees’ efforts. The relationship between leaders’ behaviour or the leadership style and subordinate has gained increased attention from the community. The kind of leadership style influences how organizations cope with improving productivity, the transformational leadership style play a crucial role in improving productivity by way of improved marketability and creating strategic vision of the organization. Leadership style affect the overall operational performance of effectiveness, efficiency, profitability, large market share and as well as the organization commitment to achieve a stated goal (Aldair, 2005). Behind the wonderment of any organization productivity today is the leadership style adopt by the organization. Productivity in every organization is largely centred on labour productivity, perhaps

human-labour is the universal key resources required of any organization and the assertion that a critical element in all successful productivity effort to date has been due to good leadership style (Koudri, 1999). In the past, the previous studies investigated performance phenomena and how it was affected by various variables such as: leadership, and with its different leadership styles such as participative, autocratic, and democratic. It was noted that, in most studies, the concept of participative approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership processes especially in large work environments. All in all, the history of leadership and how it affects performance of employees dates as back as early as the 17th century where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks. Today the high performance of organizations and institutions largely depends on the type of leadership style employed (Carter, 2008).

1.2 Statement of problem

Parastatal organizations in Zambia, like in many other countries, face a range of leadership challenges. Parastatals are typically government-owned corporations or agencies that operate in various sectors such as energy, transportation, telecommunications, and others. Parastatals are often subject to political influence and interference, which can disrupt decision-making processes and hinder effective leadership. Corruption and mismanagement can be significant challenges within parastatal organizations, leading to inefficiency, financial losses, and a lack of accountability. Leaders may struggle to implement transparent and ethical practices in organisations. Parastatals in Zambia may face resource constraints, including limited funding, outdated infrastructure, and inadequate human capital. However, Leaders instructed to find ways to optimize resource utilization and implement cost-effective strategies. Excessive bureaucracy and red tape is another concern that slows down decision-making processes and stifle innovation within parastatal organizations. Leaders may encounter challenges in navigating bureaucratic hurdles and implementing reforms.

On the other hand, Zambia has great potential to grow more economically with regards to its products and services than what we have seen today in some organizations facing problems such as poor innovation, low performance, and inability to meet performance targets. It is alleged that these problems are due to lack of strategic interventions of specific leadership styles in particular situations despite prediction of the problem at hand, and these problem have continuously affected employee productivity. As result of this increase in the need for effective leadership, emphasis has been placed on who can lead the organizations' workforce toward positive change and performance improvement in order to enhance productivity.

Therefore, addressing these leadership challenges requires a combination of strong leadership skills, effective governance structures, stakeholder engagement, and a commitment to transparency and accountability. Additionally, fostering a culture of innovation, integrity, and continuous improvement can help parastatal organizations in Zambia overcome these challenges and achieve their objectives. hence, this research will investigate the different leadership styles and their effect on the employees' productivity of Zambia Railways and its employees.

1.3 Research Objectives

1.3.1 General Objective

- To investigate the different leadership styles and their effect on the employees' productivity.

1.3.2 Specific Objectives

1. To access the leadership styles that contributes to employee productivity.
2. To analyse the relationship between the effective leadership styles and productivity of employees.
3. To evaluate the significance of leadership styles in the employee productivity.

