

**THE EFFECT OF MANAGEMENT STYLES ON THE PERFORMANCE OF  
EMPLOYEES IN PRIVATE SECTOR ORGANISATIONS IN UGANDA**

**CASE STUDY: ALLELUIA MEDICAL CENTRE- KASESE DISTRICT.**



**A Dissertation submitted to the Faculty of Business Administration and Management  
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## **DEDICATION**

This project report is dedicated to the almighty Father and savior Jesus Christ, without whom I would have not managed the research and my most beloved family members especially my parents Mr. BWEMBALE JAMES BUKANYIRA and Mrs. ITHUNGU ELIZABETH my dearest brothers and sisters: Alozio, Bonefence, Regina, Ferena, RaziaJanurio, Daria, Nezerio, and flex. Thank you for being the best family I have ever known.

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## ABSTRACT

This study sought to examine the effect of management styles on the performance of employees in private sector organizations in Uganda. Private organizations in Uganda has not been performing quite well due to poor management styles used by the leaders for instance medical centers' like Alleluia Medical Centre, despite the fact that they have undergone managerial training. The study hoped to contribute to the body of knowledge necessary for improving quality of health service delivery through effective training of new management styles like participative where teamwork is involved. The objectives of this study were; to find out the management styles used in Alleluia Medical Centre; to find out whether the management styles have an effect on the employee performance, and to establish if there are any other management styles that affect employee performance. The study was cross-section descriptive study which employed quantitative and qualitative approaches to analyze data. A sample of 34 employees from Alleluia Medical Centre-Kasese District western part of Uganda was studied. The researcher found out that 55.9% of the employees were male. General staff had more respondents who were 44.1% and finance had the least number of respondents who were 5.9%. Qualitative data was collected using semi-structured questionnaires, interview guide, observation methods and found out that good management styles has positive effect on the performance of private sector organizations. Quantitative data was collected using tools ratio scale adopted from previous work (studies). Data analysis was carried out using SPSS and Excel computer software, Cronach alpha for reliability analysis was also used on the scale items. The respondents revealed that the organization mostly use participative which had the big percentage of 64.7, delegative and other management styles like autocratic and democratic had 35.2 percent they were suggested by the respondents. The research identified poor communication as one of the factors that have led to poor performance. In this study, the researcher recommended that managers need more training on better approaches to management styles and make use of effective communication, motivation, job security assurance, and involving employees in decision making. The researcher concluded that, managers need to maintain good relationship with employees for better performance.



# CHAPTER ONE

## 1.0 Introduction

The researcher aimed at investigating the effect management styles on the performance of employees in the private sector. Therefore this chapter mainly introduces the background of the study, the statement of the problem, purpose of the study, objectives of the study (general and specific), research questions, scope of the study, hypothesis, significance, and justification, of the study, and conceptual framework.

## 1.1 Background of the Study

Management is a process of working with people and resources to accomplish organizational goals and objectives (Morden, 2004). It requires the technical ability, interpersonal communication relations and paramount conceptual and decision making skills to plan, organize, lead and control the resources (Gareth, et al, 2006). According to Morden (2004), Management style refers to the approach taken by enterprise management to the supervision of the operational productivity, task performance, and work behavior of subordinates. Management style may be perceived in terms of the direct supervision of subordinates. He says issues that raise the questions of the degree of management supervision required by the subordinate. Different categories of employee will require different management approaches. These approaches to management style may vary from very close direct personal supervision at one extreme to total subordinate authority at the other (Morden, 2004).

Morden (2004) notes that management style may vary with such external and internal environmental factors such as: the prevailing nature of the market, the level of needs for output quality and reliability, prevailing competition and globalization, and prevailing level of education. The internal factors include: the character and direction of the recruitment, socialization, and training of managers, supervisors, and subordinate employees in shaping attitudes to management style. According to Farnham & Horton (1993), no single management style can suit all situations, so calculated shift in styles enables effectiveness and efficiency.

Dettmer (1997) notes that there have been a lot of indications to show that there is a relationship between management styles and performance of staff in any organization. He adds that there is a need to emphasize performance measures for driving and sustaining business and organization improvement in the different management styles used.

At the global level, Lung-tan (2005) notes that management was one of the most important topics because Japanese had success not only in managing their firms at home but also in overseas operations. He says that they build up a model of Japanese management styles consisting of six dimensions; these are supervision style, decision-making, communication pattern, control mechanism, paternalistic orientation and interdepartmental relations.

According to lung-tan (2005) supervision style relates to the type of relations between supervisors and their subordinates in organizations, it is related to power distance and individualism in a sample of middle managers in 61 nations. He says decision-making refers to a set of activities leading to accomplishment and outcome of decision-making and it can be observed between countries. Japanese managers tend to have high centralization and formal authority in top management teams, and informal way to let most of the employees participate (Lung-tan 2005).

Lung-tan (2005) notes that communication refers to information flow within organizations and departments; it includes providing informational input to decisions establishing missions, roles, and power to achieve cooperation guiding action towards the organizations goal and providing feedback. He adds on that Control is the process whereby one party influences different degrees, the behavior and output of another party through the use of power, authority, and a wide range of bureaucratic, cultural, and informal mechanisms. Control a partner influences the joint venture to behave in way that leads to the attainment of the organization's objectives (Lung-tan 2005). Paternalistic orientation refers to the degree of supervisory concern for employees' non-work related matters meaning that managers care about employees' family life and provide social support (Lung-tan 2005). Therefore, a manager is not concerned about the employee's family life but instead deals with the organizations issues. Phillip advocates that employee welfare is continuously handled as a fundamental in ensuring propelled success (Quick MBA, 2013).

In addition to the above, organizational managers worldwide tend to shop a wide variety of management styles till recently (Oshagbemi 2006). According to him it has been discovered that with the changing trends of running organizations, the middle and first line managers also play a very big role in ensuring employee performance through their management styles.

The African continent resources are scarce making it a struggle due to the high level of poverty that grips the continent as a whole (Hellriegel et al, 1989). For this reason, the authoritarian management style is largely favored for survival. Emphasis is thus put on getting crises and things done thus requiring quick action.

In relation to the above, Odhiambo (1995) indicates that generally African managers are conservative, inflexible, insensitive, inward looking and tend to behave like colonial masters by retaining all managerial responsibilities. All the above writers agree that little emphasis is put on employee welfare and solving day-to-day problems which later turn out to be major grievances resulting to low employee performance. They strongly recommend that managers need to learn how to adopt dynamic styles; positive rewarding which in turn will enhance quality of employee performance that was still at its low sides and requires a boost to unleash the full potential.

