



Transactional leadership in Uganda Prisons Service: A performance catalyst.

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Abstract

This paper sought to examine the relationship between transactional leadership style and employee performance in Uganda Prisons Service taking Uganda Government Prison Upper-Luzira as station study. Transactional leadership as viewed by many, relies entirely on rewards and punishment as a means of leading and to many this style of leadership does not yield positive results often times arguing that this style is suitable for military operations where rules and regulations are required for the attainment of objectives. Yet organisational leaders have continued to use transactional style to achieve organisational objectives through motivating followers, being visionary and directing their followers amidst among other ways. This paper documents efforts by leaders to see to it that employees are guided to attain organisational objectives amidst the existing challenges as drawn from the experiences of the staff of U.G. Prison Upper-Luzira. Using a cross-sectional design that adopted both qualitative and quantitative approaches, a sample of 133 respondents was drawn using both purposive and simple random sampling techniques from a target population of 200 employees, and this yielded a response rate of 97%. Validity and reliability of instruments was taken care of, and data was collected using self-administered questionnaires and interview guide. Data was analysed using SPSS computer package and involved the use of descriptive statistics, correlation, regression and content analysis for qualitative data. The findings indicated a strong and significant positive relationship between transactional leadership style and employee performance in Uganda prisons Service which as indicated by correlation coefficient ($r=0.502^{**}$, $p<0.05$). The study concluded that, transactional leadership style plays a pivotal role in employee performance in Uganda Prisons Service. This means that with increased motivation, direction and visionary leadership, there will also be increased performance from the employees.

Key words: *Transactional, Leadership, Style, Employee, Performance, Uganda Prisons Service*

Introduction:

Global upturn in the scientific study of leadership began at the turn of the 20th century with the ‘great man’ perspective that saw the history of leadership as being shaped by exceptional individuals (Bass, 1990) and the leadership researchers at the time focused on identifying individual differences (i.e traits) associated with leadership. The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippit, White, 1939:292). This early study has remained quite influential as it established the three major leadership styles; autocratic, democratic and laissez-faire (free-reign). It is believed that western theories have been instrumental in shaping the global perspective on leadership and subsequently informed leadership development practices including in the modern African organisations (Ugwuegbu, 2001, Obiakor, 2004, Mbigi, 2005, Kauda, 2010).

The African continent on the other hand presents a unique context of study for leadership scholars. A vast expanse of land encompassing over 50 countries, territories, and states with over 1.1 billion people, Africa’s diversity of ethnicities, cultures, and languages are both sources of richness and potential conflict (William, 2011). In modern Africa, leadership is understood to have led to the removal of the colonial masters and ushered in independent democracies. The GLOBE study presents just a page on Sub-Saharan Africa in its book of studies (Chhokar et al., 2007) and it is limited in both findings and analysis of this empirical data (House et al., 2004).

Kauda (2010), observed that while leadership development may have attracted considerable policy interest in Africa, it has remained primarily guided by assumptions that the more African organizational practices are able to adopt western practices the more efficient the institutions become. Different authors who address indigenous issues in an African context highlight the differences in findings, compared to western-based theories. Blunt and Jones (1997), suggested that in Africa, the effective leadership styles are more paternalistic than the effective leadership styles in the west and that in Africa, interpersonal relations are placed higher than individual achievement. Mathauer and Imhoff (2006) had similar findings. They found that non-financial motivational tools and a more paternalistic leadership style, reflecting “caring” on the part of management, were more effective in African countries.

Jackson (2004) who, through collaborative research in a number of African nations, demonstrated that African managers tend to be highly skilled in many aspects of management and leadership, in particular dealing with cultural diversity and multiple stakeholders and enacting ‘humanistic’ management practices. For Jackson (2004: 28-29), key values that shape leadership and management in sub-Saharan Africa include; sharing, deference to rank, sanctity of commitment, regard for compromise and consensus, and good social and personal relations. Furthermore, he highlights the ‘hybrid’ nature of management and leadership practice in Africa – shaped through a complex and multi-layered social, cultural and historical context.