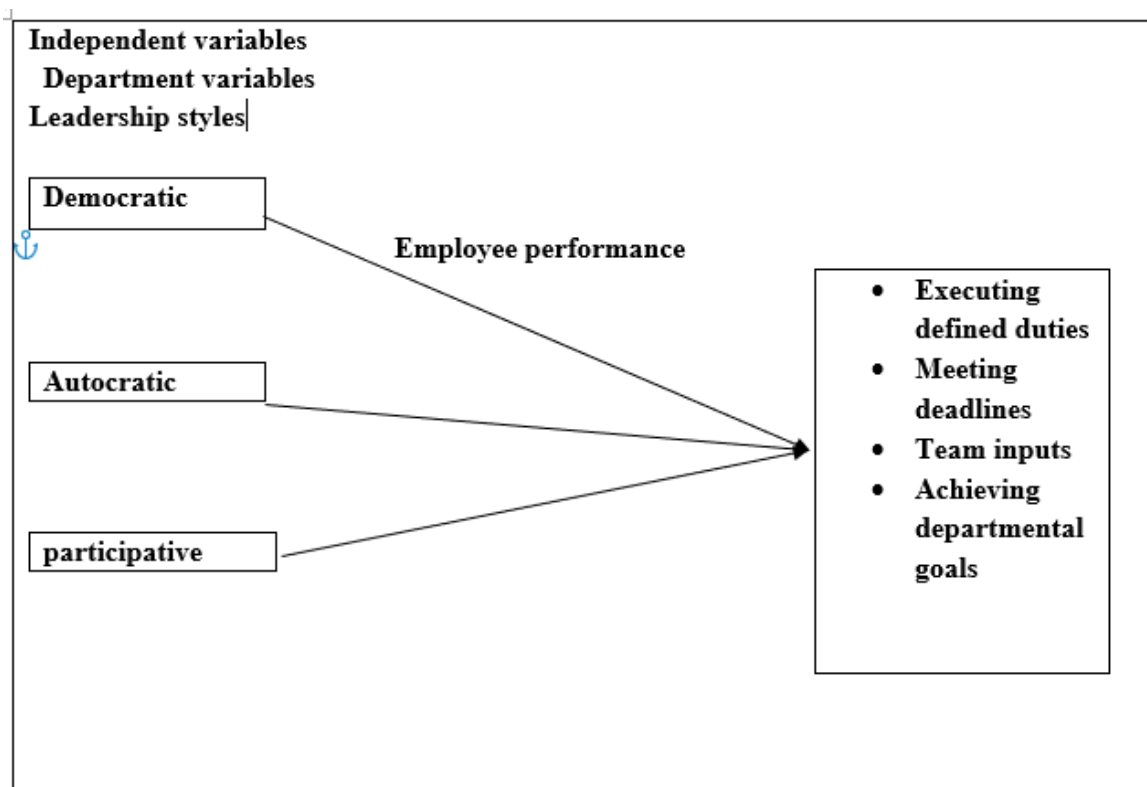
1.3.3 Research Questions

1. How effective does leadership style cast an effect on employee’s productivity?
2. What are the outcomes if there is an effective leadership style?
3. What is the relationship between participative leadership and employee productivity in an organization?
4. What is the relationship between the Democratic leadership style and employee productivity?

1.4. Conceptual framework

In this study, there are different leadership styles such as autocratic, democratic, and Participative that are taken as independent variables and employee productivity taken as dependent variable. A conceptual model was developed on the basis of their relationship with a view to analyze which one leadership style is most appropriate to improve the performance of employees of an organization. Consequently, productivity was operationally perceived as: executing defined duties, meeting deadlines, team input, and achieving departmental goals. The above should lead to efficiency, specialization, effective feedback and good organizational relations (Kirega, 2006).

Both terms (leadership and employee productivity) cohesion should be proved through styles and approaches in an attempt to cause efficiency which variable in this study was leadership and indeed Carter (2008) defined leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals.



1.5 significance of the study

The information collected can be used by stakeholders to come up with strategies and policies towards improving the performance of workers in organisations. The findings of this study can be used by stakeholders for advocacy purposes when it comes to issues of leadership. Further, the findings can be used by policy makers to change or maintain policy direction in order to solve the problems affecting workers and also provide a solution to the perpetual conflict between workers and their supervisors.

1.6 Limitations of the study

First of all, the research was conducted in twelve weeks. Twelve weeks is not enough for the researcher to observe different style of leaderships and how they affect employee productive. Second, the population of the experimental group was small, only fifty respondents and might not represent the majority of the workers parastatal sector of Zambia.

1.7 Ethical considerations

Ethical issues are the concerns and dilemmas that arise over the proper way to execute research, more specifically not to create harmful conditions for the subjects of inquiry, humans, in the research process (Schurink, 2005: 43). The researcher was very much aware of the big responsibility to be sensitive and respectful of research participants and their basic human rights and fully endorse the Ethical Code of the University of Stellenbosch. Therefore the researcher ensured that the throughout the study explicate the aim and objectives of the study as well as the procedures to be followed up front to everybody taking part in the in the study.

Thus in order to ensure anonymity, questionnaires had no names on them except for the questionnaire identity numbers. The study ensured that the responses given by the respondents were highly confidential and used purely for purposes of this study. All the respondents that participated in the research were not harmed in any way. The participation of the respondents in this study was voluntary and they were free not to complete the survey without any penalty. The respondents were also assured that at no time will their name be reported along with any responses.