In Uganda, Tracy (2013) notes that in creating a productive environment employee performance, is to drive out fear. The way you do it is to first of all refuse to condemn anyone for anything. Make it clear that “mistakes happen.” If your staff makes a mistake their first work is to accept responsibility, and the second one is to propose a solution, or at least the next step that you can take to fix the problem.

With regard to management, Tracy (2013) states that everyone should know that no one will ever be criticized, punished, or fired for making mistakes or for disagreeing with the boss. In fact, one of the best measures of a high performance workplace is the degree to which people feel free to question the boss and disagree with his ideas or decision. She adds that the greater freedom that people have to speak up and express themselves clearly without fear of being criticized.

It is indicated that on a private basis, quality and direction largely depends on styles and strongly impacts on performance (ODI 2013). In addition to the above, most organizations fail to meet optimum point because of lack of basic management skills and how to use them hence lowering

employee performance. In this light it is evident that there is a strong need for incentives to drive performance in the country at large (Makokha, 2001).

Kule, the Proprietor of Alleluia Medical Centre says *“Alleluia Medical Centre is a private medical centre which was started in 2006. Its goals are to become an economic valuable enterprise, secure peoples’ lives, serving the surrounding environment in terms of job opportunity and selling its product to them. The mission is “to provide reliable and affordable medical services to all people for life appreciation”*

For this reason he added that, it is among the fastest growing medical centres in Kasese District and has undergone many corporate changes in management and structuring. Recent research by (Kule the Proprietor of Alleluia Medical Centre) has found that new managers at all levels have been brought and some shifted to higher positions leading to adoption or shift in management styles employed by these leaders which has an effect on employee performance and productivity of the Medical Centre as a whole.

According to Quang & Vuong (2002), Management style is one of the important factors that affect organizational effectiveness. They again say a good match between the style of management and the operating realities of an organization will substantially influence its level of effectiveness. With regard to performance, each organisation management style influences the performance of individual employee and work groups, and thereby the whole organization’s performance. In addition to the above, Quang & Vuong (2002) state that effectiveness of the organization is greatly determined by the way work is organized and by the way people work with or against each other as well as how people cooperate with one another, with the leadership and the community, and the extent of their commitment to their organisation very much depend on the style of management

## **1.2 Statement of the Problem**

For any organization to clearly fulfill its vision, mission and goals, it is highly crucial that the management styles adopted by the top, middle and lower level managers are effective and efficient (Lowe et al, 1996).

The concept of management styles differs from one organization to another and it is one of the factors that play a significant role in enhancing or retarding the performance of the organization.

Many studies have concentrated on the different management styles that can be employed by the different managers at different levels to boost production (Morden, 2004). However little is known about management styles used in private sector organizations for example Kagando hospital and other public hospitals like Kilembe and Bwera hospitals. Similarly, it is not clear whether the management styles have affect employee performance in the private sector organisations or whether there are other factors that affect employee performance in private sector organisations. It is for this purpose therefore, that the researcher intends to find out the different management styles and their effect on the employee performance hence finds out the most viable management styles for the organizations to adopt.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of the study is to establish the effect of management styles on employee performance.

#### **1.3.2 Specific Objectives**

- a) To find out the management styles used in Alleluia Medical Centre.
- b) To find out whether the Management styles have an effect on employee performance.
- c) To establish if there are any other factors that affect employee performance.

### **1.4 Research Questions**

- a) Which management styles does Alleluia Medical Centre use?
- b) What is the effect of Management styles on the employee performance?
- c) Are there any other factors that affect employee performance?

## **1.5 Research Hypotheses**

- a) There are different management styles used in private sector organization in Alleluia Medical Centre.
- b) Management style significantly effect on the employee performance in private sector organization in Alleluia Medical Centre.
- c) There are other factors that significantly affect employee performance in private sector organization in Alleluia Medical Centre.

## **1.6 Scope of the Study**

### **1.6.1 Geographical Scope**

The study focused on Alleluia Medical Centre that is located in Western Uganda in Kasese District. It is found on the foothill of mount Rwenzori, situated in Saruti 300ft from the roundabout of Kasese Municipality in Kasese District and covers an area of 350acres of land.

### **1.6.2 Time scope**

The study was intended to cover a period of five year, that is, from 2009 to 2014. This is because during this period the Medical Centre had grown very rapidly with many different arrangements such as change of the managing director and administrators of various wards and offices.

In addition, reports on management styles from Alleluia Medical Centre and from other organizations in the same field ranging from the year 2009 to 2012 have been used.

### **1.6.3 Subject Scope**

Management styles are to be discussed in the study, particularly Authoritarian, Delegative, and Participative Styles. Also the effect of these styles on the performance of employees and other factors that affect the employees' performance of Alleluia Medical Centre was studied in a bid to provide possible solutions to better the employee performance of the Alleluia Medical Centre.

## 1.7 Significance of the Study

The study benefited the board of directors, management and staff of Alleluia Medical Centre. During their interactions with employees the manager encouraged employees to be flexible at adopting different styles when tackling different tasks so as to enhance employee performance to attain the goals in the most effective and efficiency way.

Yuki (2010) says the performance of employees depends not only on motivation and skills of members, but also on how members are organized to use their skills. Yuki (2010) also says the design of work roles and the assignment to them determine how effectively the employees carry out their work. In addition to the above, Tracy (2013) states that performance will suffer if the organization has talented people but they are given tasks for which their skills are irrelevant, or if the team use a performance strategy that is not consistent with member skills. She also says employees' performance depend on the extent to which the interdependent activities of different members are mutually consistent and coordinated.

With regard to performance, the study is also important because it increased employee performance when members had knowledge and skills necessary to do the work and they understand what to do, how to it and when it must be done. Employee skills and clear role expectations are more important when the task is complex and difficult to learn (*ibid*). A leader can do several things to improve employees' skills. When the employee has a new type of task to perform, the leader can clearly explain employees' responsibilities and relevant procedures for performing specific types of activities.

The study also pointed out the management styles employed in Alleluia Medical Centre bringing out the strengths and weaknesses of different styles applied and the direct effect it has on employee performance while offering support styles that should be adopted to handle various situations in order to build and improve employee performance.

## **1.8 Justification for the Study**

The researcher hoped that the study would form a foundation for more research on the effect of management styles on the performance of employees. This should lead to the generation of new skills for improved and further efficient management of private sector organizations in Uganda and other areas of the world at large.

The findings and recommendations of the study should also be useful to the managers and administrators of Alleluia Medical Centre and they should not rely on disorganized personal experiences in their management tasks, but their decisions, actions and methods on actual understanding of issues of the private sector organizations supported by the research findings (Onen, 2008). This will improve the performance of employees at Alleluia Medical Centre.

In addition to the above, it is hoped that the study yielded data and information that would be important for proper planning, decision making and the framework of the management actions for the performances of Alleluia Medical Centre and other private sector organizations in Uganda.