Uganda like any other African country is no exception to efforts on organizing work and managing human capital for better performance. A number of scholars have done quite a number of investigations with the hope of unearthing the relevance of leadership in improving both employee and organizational performance. However, it would be prudent to first understand the leadership

trends in the “Pearl of Africa”. Uganda is in her fifth decade of independence and is experiencing ‘a chronic state of backwardness’ (Mutibwa 1992:127) resulting from personalization of power, corruption and authoritarianism. The country has had eight presidents, the majority of whom came to leadership through military coup d’états (Schraeder 2000:367). President Museveni (2000:10) asserted, ‘Uganda has been very unfortunate in having particularly bad leadership’. In an attempt to deal with the leadership problems in the country, the government came up with the Leadership Code Act as a way of regulating leaders in the public sector by providing for the minimum standards of behaviour and conduct and to put in place enforcement mechanisms. It’s from this point that we understand how important leaders and effective leadership is in the growth of organisations and development of the country.

Researchers like Nuhu (2010), Nakanwagi (2010), Adong (2012), Gimunguni (2014), Kobusinge and Kiiragura (2016), Tumuhimbise (2017), Tugume (2018) all did study leadership styles and employee performance in different sectors including education, local government, government parastatals, among others. They covered different styles like autocratic, authoritarian, democratic, laissez-faire, transactional, bureaucratic, visionary and transformational leadership, among others. Interesting to note is that, they all established that there was a relationship between the leadership styles and employee performance clearly indicating that an improvement in the leadership style equally increased the performance of employees thus the organization in a larger context. Obicci (2014), also indicated that employee performance is greatly influenced by ethical leadership.

Hinged on the above background of leadership and its influence on performance in Uganda and the world over clearly reveals that there is need for the leaders and managers of organisations to realize that objectives can be achieved by getting support from the followers and subordinates and the need to show appreciation to the employees for making valuable additions by offering appropriate guidance (Essays, UK, 2018).

Literature Review

Different theories have been advanced to explain how leadership styles impact on the employee performance in organizations. This study will look at some of the theories by different scholars. The first one is the contingency theory by Fred Fiedler (1964) that underpins this study. Contingency theory is one in which the leaders’ competence is determined by the interaction between the leader’s personal characteristics and aspects of the situation. The contingency theory is based on the assumption that leadership style depends on the prevailing organizational situation (Cheng and Chan, 2002). It is also pointed out in contingency theory that there is no single best way for a leader to lead but rather it depends on the situation (Fiedler, 2009). A particular situation will determine the type of leadership style that can lead to positive results. One leadership style may be suitable for a particular situation but may not have the desired results in another situation. It was further pointed out that success of a leader and employees depends on a good number of factors, including the leader’s preferred leading style, the capabilities and behaviors of the subordinates and situational characteristics (Cheng, 2002). Effective leadership requires adapting one’s style of leadership to situational factors, and control is conditional on three factors namely, the relationship between the leader and subordinates, the degree of the task structure and the leaders’ authority and power.

Transactional leadership incorporates some of the trait and behavior theories. Avolio (2003) suggested that characteristics of transactional leadership consist of two aspects, namely contingent reward and

exception management. Transactional leadership is the one whereby the leaders and the subordinates agree on the targets to be met and the measurement metrics performance. There are mutual agreements on rewards and punishments if one successfully meets organizational goals or fails to meet organizational goals. It is pointed out that transactional leadership style is one that emphasizes transaction between leaders and subordinates (Yulk, 2007). Transactional leadership motivates and influences subordinates by exchanging reward with a particular performance. In a transaction the leaders promise to give rewards when subordinates are able to complete their duties in accordance with agreements. That is to say subordinates are motivated to work so as to attain the organizational goals. Transactional leadership style can positively or negatively affect employees. Positive effects can occur when employees assess transactional leadership positively and negative effects can occur if employees consider that transactional leadership style leaders cannot be trusted because they do not keep their promises, are dishonest or not transparent. Mutual trust between employees and leaders of the transactional leadership is very important so as to reach the desired positive results. It was also noted from Posner (1995), Burns (1978) and Avolio (1999) that transactional leadership does not encourage creativity among employees, it does not enhance accountability among employees and so it cannot improve performance of an organization. This study will emphasize the following behaviour of transactional leadership: -