2. METHODOLOGY

Research Design

The study explored the problem in an interpretative view and investigation, using a descriptive approach which uses focus group, interviews. To illustrate the descriptive type of research, Northouse (2001) guided the researchers when he stated: descriptive method of research is to gather information about the present existing condition. The purpose of employing this method was to describe the nature of a situation, as it exists at the time of the study and to explore the effects of particular phenomena on the performance of employees and firm.

The research design used both qualitative and quantitative research approach. Qualitative research design focused on open ended questions from which responses from key informants was collected for narration purposes as well. Qualitative research emphasised the understanding of verbal narratives. Quantitative research focused on closed ended questions from which responses given were non-verbal.

Scope of the study

The study population was the parastatal institution in Lusaka in order to have an understanding of the effect of leadership styles on employee productivity from different perspective within the parastatals. A

sample targeted employees from Zambia Railways limited, Zambia Telecommunication company (Zamtel), Zambia electricity corporation (ZESCO), Zambia bureau of standards and Zambia national broadcasting corporation and key informants within the institution. This sample was selected by the researcher because these are institutions among others where leadership style affects employee productivity.

Sampling Procedure

The researcher used convenience sampling. Convenience sampling is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study. Thus in this study, this method helped the researcher to easily pick participants with ease.

Target Population and Sample Size

The target population was parastatal institutions in order to have an understanding of the effect of leadership styles on employee productivity. A sample of 50 respondents was targeted of which forty (40) were employees (8 from each organization) from Zambia Railways limited, Zambia Telecommunication company (Zamtel), Zambia electricity corporation (ZESCO), Zambia bureau of standards and Zambia national broadcasting corporation (ZNBC). The remaining 10 respondents of which 2 from each were key informants. This sample was selected by the researcher because it is less costly, manageable, less time consuming but effective and representative of the population.

Instruments of data collection

Data collection was done using self-administered questionnaires as part of data collection from the employees. The interviews scheduled and structured for the key informants were strictly based on the interview guide. Data collected was both qualitative and quantitative in nature.

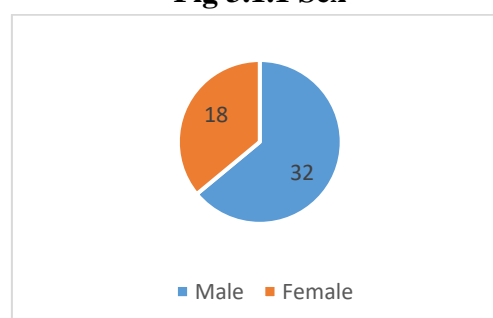
Data analysis

The questionnaires were checked for completeness and consistency before analysis. Data collected from both open and closed ended questions emanating from questionnaires administered to the respondents was analyzed by the use of a computer software known as the Statistical Package for Social Sciences (SPSS 16). SPSS was used because it is comprehensive and flexible in statistical data analysis and is also user friendly and allows for mathematical manipulation since it has in-built functions. Further, SPSS allowed for simple creation of frequency tables and charts which was used in this research for clarity of explanation and analysis. With regard to qualitative data collected from the key informants, a narrative report was employed as obtained from them.