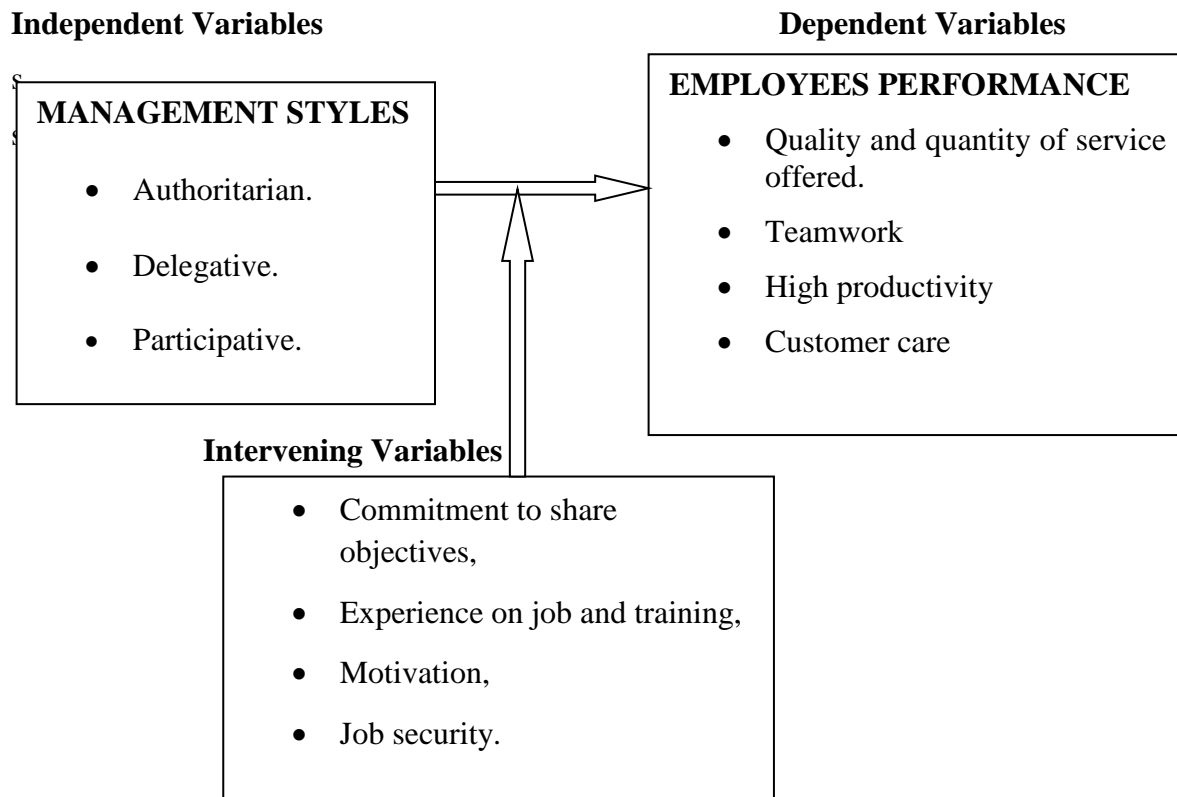
This study will also help to link a gap in order to assist in choice of the management styles for the medical centre employees and managers appropriate for the private medical centres. The information provided will as well as be important to the policy makers as they design appropriate interventions to alleviate the negative outcomes of poor performance among the employees in the medical centre.



## 1.9 Conceptual Framework

The conceptual Framework shows the relationship between two variables, the independent and the dependent. The dependent variable Employee Performance and Intervening factors that are intervening variables depend on the independent variables which are the varying Management Styles which include Authoritative, Delegative, and Participative management styles. The theory to be used is McGregor theory (Morden, 2004).

**Figure 1: Illustration of the Conceptual Framework**



*Source: McGregor theory (Morden, 2004).*

The study looked at the effect of the three shown or listed varying management styles at the different management levels relating it to the performance of employees of Alleluia Medical Centre. The indicators on which employees performance was to be measured include quality and quantity of services offered, teamwork spirit for employees, while also services offered, teamwork spirit for employees, while also considering intervening variables like job security,

experience on job and training and routine and motivation will all be critically and in depth re-examined for better understanding of stated problem (Armstrong 1998).

## **1.10 Conclusion**

This chapter clearly highlights its intentions drawing guidelines from the background on which a problem was identified for further investigations. Basing on the framework on which the study is based, a critical review of literature follows

## **1.11 Definition of Terms**

**Effect** – is a situation where two sides are discussed that is positive and negative sides or the good and bad side of something.

**Management:** is defined as the process of planning, organizing, leading, controlling, staffing, directing, reporting, and coordinate the organization resources in order to achieve a desired goal of the organization Pettinger (1994). It is also defined as human action and design to facilitate the production of useful outcomes. This is through proper management that the organizations can succeed in its day-to-day operations.

**Management Style** – this refers to the different ways employed to plan, organize, lead and control organizational resources to achieve the goals.

**Employees** – these are people working in the organization and they are paid for the work done.

**Performance** – refers to the accomplishment or output of work achieved by an individual or a group of people in the organization and is measured by the objectives of the organization.

**Employee performance** – this is intangible behavior that is expected to contribute to organization success through achieving goals and objectives.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter, the researcher examines in detail the management styles used, the effect that these styles have on the performance of employees and any other factors that affect employee performance. This chapter entails the theoretical review of, authoritarian management style, delegative management style and participative management style in relation to the performance of employees in Alleluia Medical Centre, which is organized according to the objectives earlier given. It also clearly analyses these styles basing on what has been written at the different levels of management. This chapter will also examine the intervening variables and will end with a conclusion of the entire chapter.

Management styles, according to Pettinger (1994), is defined as the human action and design that facilitates the production of useful outcomes while planning, organizing, leading and controlling available resources. Management requires that one should be aware of political, conceptual, interpersonal, diagnostic and response abilities.

#### **2.1 Theoretical Review**

Under this section the researcher also reviewed theories that were relevant to the study as follows;

##### **McGregor theory of X and Y**

In the theory X, McGregor assumes that most people prefer to be directed and are not interested in taking responsibilities; all people want is security (Morden, 2004). As a result, managers who

accept this theory X adopt an approach of controlling, directing and closely supervising employees. Theory Y on the other hand assumes that people by nature are both lazy and unreliable and that an average person does not only accept responsibility but will even seek the same (Gareth, et al. 2006). The management process should aim to release in work as great a part as possible of the personal potential of subordinates, involving them by encouraging staff to take increasing personal responsibility for organization and management of their own affairs, and this implies that a facilitatory and developmental role on the part of the subordinate (Morden, 2004). He also states that subordinate staff must be trained to establish their operational objectives, and to establish a framework by which these objectives are to be achieved. In this situation, it becomes the responsibility of the managers to develop this potential in workers by properly coordinating and encouraging them.