Motivates followers; a transactional leader aims to elicit desired performance from the team by motivating them externally. Employees are rewarded for behaving in the expected manner, and are punished for any deviations from the set standards. The relationship between the employee and the leader in this style of leadership is a transactional one (Burns 1978). The leader will keep a watchful eye on the performance of all employees based on specific goals and targets that have been set for them. They are quick to notice when employees achieve a predetermined goal, and will reward them appropriately. Similarly, they are also aware of poor performance and withhold the reward in such instances (Senior, 1997).

Visionary leadership; Transactional leadership occurs when leaders approach followers either to correct a problem or to establish an agreement that will lead to better results geared towards attainment of the organizational vision. Additionally, transactional leadership is concerned with the style of leadership where the leader makes work behavior more instrumental for followers to reach their own existing goals while concurrently contributing to the goals of the organizations (Brand, et al., 2000).

Directs followers; the subordinates will be micromanaged and directed if they are working under transactional leadership. This type of leader believes that it is up to them to make all the decisions, and employees must simply follow their directives or instructions.

Methodology

To explain the relationship between transactional leadership style and employee performance in Uganda Prisons Service, a cross-sectional design with both qualitative and quantitative research methods was used. The study population was made by employees of Uganda Prisons Service in Uganda Government Prison Upper. The sample was drawn from senior officers, principal officers, Non-commissioned officers and civilian staff alike. Given the objective of the study, the quantitative data from the respondents was the most focused on and it was substantiated by qualitative data from key informants. Key informants' interviews were conducted using key informants interview guide. A total of 129 respondents were involved in the study.

To ensure data quality, reliability and validity tests were conducted. The Content Validity Index was calculated and found to be greater than the minimum of 0.70 as stated by Amin (2005). The reliability was calculated based on the Cronbach Alpha coefficient (CAC), all the variable items were found to be reliable as their values were greater than the 0.7 threshold. The sample was drawn into strata of staff categories. The selection of the sample from the categories was purposively and randomly done. Based on calculations made using the Yamane (1967) formula, the sample was made by 133 employees. This sample was distributed using proportion of each staff category; the non-commissioned officers to be part of the study were randomly selected while interviews with key informants was purposively done. Completed questionnaires were reviewed to ensure accuracy, consistency and completeness of information before leaving the field. Data from the questionnaires was arranged, coded, edited for consistency and easiness and later entered using Statistical Package for Social Scientists (SPSS) which was used for managing and analysing the data to derive meaning. The qualitative data from key informants was triangulated to ensure completeness and substantiate the quantitative data through content analysis.

Results And Discussions

Amin (2005), asserts that higher response rates are considered to yield more accurate survey results. This study had a sample of 133 distributed in the 5 staff categories from the total target of 200 employees, the researchers were able to collect both quantitative and qualitative data from 129 respondents that yielded a 97% response rate.

According to Fernandez (2016), demography is concerned with human populations: size, distribution, composition, components of population change, and determinants and consequences of population change. A total of 129 employees participated in this study.

According to the results in Table1, the findings show that demographically the overwhelming majority of 117 (90.7) of the study respondents were males whereas 12 (9.3%) were females. The high percentage of the male respondents reflects the general pattern in the Uganda Prisons Service which is largely a male dominant occupation as compared to females.