3. RESULTS AND DISCUSSION

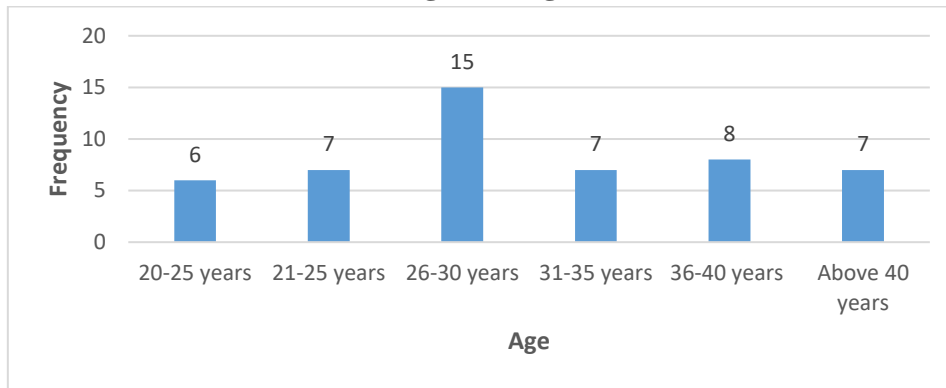
3.1 Background Information

Fig 3.1.1 Sex



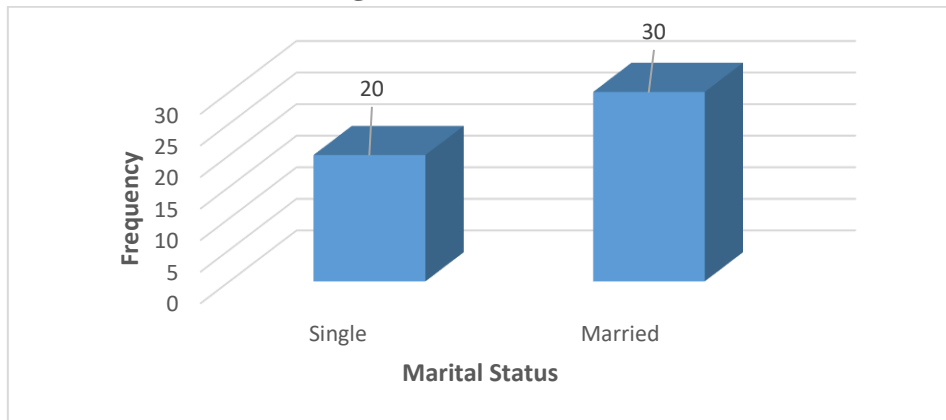
Out of a total of 50 respondents 32 representing 64% were males while 18 representing 36% were females.

Fig 3.1.2 Age



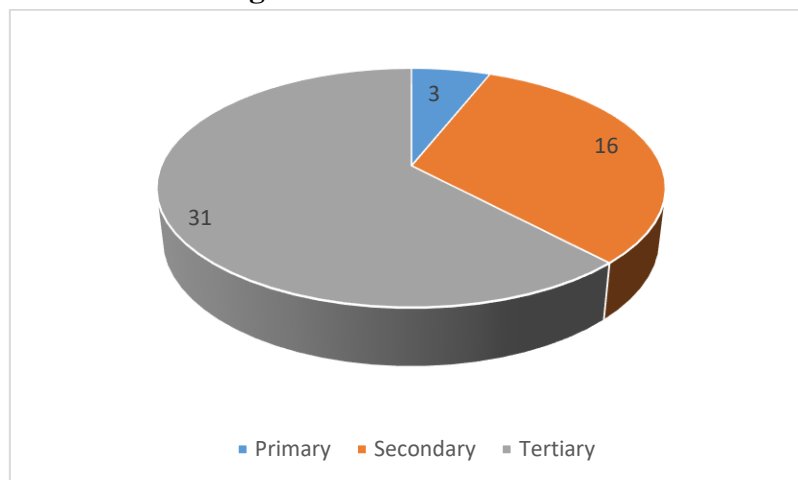
Out of a total 50 respondents 6 representing 12% were 20-25 years old, 7 representing 14% were 21-25 years old, 15 representing 30% were 26-30 years old, 7 representing 14% were 31-35 years, 8 representing 16% were 36-40 years old, and 7 representing 14% were above 40 years.

Fig 3.1.3 Marital Status



Study findings revealed that from 50 respondents captured 20 representing 40% were single while 30 representing 60% were married.

Fig 3.1.4 Level of Education



Out of a total of 50 respondents 3 representing 6% had primary level education, 16 representing 32% had secondary level education and 31 representing 62% had tertiary education.

3.2 Discussion and Interpretation of findings

Relationship between leadership styles and their contribution productivity

Leadership styles have significant and substantial effects in the small businesses and also in the world's largest corporations. These styles affect everyone from senior and top management to the new entrant even of employees and new firms. They create the corporate culture that influences the organization and performance and productivity of employees in term of meeting deadline projects.

Leadership style refers to a leader's behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders. Rhetoric specialists have also developed framework for understanding leadership.

Different situations require different leadership styles. When there is little time for coverage on an agreement and quick work is required and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective. However, in a highly motivated and aligned team with a homogeneous level of expertise, a more participative and democratic style may be more effective. The style should be one that most effectively meets the objectives of the team while balancing the interest of its followers and team members of that group led by an effective leader. Autocratic style also known as authoritarian leadership, Milgron (2002) said autocratic style clearly defines the division between leaders and workers. Autocratic leaders make decision with little or no involvement from employees. These types of leaders are more confident, more sure about and comfortable with the decision making responsibility for the strategic plans and company operations. Although research indicates that autocratic leaders display less creativity than more contemporary (new) styles.