### **Expectancy theory by Victor Vrooms**

Armstrong (1998) noted that Vroom's theory (1964) assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. The key elements to this theory are referred to as Expectancy, Instrumentally and Valence. The theory suggests that the individual will consider the outcomes associated with various levels of performance, and elect to pursue the level that generates the greatest reward for him or her (Morden, 2004).

**Expectancy:** The theory refers to the strength of a person's belief about whether or not a particular job performance is attainable (Morden, 2004). He also says a number of factors can contribute to an employee's perceptions like the level of perception in the skills required for the task, the amount of support that may be expected from superior and subordinates, the quality of

the materials and equipment, the availability of pertinent information and previous success at the task to be shown to strengthen expectancy beliefs.

**Instrumentality:** Refers to the probability that there will be some kind of outcome in it for me (if I do a good job) If the employee believe that a high level of performance will be an instrument for the acquisition of outcomes which may be grafting, then the employee will place a high value on performing as well (Armstrong 1998). Vroom defines instrumentality as a probability belief linking at one outcome to another.

**Valence:** Refers to the outcome any individual gets in terms of any value (Yuki 2010). An outcome is positively valet if an employee would prefer having it to not having it. An outcome that the employee would rather avoid like fatigue, stress, noise, layoffs is negatively valet. Outcomes where the employee's beliefs about Expectancy, Instrumentality and Valence interact psychologically to create an encouraging force are taken on such that the employee acts in ways that bring pleasure and avoid pain (Morden, 2004).

## **2.2 Authoritarian Management Style and Employee performance**

Earlier research in the 14<sup>th</sup> Century, found that the leaders in their regimes had absolute powers. From this concept the ideas of authority management arouse. The Bureaucratic management theory maintains that communication up to down and should be obeyed without any questions asked which is what directive management style tend to follow (Gareth et al, 2006). With regard to Bureaucratic system of administration, (Gareth, et al. 2006) note that obedience is owned to a manager not because of any personal qualities such as personality, wealth and social status but because the manager occupies a position that is associated with certain level of authority and responsibility.

New storm & Bittel, (2002), Bowman, (1990), and Koontx, (1990), note that in this management style, a manager contains the right to decide, direct, and take action to perform duties in achieving organizational goals with little or no consultation or input of the employees. The above writers also affirm that most of the time in this management style, the managers never expect anybody to question their word as they pride and pleasure in controlling the situation they are in and selling their already made decisions. Furthermore, Ducker (1989) noted that this style manifests itself as one with a belief of possibly controlling livelihood through systematic organizations.

Armstrong (1996) says Lewin's theory discoveries particularly point out that there is limited creativity, division between leaders and followers and it is a rationalist approach to handling employees. In relation to the above theory, basing on Fiddler's research of the management styles and employee performance, such managers gain satisfaction from seeing tasks achieved rather than people's relations built. This style reflects the assumptions consistent with Theory X of Macgregor. It operates on punishment, fear, defensiveness, avoidance, over caution resulting to limited interaction in the employees. For this reason, employee commitment and performance may suffer in the long run leading to absenteeism and turnover problems (Yuki 2005).

However Lewin's theories note that this style is not about threats, abusing power and exploitation as this is the negative side called *bossy Management style*. On the differing its about handling crisis situations. Supervisors use this management style for certain levels in an organization like new employees.

Employees are under close supervision and positively influence employee performance because the new employees feel special attachment that their supervisors are monitoring their progress leading to better performance (Pettinger, 1994). He also strongly recommends that it should be applied.

Bowman (1990) and Oshagbemi (2006) affirm that it applies to extreme situations where environments are fast changing and unpredictable. Currently the researchers regarded this style as a little out of place in managing the enlighten workforce we have today. Research was done by Stardeur et al, (2000) in eight hospitals in Belgium. He was examining the cascading effect of management styles across all management levels. From random sampling results indicated that structure and culture of an area greatly influence which style was employed in organizations (Stardeur et al, 2000). An upper hand was given to Authoritarian management style in the case of these eight hospitals because of the above reasons. Their roots favour rule passed done and it is followed without many questions (Stardeur et al, 2000).

With such opinions, the research is designed at assessing whether the Authoritarian Management style is still applicable to today's organization setting and the extent to which when exploitation is exerted on employees and how it affects performance. The research will also be able to establish whether structure and culture of a community or nation have an affect on the management style adopted by an organization for example through a study of Alleluia Medical Centre.

### **2.3 Delegative Management Style and Employee Performance**

Kootnz (1990), & Bateman (2002), State that this management style arises after the directive management style was seen as cruel and undermining. Coupled to the above, the leaders would

set tasks to be accomplished then letting workers do it as they wait only to collect results. It was also seen as a form of empowering the workforce. Kootnz (1990) says it is from this background that this management style derives its meaning. The manager allows employees considerable autonomy and authority to accomplish a task but available in the background for support (Bateman 2002).

From Lewin's theory of frontiers in group dynamics, it was proved to result unproductively and too many demands made upon their leaders from the subordinates. High degree of un cooperation and inability to be independent as individuals and groups was reflected.

Kootnz (1990), & Oshagbemi (2006) agree that the manager is not completely idle. They are always available to coach, answer questions, and provide support and supply information when and where required allowing expertise ideas from the workforce to accomplish tasks and duties. In relation to the above, Mondy et al (1990) notes that allowing employees required authority to get a job done significantly affects employee performance levels and tests a supervisor's ability to "let go" of some power.

Blanch & Heresy (1966), suggest that for this style to be adopted two employee variations have to be critically analyzed. First is the task at hand and second is whether it requires specific competence and having maturity in field. In this same light, Oshagbemi, (2006) agrees by stating that employees are slowly but surely developed to take up responsibility from the challenging problems presented leading to motivation, self appreciation and increased performance. It also improves on personal attitudes, moral, attitudes towards supervisors promoting better decisions made with faster accurate action taken. For these reasons, it continues to be the most popular



approach when handling expatriates. Gordon (1990) affirms from his researches that a wide variety of tasks tend to be accomplished with increasing delegation.

On the other hand, Bateman (2002), MacDonald (2007), & Nsubuga (2011) strongly disagree with above writers stating that the use of this style can turn out to be disastrous generating the most disadvantages for employees and organization at large.

Basing on Lewin's theory a study was carried out on secondary schools in Uganda trying to assess the relationship between delegative management style and performance. With calculations in relation to person's correlation coefficient results indicated that there is a very negative correlation. This result was based on facts that a certain category of employees want to be pushed in order to get work done others did not have the expertise and competent skills so took this time as a leisure period awaiting guidance from supervisors lagging work load behind confirmed(Nsubugaa, 2011).