The results further show that the biggest proportion of 57 (44.2%) of the respondents are in middle age range of 30-39 (thirty to thirty-nine) years, 54 (41.9%) in the age range of 20-29 (twenty to twenty-nine), 17 (13.2%) in the range of age 40-49 (forty to forty-nine) and only 01 (0.8%) in range of 50 (fifty) years and above. The data shows that different age groups were represented in the study. This helped in capturing the diverse opinions according to age on the perception of leadership styles employed in UPS and employee performance.

A majority of 63 (48.8%) of the respondents were educated up to certificate level, 45 (34.9%) were educated up to diploma, 20 (15.5%) were educated up to bachelor's degree level and only 01 (0.8%) of the respondents educated to a postgraduate diploma level. The results show that all the employees had the necessary qualifications to work in UPS. Based on this, the study analyzed the leadership styles used in influencing employees with diverse educational levels and how such styles affected their performance. The implication of the findings is that the employees are most likely to perform better at their jobs than the most or highly educated who would regard this job as a low paying one.

The results show that 72 (55.8%) of the study respondents had worked for between 0 – 5 years, 28 (21.7%) had worked for a period of 6 – 10 years, 17 (13.2%) had worked for between 11 -15 years and 12 (9.3%) of the respondents had worked for 16 years and above. The overall results showed that

the majority of the respondents had been in the organization for more than a year, they were presumed to understand the leadership styles employed by their supervisors in the department.

Descriptive Statistics on transactional leadership

Transactional leadership style constructs considered were the ability of a leader in; motivating followers, leading by vision and directing followers. The results from the item mean analysis of transactional leadership styles reveal that transactional leadership does interfere with the performance of employee through motivation, visionary guidance and directing followers.

Table 2 indicates high scores regarding the transactional leadership styles in Uganda Prisons Service, Upper Prison-Luzira (Mean = 3.70, SD = 1.165). The high scores were particularly reported for transactional leadership aspects such as; Leader is visionary (Mean = 3.70), the leader directs followers (Mean = 3.95). As can be seen in Table 1, there is just fair motivation of followers' aspects given the average scores (Mean = 3.44).

Employee Performance

In order to examine the level of agreement and/or disagreement on the different items used to measure the dimensions of employee performance in the questionnaire, item mean and standard deviation were used.

The responses were anchored on the five-point Likert scale ranging from strongly disagree, disagree, neutral, agree and strongly agree. The details are shown in Table 3.

Furthermore, employee performance was measured in terms of timeliness, teamwork effectiveness, efficiency and quality of service delivered. The agreement or disagreement as to whether transactional leadership style influence employee performance or not is widely spread around the mean of around 3.74 with a standard deviation of 1.132. This means that, the participants either agree or are not sure.

Table 3 shows a high score of agreement that transactional leadership style influences employee performance in Uganda Prisons Service, Upper Prisons- Luzira (Mean= 3.74, SD= 1.132). The results further show that employees' performance was not limited by poor leadership, employees not feeling necessary to complete tasks due to the leadership and their performance not being limited by poor leadership of the supervisor each attaining a mean of 2.85 and 2.95 respectively. Employees were always punctual, adhered to prepared work plans, submitted reports in time, diligently executed tasks, collaborated with others and supported each other. They also met the work standards on their assignments.

Inferential Statistics

To understand the relationship between the study variables: transactional leadership style and employee performance, the Pearson's correlation test was performed. This test provided coefficients that allowed numerical interpretation between the two variables. The results revealed that transactional leadership (motivating, leading with a vision and directing followers) had a positive significant relationship with employee performance. The interpretation was made based on the results summarized in Table 4.

The results revealed that Pearson coefficient of correlation for transactional leadership and employee performance was 0.451 for motivating followers, 0.417 for leading with a vision and 0.432 for directing employees with the correlation significant at 0.01. Hence, we conclude that there is a significant positive correlation between transactional leadership style and employee performance. In

other terms, the more the transactional leadership is practiced, the better the performance of employees in Uganda Prisons Service especially in Upper Prison-Luzira.