Adair (2005) only one person has the full authority and power over the followers or workers. His decision would be viewed and taken as the golden rule and should never be questioned and cannot be interrupted by any one. They make plans of each milestone and their followers are bounded to work or follow the rules. In short, the autocratic leader 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. The autocratic style may show great results in a short time period. However, excessive use of authority will distort productivity in the long term. People either get bored and dissatisfied and leave or fall into a malaise of hum-drum repetitive tasks without creativity and innovation and in short become demotivated.

Under the autocratic leadership style, all decision making powers are centralized and remains in the hand of leaders, as with dictators. These leaders do not welcome any suggestion and initiative from the followers' side. It has not been successful in promoting productivity as it does not provide strong motivation to the employees. This style allows quick decision making. The leaders do not take any type of advice from their employee. They believe that leaders only have to make decisions and employees should have to follow only either they want to follow or not. This type of leadership is so much rigid and may be a cause of employees' de-motivation thereby affecting the productivity and performance of the employees. Autocratic leadership style promotes a one sided conversation and due to this the creative and leadership skills of the employees become restrictive and all are involved in repetitive work of daily activities. As leaders have the authority, there is a chance of exploitation and distortion of employees. This style restricts workplace communication and socialization. It's important to have cordial work environment, where everyone is friendly and want social network. It can also lead to disagreements and conflicts, if a group or company is led by an autocratic leader.

Significance of leadership styles in employee productivity

Employee productivity is impacted differently depending on the type of leadership style being used.

Democratic leadership effects

Study findings from the organizations covered in this research revealed that this style is usually considered a benefit for the most companies with regards improving employee productivity. This style focuses the management that provides guidance and help to its team and departments while accepting and receiving the inputs from individual team members. These leaders do not reserve their activities and authority only but in actual they bother about consultation of employees. The democratic style promotes the sharing of responsibility, the exercise of delegation and continual consultation. In this style managers suggestions and recommendations on all major issues and decisions and effectively delegate tasks to subordinates and give them full control and responsibility for those tasks, and encourage others to become good leaders and involved in leadership and employee development. That leads to more commitment of employee to department goals, performance to meeting deadlines which enhances productivity.

An evaluation worker's views of their senior and top leadership team indicated that this style focuses on using the skills, experience, and ideas of others. However, the leaders or managers using this style still remains the final decision making power in the leader's hand. To his or her credits, they will not make major decision without firstly getting the input from those that will be affected, provide proper recognition, and delegate responsibilities. This leadership style improves the performance in both short term and long term and can be used for any type of work project. When organizations need creative problem solving, conducting meetings for organization or department, training people for leadership roles and performing the day to day organizational tasks this is the leadership style to use. This style provides confidence to employees who will help them for meeting deadlines, and departmental goals, to provide efficient team inputs. The net effect of this is a surge in the productivity of the employees which helps the organizations to meet the set targets and objectives.

Participative leadership effects

This leadership style is viewed as an effective option in improving productivity of employees. As compared to other typical styles, delegative leaders rarely make decisions; leave this portion on the employees. Mostly, these leaders delegate responsibility to their employees and offer guidance to trusted team members. Participative style will be unproductive in the short term. But in longer time period, this style is more productive for an organization. This productivity increases due to feeling of empowerment and more commitment to their work and departmental goals.

Views of the respondents in the study indicate that in participative leadership style: the leaders invite and encourage the team members to play an important role in decision making process, though the ultimate decision making power rests with the leaders. Leaders tell and guide the employees what to do and how to do it. On the other hand, employees communicate to the leader their experience, suggestions and recommendations. The main benefits of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic and open work environment and also encourages creativity thereby fostering increased performance and productivity in the organization. This leadership style's only negative aspect is that it is more time-consuming. Mullins (2002) of participative leadership is that the process and behavior which allows for the development of additional leaders who can serve the organization at a later date or in future. Because advocate of this leadership who favor this style state that this type of leaders encourage active involvement on the part of employee on the team, people seldom are able to express their creativity and express abilities and talents that would not be made apparent otherwise.

Conclusion

The aim of this research was primarily to determine the effect of leadership styles on employee productivity in an organization. The findings showed a positive relationship between leadership styles and employee organisational commitment and productivity. Given this one may conclude that effective leaders can positively influence trust and meaning within followers and in turn so motivate them to be willing to remain in the organization and feel part of it. This has a net effect of inducing work ethics that positively influence organizational productivity.