MacDonald (2007) who is not in favour of this management style shows from his study in company that this management style is associated with the highest rates of absenteeism and law-breaking and with the slowest modifications in performance leading to unproductive and disempowered subordinates.

From the above findings, the researcher intends to use the study to determine the level of competence, commitment and maturity employees should possess in order for the style to be adopted. The study was used to confirm whether the findings of negative correlation on schools also apply to the private sector organisations like Alleluia Medical Centre. There was also establishment of the extent to which using delegation management style can be disastrous in terms of employee performance and organizations' well being at large (MacDonald 2007).

Yuki (2010) says delegating less important duties and functions to subordinates, a manager frees additional time for more important responsibilities even when the manager could do the delegated tasks better than the subordinates. However Yuki (2010) says that there are also reasons for not delegating for example, keep decisions involving confidential information, keep tasks and decisions that are very important, keep tasks and decisions central to your role, keep tasks that are difficult to monitor, keep tasks that you can do better than the subordinates, those which are hard to explain to subordinates, and even those tasks that are interesting and enjoyable. He says it is not clear whether delegation improves performance.

#### **2.4 Participative (Consultative) Management Style and Employee Performance**

Newstrom & Bittle, (2002), indicate that this style arises from servant leadership where priority was given to colleagues or workers and managers saw themselves as humble stewards. This style looks at people and a way of making the path easier through team spirit believing that only contented people reach set targets. Emphasis is put on collaboration, compassion, satisfaction, enhancement in order to improve employee performance and general welfare.

Basing on *learnmanagement.com*(2011), this management style is one where the manager allows considerable input of employees concerning business strategy and redesign of work areas clearly indicating the extent to which their input is valued then using it to attain greater progress.

Aluto & Acito (1974), and Schriesheim (1982) are supported by many of the current researchers like Coyne & Belohlav (1995), Julnes (2001), George, (2006), who are in agreement and note that in this management style a high degree of worker participation achieves high employee performance and both managers and employees are satisfied with their jobs. According to Kim (2002), Ladd et al, (2006) several conditions must be in place for this style to succeed like adequate time,

interest of parties involved to engage their minds in decision making having employees further strengthened as needs in all their capacities are met i.e. solving challenging problems, safety needs, and job satisfaction.

Newstrom & Bittle (2002) claim that it is the most difficult style for a manager to learn and adopts since there is need for down and up communication to allow efficient feedback and performance. Fiddler's researches state that managers are primarily oriented towards achieving good interpersonal relationships because emphasis is on cooperation. McGregor's management theory gives employees a sense of responsibility and assumptions of the Theory Y, employees have the right to explore a problem, gather relevant information make a decision and implement it where processes and procedures are flexible. Due to the above circumstances, it has become a focal point for analysis in the recent years.

The recent research done by Rafiq (2011), on various business organizations in Pakistan, confirmed that there is a positive relationship between participative management style and employee performance. He again says there is a need to understand and relate employee performance to the participative management style as it is becoming a growing area of enquiry and debate after the considerable attention it received when Lewis's theory and discovery making it a recommended approach to achieve up to 74% productivity from positive employee performance.

Alutto & Acito (1974) call it third management (managerial Revolution) as it is now a major political, social, and economic issue throughout the organizations and the world at large. It focuses on formulating important decisions outside the planning process and specific basis by both management and employees (Perillo, 2008).

Currently, it is looked at as a social research involving training, evaluation of personnel in today's competitive workforce. Coye & Belohlav, (1995) agree that information sharing which is concerned with keeping employees informed about the economic status and general wellbeing of the company or organisation is crucial. The authors say that training which involves raising the competence of employees and development also allows opportunity for them to acquire new skills to make effective decisions. They state that these decisions can take many forms of determining work schedules, budgets or process and rewards are tied to suggestions and performance. It also appears to be widely practiced in most United Kingdom organizations.

The above writers' uniformly agree that it can be a very big demoralizer to the workforce when managers ask for employee input yet set resolution is already in progress. For this reason the research must establish clarity on how much employee involvement is required stating the extent of the employees' input in forming relevant policies of the organization. The research will also focus on trying to determine how participative approach when adapted to management pays off in terms of ensuring productivity and employee performance.

## **2.5 Intervening and Factors Employee Performance**

Another study examined the relationship among other factors and employee performance like experience on job and training, commitment to share objectives, job security, and motivation (Armstrong 1998). The study showed that individuals who have had experience, commitment to share objectives and motivation are better prepared and deliver with minimal supervision and also having program to do tasks throughout (Armstrong 1998). In addition to the above, too much work load that is boring without added benefits reduces and kills desire to perform resulting to unfinished tasks. Charles Green theory suggests that a course of least resistance

should be adopted to control and improve performance when employing the carrying management styles.

According to Deborah and Brian (1997), since performance appraisal systems are not easily passed from one organization to another, their design and administration must be perfect to match employees and organizational characteristics and qualities. The writers support that organizations need to have a systematic framework to ensure that a performance appraisal is “fair” and “consistent”, and that the system should provide a link between employee performance and organizational goals through individualized objectives and performance criteria (Deborah and Brian, 1997).

During the performance appraisal process, different elements are evaluated such as; achieved results and goals, skills and abilities, job-related behaviors, personal characteristics and things that are under the employees’ control (Deborah and Brian1997). They say the more specialized these factors are, the more efficient the performance appraisal system is. The performance system can be blamed if the criteria for evaluation are poor; the technique used is more form than substance (Deborah and Brian1997) . If the criteria used focus solely on activities rather than output (results), or on personality traits rather than performance, the evaluation may not be well established

Performance feedback encourages better employee performance and self generated feedback is powerful motivation too (Newston and keith 1993). He also says feedback let employees know if they are headed towards their goals or if they need to adjust direction goals accomplishment. However, a major factor in this success of good setting is building and reinforcing employees’

self-efficacy is “an internal belief regarding one’s job related capabilities and competencies” (Newston and Keith 1993).

According to Laurie (2005), an increasingly important issue affects performance which leads to job satisfaction and efficiency is nature of the work and workplace facilities. He argues that an inspired workplace will result in inspired workers and draws attention to the importance of the atmosphere, quality and style of buildings and offices for work performance (Laurie 2005)

Laurie (2005) says person performance may improve with pressure, up to a certain point. Beyond that point continuous pressure leads to a fall in performance as the person is no longer able to cope up with situation. He further says that the signs of this are fatigue, poor judgment and bad decision making. In turn, this can lead to serious business problem (Laurie 2005).