To predict the performance of employees in Uganda Prisons Service especially in Upper Prison-Luzira, a regression model was used (Table 5). The results revealed that transactional leadership style (motivating followers, leading by vision and directing followers) explain 23.7% of the performance of employees. This means that there are other factors that explain the performance of employees in Uganda Prisons Service particularly in Uganda Government Prison Upper- Luzira. Besides, motivating followers remains the only most significant style that influences employee performance ($\beta = .502, p < 0.01$).

The results further indicate that transactional leadership style influences employee performance in UPS. Results specifically show that the transactional style of leadership has a positive relationship with the performance of employees ($R = 0.505, p < 0.01$). Such transactional leadership styles parameters are combined predictors of employee performance ($F = 42.805, p < 0.01$).

Conclusions And Recommendations

The study sought to establish the relationship between transactional leadership style and employee performance in UPS. Data was collected by administering self-administered questionnaires as well as face to face interview with key informants (Heads of sections). The data was coded and analysed using SPSS and descriptive and inferential statistics were generated. Most of the respondents were males (90.7), 86% were between 20 and 39 years of age and had the basic education requirement of certificate and 77.5% had worked for between 0-10 years of service in UPS

The Correlation findings revealed that there was a significant positive relationship between transactional leadership style and employee performance in UPS. The more the transactional leadership is practiced, the better the performance of employees in Uganda Prisons Service especially in Upper Prison-Luzira became.

The regression analysis corroborates this by revealing the positive and significant coefficient β for the transactional leadership style. This literally implies that the more transactional leadership is practiced the better the performance of the employees will be.

The study findings established a positive significant relationship between transactional leadership and employee performance. This is because in transactional leadership, the employees are provided with a pleasant working environment, they are offered the opportunity for self-development, collaborate with teams, their achievements are recognized, and clear goals to be achieved are set. These findings are in agreement with Avolio (2003) who suggested that the characteristics of transactional leadership consists of two aspects namely; contingent reward and exceptional management where leaders and followers agree on targets to be met and the metrics for performance measurement. The respondents also noted that they were not micromanaged but were punished for failure, that the leadership was interested in others, leaders were chief organisers in all circumstances, strategically planned for activities, have in depth knowledge of the sector these findings are, in line with Yulk (2007) who asserted that this style emphasizes on a transaction between the leaders and subordinates and that there is mutual agreement on rewards and punishments if one successfully meets organizational goals or fails to meet them.

Study findings also indicated that leaders invested time in creating relationships, commanding attention from all employees, provided direction, issued orders and instructions, provided guidance to followers, were strict on discipline, communicated all rules to be followed, ensured coordination and being leaders by nature which eventually led to employee performance. These findings are in line with the findings of previous scholars. For instance, Pradeep and Prabhu (2011) found that there was a relationship between transactional leadership and employee performance. They established a significant relationship between transactional leadership and employee performance.

Fostering Transactional Leadership Development Initiatives: Based on the findings of the study, it is recommended that the Uganda Prisons Service (UPS) prioritize the development and implementation of initiatives aimed at enhancing transactional leadership skills among its leadership cadre. These initiatives could encompass tailored training programs, workshops, and seminars focused on equipping leaders with the requisite competencies in motivating followers, providing visionary guidance, and effectively directing subordinates. By investing in transactional leadership development, UPS can cultivate a leadership culture conducive to driving employee performance and organizational success.

Enhancing Communication Channels and Feedback Mechanisms: Given the positive correlation between transactional leadership style and employee performance, UPS should prioritize the establishment of robust communication channels and feedback mechanisms within the organization. Leaders should actively engage with their subordinates, providing clear direction, constructive feedback, and recognition for exemplary performance. Additionally, regular performance evaluations and feedback sessions can facilitate a conducive environment for continuous improvement and goal alignment, thereby optimizing employee performance outcomes.