The problem of low productivity and employee performance should be addressed more proactively and effectively, especially where young employees are concerned. The reason for this is that they are associated with, among others, decreased organisational commitment, decreased mental and physical health, problematic collegial relationships, and a decrease in the quality of work life which can affect their performance and eventually productivity in the organization. Pienaar (2005) feels strongly that, should such problems not be addressed, high productivity will in all probability increasingly as employees will underperform. Transformational leadership style positively relates to affective commitment and at the same time to continuance commitment, implying that the management must be mindful of the leadership styles on employee commitment. It can be concluded that employees who are under a good leader are more likely to identify themselves as part of the organization and perform effectively.

The existing leadership and employee organizational commitment research also suggests that the leadership style of leaders can lead to higher measures of organisational commitment in their direct reports. This study has demonstrated positive relationships between leadership styles and organisational productivity. Overall findings from this study suggest that participative and democratic leadership behaviours do play important roles in determining levels of affective commitment, continuance commitment and normative commitment.

Recommendations

1. In respect of the above conclusion, the democratic leadership style would further empower the employees by developing teams and according some measure of power and authority to their employees. In this way, employees would ignite their potentials, feel part of an organization and perform maximally for the organization.
2. For organizations to attain high productivity their need to immediately reduces the autocratic leadership practices. Organizations should advocate for the better leadership styles that suite different situations so as to reduce the dominance of autocratic leadership unless in situations where it is necessary. The researcher further recommends that it was important for organizations to have professional performance guidelines that create a sense of responsibility to employees in order to enhance productivity.
3. Effective stakeholder management is crucial for parastatal organizations to gain support from various stakeholders, including government entities, employees, customers, and the public. Therefore, Leaders must balance competing interests and maintaining positive relationships with stakeholders.
4. Parastatals are often subject to complex regulatory frameworks and compliance requirements. Leaders must ensure that their organizations adhere to relevant laws and regulations while also promoting business objectives and operational efficiency.

5. Parastatals are exposed to various risks, including financial, operational, and reputational risks. Leaders must implement robust risk management practices to identify, assess, and mitigate potential threats to the organization's stability and viability.

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APPENDIX 1

INSTRUCTIONS

Tick or write down the appropriate answer in the answer spaces provided. Please do not write your name on the questionnaire.

SECTION A: Background information**1. Sex**

1. Male []
2. Female []

2. Age

1. Between 20-25 []
2. Between 26-30 []
3. Between 31-36 []
4. Between 36-40 []
5. Above 40 []

3. Marital status

1. Single []
2. Married []

4. Education level

1. Primary level []
2. Secondary level []
3. Tertiary level []

Section B: Leadership Styles and their effect on employee productivity.**5. Are you in any form of employment?**

1. Yes []
2. No []

6. If yes what type of employment are you in?

1. Formal []
2. Informal []

7. What do you understand by the term leadership?**8. Are you aware of the different types of leadership styles that exist in organizations?**

1. Yes []
2. No []

9. If yes to Q8, explain the types of leadership styles you know.**10. What do you understand by the term productivity?****11. How do you rate the productivity of employees in your organization?**

1. High []
2. Relatively high []
3. Low []
4. Relatively low []

12. If high or relatively high what do you think are the causes of these levels of employee productivity in your organization?**13. If low or relatively low what do you think are the causes of these levels of employee productivity in your organization?****14. Do you think the type of leadership style used in an organization affects employee performance productivity?**

1. Yes []

2. No []

- 15. Explain how the different types of leadership styles contribute to employee productivity?**
- 16. Explain the relationship between effective leadership styles and employee productivity?**
- 17. What is the significance of the different types of leadership styles in employee performance?**
- 18. What recommendations would you give in order to improve employee productivity in your organization?**

APPENDIX 2

INTERVIEW GUIDE (for Key Informants)

Date of interview.....

Place of interview.....

Position held by the interviewee.....

1. What does employee productivity mean to you?
2. Explain the different leadership styles used in organizations?
3. How much effective leadership style cast an effect on employee's productivity?
4. What are the outcomes if there is an effective leadership style?
5. What is the relationship between participative leadership and employee productivity in an organization?
6. What is the relationship between the Democratic leadership style and employee productivity?
7. To what extent does the authoritative style affect employee productivity in an organization?
8. What would you recommend should be done in order to improve employee productivity in your organization?