Despite many people believing that participation leads to high productivity and is necessary for survival in an increasingly competitive world (Laurie 2005). He says on average, employees at the lowest level of organization have very little influence even over their own immediate task there are number of unplanned schemes of participation, some of which are successful at least in the short term, but others fall to achieve promises in order to overcome problems with organization participation, Laurie (2005) maintains that it is necessary for clarity about what participation is meant to achieve, it must be recognized as an essential antecedent to the full utilization of an organization skills and experience, and the design of influence sharing has to be seen as a systematic and integrated feature of organizational governance.

Laurie (2005) says boredom and frustration at work is the result of an employee’s lack of involvement with the organization’s goal and a feeling that their ideas are not wanted or listened to for the employer, staff turnover increases as employees walk out of the door for more

interesting jobs. There is also an effect on the levels of customer service and quality both key areas of success in today's competition environment.

Getting the best out of employees and attempt to improve performance that leads to job satisfaction demand a spirit of teamwork and allowing people say in decision that affect them at work. Laurie (2005) supported the above point by saying that in order to improve organization performance; managers will need to give up close control in favour of greater empowerment of employees which may result in motivated staff, quality service and improved profit.

Laurie (2005) noted that all these theories share a common assumption that workers are untouched resources with knowledge and experienced or interest in becoming involved and employees need to provide opportunities and structures for their involvement. It also assumed that participative decision making is likely to lead to job satisfaction and better quality decisions and those gains are available both to employers and employees.

Of equal importance is the process by which redesign is carried out this has led to recognition of the importance of management style and increasingly of organization culture. Central to improve the quality of work life is a participative, open style of management involving employees in decision that affect them, including the design or choice of technology itself (Laurie 2005). Personnel policies for example those relating to pay and benefits, should facilitate and help new concepts to improve job design. He also argues that management should attempt to develop a relationship of trust among all employees and sections of the organization. Therefore effective supervision is necessary for high levels of work performance; supervisors who adopt a considerate manner towards employees tend to have more highly satisfied work group.

According to Xyrich and Ream (2008), say that many organizations are creating more effective teams as the only means of enhancing performance as well as having a competitive edge over their rival. Demeuse (2009) noted that in today's rate environment, it appears the team-not the individual-holds the key to business. However it is vital to accept that teams are usually composed of individuals from different backgrounds as far as culture, professional training and area of expertise as well as individual mental dispositions based on successor different personalities (Demeuse 2009). Individual usually have hidden expectation in addition to other needs that could be either shattered through their interactions (West 2012).

Deutsch (2003) observed that although naturally people tend to pursue individual goals, the perception they have of whether or not to their goals are related determines the decision to either cooperate or compete. The argument was supported by West et al (2003), who said that in an environment of corporation, individuals perceive that since their goals are positively related, their attainment means success for other members as well. This compels them to share information, exchange resources, and seek team effectiveness through joint support. He says that, this interaction results in mutual trust, openness, and increase productivity. On the other hand, individuals believe that they are better off when others fall (West et al, 2003). They say often leads to mistrust, poor information and resource sharing. The result is hostility, restricted communication and obstruction of each other's effective actions, leading to the loss of overall team goals.

The use of teamwork in provision of safe and quality medical care cannot underestimate. Clements et al (2007) reveal that if efficacy gains for patients and improved quality are to be realized, there has to be effective teamwork. For decision maker they say it is not only a lee way to create balanced and more productive work force, but also one that is able to better attend –



more fully to patients' needs. Clements et al, (2007) concludes that quality improvement does not only arise out of efficiency to clients, but also from creating a happier and healthy workforce with approachable management styles.

Despite the importance of team members' skills and competence that they may possess, these may not determine effective performance. Fried et al, (2011) note that bringing highly skilled people together do not naturally result into effective teamwork. However, once an effective team is formed potential for synergy and innovation is very high. They say that this can result into individual member satisfaction with the team leading to low turnover and absenteeism.

In addition to organization goals, Michan and Rogers (2000) found out that it facilitates integration of individual patient concerns into institutional level priorities without losing benefit of the skill diversity among the health employees.

Leggat (2007) observed several professional groups such as nurses, allied health professionals, and medical officers currently make up work teams. He says each of these have their specific duties, but none of these can be an end itself in offering holistic care, because patient outcome depends on effective interdisciplinary teamwork. This is because patients present with multiple problems often requiring attention from multiple professionals, but who should achieve the same goal of helping the patient recover safely. This requires careful attention to teaming processes if success is to be realized (Leggat 2007).

## **2.6 Gaps in Literature**

The above literature is based on theoretical information about their relationship between management styles and employee performance. It is therefore essential that the study tries to link

the gap by practically evaluating the degree to which the management styles influence employee performance.

The scanty information provided on management styles in relation to the two management levels of middle and front lines seriously need to be analyzed in order to come up with their effect on employee performance.

The literature review also gives analysis based on the European economy and setting of conduct thus it is necessary that the researcher tries to understand management styles and their effect on African economies and countries in particularly Uganda in relation to private sector organizations.

## **2.7 Conclusion**

Management styles have been shown to affect group and organizational effectiveness (Lowe et al 1996 and Yukl, 1998). There is also a close relationship between management style and performance practices such as promotion, information sharing, comprehensive training, and equitable reward (Laka-Mathebula, 2004). However, there are few studies related to the effect of management styles and performance of employees in the private medical centres. A good manager must have information on the different cultures represented by the different tribes in the hospital environment. Managers rated on initiating structure management style and on considerate management style tended to be in charge of higher producing groups than those whose management style is traverse (Laka-Mathebula 2004)

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter deals with the methods that were used to obtain information. The researcher spells out the research designs to be used that is; the techniques and methods of data collection, population of the study, instruments of data collection, sample size used in the study, procedure, reliability and validity, data analysis, and ethical considerations.

#### **3.1 Research Design**

This is a scheme, outlined or a plan that is used to generate answers to research problems (Oradho, 2003). For this reason both quantitative and qualitative research approaches was used to facilitate the research.

According to Shutteworth (2008), the qualitative research design and its methods are not much dependent upon the sample size. A case study design will be used since it can produce meaningful results in a small sample size.

Quantitative research design is a very nice method of proving and disproving a hypothesis and finalizing results. In a way that the descriptive research design is suitable since hypotheses are already stated before the data collection. (Shutteworth, 2008)

Under the qualitative approach, the researcher will use the case study design. This is because it will help bring out deeper insights and better understanding of performance of employees and their behavior in relation to management styles.

### **3.2 Area of the study**

The study was carried out from Alleluia Medical Centre that is located in Western Uganda in Kasese District. It is found on the foothill of mount Rwenzori, situated in Saruti 300ft from the roundabout of Kasese Municipality in Kasese District and covers an area of 350 acres of land.