Tailoring Leadership Approaches to Diverse Educational Levels: The study underscores the significance of tailoring leadership approaches to accommodate the diverse educational backgrounds of UPS employees. Recognizing that employees possess varying levels of educational attainment, leaders should adopt a flexible leadership style that resonates with the unique needs and preferences of individuals across different educational levels. By leveraging an adaptive leadership approach, UPS can foster inclusivity, engagement, and alignment, ultimately contributing to enhanced employee performance across the organization.

Strengthening Leadership Accountability and Ethical Conduct: Building upon the insights gleaned from the study, UPS should prioritize the reinforcement of leadership accountability and ethical conduct within its organizational framework. Leaders at all levels should exemplify integrity, transparency, and accountability in their actions and decision-making processes. Furthermore, the enforcement of the Leadership Code Act should be upheld rigorously to ensure adherence to minimum standards of behavior and conduct among leaders in the public sector. By cultivating a culture of ethical leadership, UPS can instil trust, credibility, and organizational integrity, fostering a conducive environment for optimal employee performance.

Continual Evaluation and Adaptation of Leadership Practices: Lastly, the study underscores the importance of continual evaluation and adaptation of leadership practices within UPS. Leaders should engage in regular self-assessment and reflection, seeking feedback from subordinates and stakeholders to identify areas for improvement and refinement. Moreover, UPS should embrace a culture of organizational learning and innovation, encouraging leaders to stay abreast of emerging

trends, best practices, and evolving employee needs. By fostering a culture of continual improvement and adaptation, UPS can position itself for sustained success and competitive advantage in an ever-evolving operational landscape.

Table 1: Demographic representation of Respondents

Characteristics	Category	Frequency	Percentage
Present Age Range in years	20 – 29	54	41.9
	30 – 39	57	44.2
	40 – 49	17	13.2
	50and above	01	0.8
Gender	Male	117	90.7
	Female	12	9.3
Level of Education	Certificate	63	48.8
	Diploma	45	34.9
	Degree	20	15.5
	Postgraduate Diploma	01	0.8
	Masters and Above	00	0.00
Length of Service	0 – 5	72	55.8
	6 – 10	28	21.7
	11 – 15	17	13.2
	16 and above	12	9.3
Staff Category	Senior Officer	05	3.9
	Principal Officer	12	9.3
	NCO	107	82.9
	Civilian	05	3.9

N=129

Source: Primary Data

Table 2: Transactional leadership style and employee performance

Items	Percentages of Responses					Mean	Std. Deviat
	SD	D	N	A	SA		
Leader Motivates Followers							
The supervisor provides pleasant environment for my work performance	10.9	8.5	15.5	38.8	27.1	3.62	1.270
The supervisor offers me the opportunity for self-development	11.6	17.8	12.4	35.7	22.5	3.40	1.325
The supervisor emphasizes collaboration with the team	6.2	5.4	4.7	50.4	33.3	3.99	1.079
The supervisor recognizes my achievements	11.6	12.4	20.9	35.7	19.4	3.39	1.258
The supervisor sets clear goals for me to achieve	10.6	15.5	21.7	27.9	24.8	3.42	1.291
The supervisor is a micromanager (likes doing things by him/herself)	23.3	22.5	15.5	19.4	19.4	2.89	1.459
The supervisor punishes failure	13.2	20.2	14.7	17.8	34.1	3.40	1.460

Average

						3.44	1.306
Leader is Visionary	SD	D	N	A	SA	Mean	Std. Dev.
The supervisor is always interested in others	9.3	16.3	20.9	33.3	20.2	3.39	1.239
The supervisor is a chief organizer in all circumstances	7.0	7.8	14.0	40.3	31.0	3.81	1.166
The supervisor strategically plans for activities	3.1	7.0	12.4	51.2	26.4	3.91	.972
The supervisor has in-depth knowledge of the industry	7.8	12.4	13.2	40.3	26.4	3.65	1.216
The supervisor invests time in creating relationship with employees	13.2	17.8	17.8	29.5	21.7	3.29	1.342
The supervisor commands attention from all employees	3.9	11.6	15.5	42.6	26.4	3.79	1.088
The supervisor provides direction for the whole section	3.9	4.7	9.3	45.0	37.2	4.07	1.001
Average						3.70	1.146
Leader Directs Followers	SD	D	N	A	SA	Mean	Std. Dev.
The supervisor always likes issuing orders and instructions to staff	9.3	16.3	20.9	33.3	20.2	4.28	.927
The supervisor provides guidance to subordinates whenever need arises	7.0	7.8	14.0	40.3	31.0	4.01	1.050
The supervisor is strict on discipline	3.1	7.0	12.4	51.2	26.4	4.26	.923
The supervisor always communicates rules to be followed at all times	7.8	12.4	13.2	40.3	26.4	4.24	.882
The supervisor ensures coordination of all the activities	13.2	17.8	17.8	29.5	21.7	3.89	1.055
The supervisor is a true leader by nature	3.9	11.6	15.5	42.6	26.4	3.08	1.428
Average						3.95	1.044
Pooled Mean and Standard Deviation						3.70	1.165

N=129

Source: Primary Data

Table 3: Responses on employee performance in UPS

Items	Percentages of Responses					Mean	Std. Deviat
	SD	D	N	A	SA		
I am always punctual and complete my tasks in time	0.8	3.9	8.5	35.7	51.2	4.33	.849
I don't feel it's necessary to complete tasks due to the leadership	21.7	27.9	8.5	27.1	14.1	2.85	1.415
I am motivated to work due to the leadership	14.0	13.2	11.6	38.8	22.5	3.43	1.345
My colleagues encourage me to perform	11.6	3.9	10.1	48.1	26.4	3.74	1.228
There is team work in my department	5.4	5.4	10.1	45	34.1	3.97	1.075
My supervisor is a team player	7.0	10.9	15.5	39.5	27.1	3.69	1.185
I am given the needed support by my supervisor to meet my duties	13.2	13.2	14.7	34.9	24.0	3.43	1.340
My performance is assessed daily	9.3	13.2	14	38.8	24.8	3.57	1.255
My performance is limited by poor leadership of my supervisor	22.5	22.3	14.7	20.9	18.6	2.90	1.446
I am comfortable with my supervisor's style of leadership	14.7	17.8	14.7	31.8	20.9	3.26	1.367
I adhere to the entire prepared and scheduled work plan	3.1	3.9	10.1	54.3	28.7	4.02	.910
I submit reports on performed duties in time	2.3	5.4	7	45.7	39.5	4.15	.936
I diligently execute my duties as per schedule	2.3	1.6	7.8	44.2	44.2	4.26	.853
I collaborate with others to carry out duties	2.3	1.6	4.7	41.9	49.6	4.35	.835
I support members to accomplish their duties	1.6	2.3	8.5	51.9	35.7	4.18	.805
I meet work standards on my work assignments	2.3	4.7	8.5	46.5	38	4.13	.922
There is no measure for the quality of service I offer	17.1	13.2	20.9	17.1	31.8	3.33	1.470
Average Mean						3.74	1.132

N=129

Source: Primary Data

Table 4: Correlation Analysis

Transactional variable	1	2	3	4
Transactional Leader Motivates Followers	1			
Transactional Leader is Visionary	.564**	1		
Leader Directs Followers	.599**	.691**	1	
Employee Performance	.451**	.417**	.432**	1

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

Source: Field Data



Table 5: Regression Analysis

Model		Unstandardi	Standardized		t	Sig.
		zed Coefficients	B	Std. Error	Beta	
1	(Constant)		36.647	4.278		.000
	Transactional style		.365	.056	.502	.000
R			.505 ^a			
R Square			.255			
Adjusted R			.237			
Square						
Std. Error of			7.39			
Estimate						
F Change			42.805			
df1			1			
Sig			.000 ^b			

a. Predictors: (Constant), Transactional leadership style.

b. Dependent variable: Employee Performance

Source: Field data

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