### **3.3 Study Population**

According to Amin (2005), study population is the aggregation of items or objects from which samples are drawn, constituting the whole collection of observation which study results generalize. For this same study, the researcher obtained information from patients, employees and employers of Alleluia Medical Centre Kasese District. The target population will consist of 37 members. The use of employees and employers is because they have more information about the management styles used in the hospital since they are the ones who implement the operations. Patients were relied on since they judge the quality of output and dependability with the hospital in terms of delivery they are the ones to appreciate what the hospital does to them.

### **3.4 Sampling Procedure**

The researcher got a letter of recommendation from the University authorized officials stating that study would like to be carried out.

Preparations of the instruments for the research were done.

The researcher informed the required authorities where the research was conducted in order to be granted permission.

Pre and testing of data collection was done then the research study conducted.

Finally analysis and data collection was done by the researcher in order to come up with comprehensive and valid information for practical use.

### **3.4.1 Sample Size**

In this sample size, the researcher employed simple random sampling technique to select the sample. The simple random technique refers to where the researcher gives figures to every subject and randomly picks from the population until she identifies the needed sample (Amin 2005). It is mainly used such that a representative sample is got and it ensures that each member of the target population has an equal and independent chance of being included in the sample

### **3.4.2 Sampling Techniques**

The method that was also used to determine the sample is purposive sampling because it is most likely that data collected through this selection method was reliable since it covers all the people who serve at different levels in the organization, knowledgeable and experienced that are needed to comprehensively understand the discrepancy. The target populations are 37 people, to determine the sample size, a confidence level of 0.05 was used and calculation was by use of the formula (Amin 2005).

$$\text{Sample size } \frac{N}{1 + Ne^2}$$

When n = sample size

N = population

e= standard error (0.05)

$$\begin{aligned} \text{Sample size (n)} &= \frac{37}{1 + 37 \times 0.05^2} \\ &= \underline{34 \text{ people}} \end{aligned}$$

### **3.4 Data Collection Methods**

Making a choice among different data gathering techniques involves considering their appropriateness and relative strengths and weaknesses (Suzanne 1998).

While carrying out research, the primary and secondary sources were used. The primary sources include questionnaires, personal interviewing, observational studies and focus group discussions were used since they provide first hand data or information related to the study.

In the secondary sources, the researcher used documents obtained from both the company's register and other researcher's information related to the study which include journals, books, staff appraisal records which were compared to collect data to determine the relevance of the study.

### **3.5 Data collection Methods and Instruments**

The researcher intends to use semi-structured instruments like self administered questionnaires, interview guides, pens, pencils, papers, markers, calculators and books. These enabled the researcher to balance between the quantity and quality of data collected. This balance between the quantity and quality of information was useful for explanation of the phenomenon under investigation; the effect of management styles on the performance of employees in private sector organizations in Uganda.

The instruments that were used while carrying out the research in the field are the following;

**Questionnaires:** are pre - formulated written sets of questions to which the respondent records the answers, usually within relative closely delaine alternatives (Sekaran, 2003). These questions were formulated with an aid of the objectives. The questions formed were both open and close

ended. For the close ended questions suitable answers were already provided and they were just to tick or circle according to their preference. In the open ended questions space for filling in according to what respondents considers suitable as an answer. Questionnaires were used since the study was concerned with variables that could not be directly observed such as views, opinions, perceptions, and feelings of the respondents. The questionnaires were self administered and reason for selecting them was to allow respondents freely express themselves on paper allowing accurate and straight forward data collection.

**Interviews:** In this method the researcher had a face to face interaction with the respondents like managers, administrators and other employees. An interview guide was used to ensure flexibility. Through this the researcher gained in depth information in addition to the questionnaires related to the study. With regard to data collection, Oso and Onen, (2009) agree that this method is convenient because the researcher gets firsthand information, gains control over the discussion and obtains information that cannot be directly observed.

**Observation:** Refers to a process in which one or persons examine what is happening in some real life situation and then classify and record pertinent happening according to some planned scheme (Amin 2005). In this the researcher critically monitored the way managers engage the employees in work concerning task to be accomplished in the organisation and the level of association and coordination. Critical emphasis put on the way the employees bring out their customer care, interpersonal skills and teamwork spirit in performing their responsibilities.

**Group discussions:** The researcher used a focus group discussion to tackle the relevant issues relating to performance. Focus group discussion refers to where the group brainstorms on the issues but the conclusion of the group findings are not outcome of the group consensus but a

synthesis by the researcher (Amin 2005). This was conducted amongst groups of eight and every member was given opportunity to air out view on a stated or asked question. This was done to reduce biased data enhancing the level of accuracy and time resources saved on the side of the researcher.

**Documents Review:** Amin (2005) define it as a method involves delivering information by carefully written documents or visual information from sources called documents such as text books, News papers, articles, advertisements, and pictures. Documents were reviewed by the researcher relating to the different management styles and performance of employees in Alleluia Medical Centre. The researcher looked at reports on work and projects completed customer suggestions and staff appraisal records from their register to verify and compare data collected from primary sources.

### **3.6 Quality Control Methods**

This study was limited to the effect of management styles on the performance of employees in private sector organizations in Uganda, a case study in Alleluia Medical Centre-Kasese District. It was subjected to 34 people from the Medical Centre. Some respondents became part of staff as earlier as the inception of the Medical Centre. The researcher tried to ensure that the selected methodological techniques and methods were reliable and maintained validity throughout the different approaches, like use of research assistants who is knowledgeable of the area and the local language, to avoid double sampling in one family to answer the questionnaire (Oso and Onen 2009). The researcher edited the questionnaires with the help of the assigned supervisor to get direct questions that provided accurate information without repetition and fatigue to respondents when answering the questionnaire



### **3.7 Data management and processing**

#### **3.7.1 Validity and Reliability**

According to Saunders et al, (2003) validity is related to accuracy of any data or act done. In relation to this, data is free from incorrectness. A brief study of the environment and mood of the respondents helped to check on the validity of answers given. Reliability on the other hand refers to the dependability of the instruments used (Saunders et al, 2003).

Oso and Onen (2009), define Validity as the extent to which research results can be accurately interpreted and generalized to other populations. The researcher states that, data validity refers to the straightforwardness or openness or truthfulness of the data. She added that, the data collected was logical and true in relation to the objectives.

To check and trust validity of data which has been collected, the researcher used the coefficient of validity (CVI) by (Amin 2005).

$$\text{CVI} = \frac{\text{Items rated relevant}}{\text{Total number of items}}$$

An index that is above 50% was considered accurate enough.

#### **3.7.2 Reliability**

Reliability refers to facts that can be trusted to do or that can be relied on. For example if responses of respondents give similar results, then we shall say that uniformity was ensured, thus the findings can be relied upon (Amin 2005). This was ensured by use of pre-testing. The questionnaire was changed and given to other respondents to find out if same answers were to be got.

The function of pretesting under both validity and reliability was to correct mistakes that might have been made during the development of the questionnaires, to identify whether instructions were clear; to respond to comments that could arise in time and to witness whether objectives were met.

Also Use of program called the SPSS which is a scale that gives reliability in form of a Cronbach Alpha. Correlation was applied, which concerned with the degree of relationship between management styles and performance of employee of Alleluia Medical Centre.

### **3.8 Data Analysis**

Sekaran (2003) says during data analysis, the researcher mostly tests the goodness of the data; the hypothesis developed for the research and gets a feel of the data. Data collected was both qualitative and quantitative. From here it was categorized and Microsoft package was studied, chosen, pre-tested, edited and compiled. The quantitative data was sorted and analyzed based on codes and statistical packages of frequencies, modes, means calculated in the descriptive statistics. All types of data were displayed in tables, bar graphs and pie charts when required during the compilation process. The data compiled was also broken down into categories of top, middle and lower level managers in relation to employee performance for easy understanding and relevant applications by the organization.

### **3.9 Ethical Considerations**

An introductory letter for carrying out research was given out by the university officials particularly Faculty of Business Administration and Management.

When conducting the research, no payments were made for answers and consent from the respondents acquired before collecting data.

The major ethical problem in this study was privacy and confidentiality of the respondents since the organization deals with a sensitive department of the Company-finance. Therefore, the researcher ensured that all information concerning the identity of individuals is kept confidential. And it was done by not indicating their names to views aired out (Oso and Onen 2008)

No individual was coerced or required to be part of the subject without his/ her permission. And no any form of encouragement was used to induce individuals to be part of the research. The respondents was free to ignore items that they do not wish to respond to, but the researcher used a persuasive- interested language to make sure that the questions are friendly, and not intended to hurt somebody's feelings.

The researcher did not plagiaries other researcher's work and she was not be biased while compiling data through putting their views or making compromises putting the credibility of the research in danger.

In conclusion, the methodology was designed to capture data that was necessary through all accepted avenues in an effort to comprehensively answer the objectives, problem and hypotheses off the study stated.

### **3.10 Limitations**

The researcher may encounter the following limitations.

- Untruthful respondents some staff members lacked commitment and this was shown by returning blank questionnaires and those who would try answer could not give all information.
- Due to the responsive character of this subject, a number of respondents opted to over report about their understanding, despite all assurance about ethical issues like confidentiality and privacy to information given

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter is concerned with data presentation, analysis and discussion of the findings. The study aimed at examining the effect of management styles on the performance of employees in Alleluia Medical Centre, Kasese district. The study had the following objectives:

- a) To find out the Management styles used in Alleluia Medical Centre.
- b) To find out whether the Management styles affect employee performance.
- c) To establish if there are any other factors that affect employee performance.

Data collected under the above objectives was presented into two sections: background characteristics of the respondents and analysis of research questions.

#### **Background Characteristics of the Respondents**

The researcher used the age bracket, gender, marital status, profession, education background, experience on the job and name of department variables to establish the background characteristics of the respondents. The results are presented in figures and tables below:

## Age of respondents

**Table 1: Age of respondents**

		Frequency	Percent
Valid	Below 20	2	5.9
	21-30	13	38.2
	31-40	12	35.3
	41 and above	7	20.6
	Total	34	100.0

*Source: Primary Data 2014*

From table 1, the findings showed that 5.9% of employees are in the age bracket below 20years, followed by 38.2% in the age bracket of 21-30, also 35.3% are in age bracket of 31-40 and 20.6% are in age bracket of 41 and above. The results show that most employees are youth and they are still energetic therefore they can do work well since they have love for it.

## Distribution of Respondents by Gender

**Table 2: Gender of respondents**

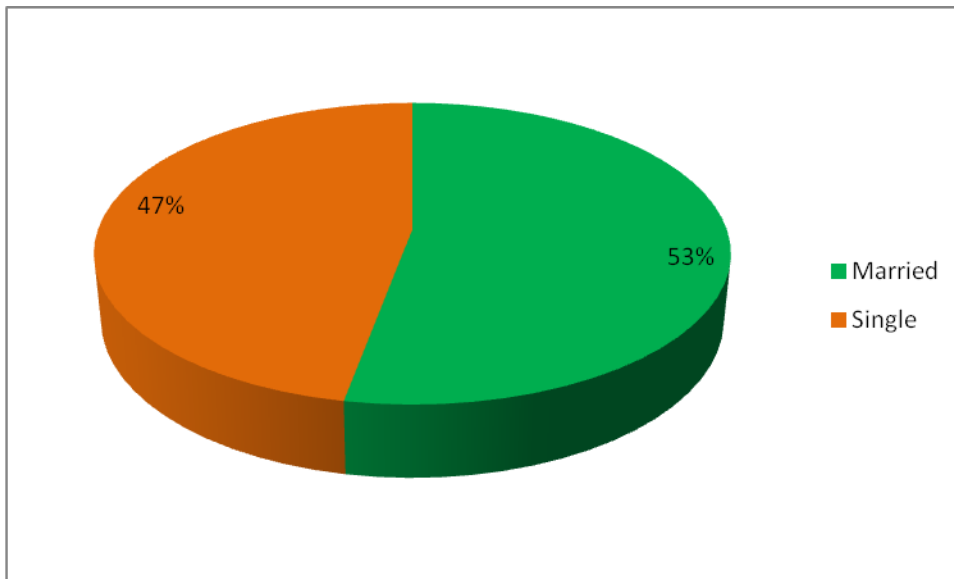
		Frequency	Percent
Valid	Male	19	55.9
	female	15	44.1
	Total	34	100.0

*Source: Primary data 2014*

In the same way, table 2 above indicates that 55.9 percent of the respondents were male and 41.1percent were female giving a total of 100 percent of the respondent participating in responding to the research questions, this indicate that most employees of Alleuia Medical Centre are male. therefore, the organisation like employing men because they do not wast time especially when they are called upon and this can lead to high performance of the organisation.

### **Marital Status of Respondents**

**Figure 2: Marital status of respondents**



*Source: Primary data 2014*

According to the above findings 52.9 percent of the respondent were married and 47.1 percent were single this gives a total of 100 percent. This shows that quality work is excepted since there are married people (employee) more than the single ones and as it is well understood that married people are some times focused on what they are doing then single employees who mostly west time doing their own work and they fail to perform better. It is quility that attract

more customers to the company as a result of high performance which is the main issue considered in the organisation.

### **Professions of Respondents**

**Table 3: Profession of respondents**

		Frequency	Percent
Valid	Nurse	11	32.4
	Doctor	9	26.5
	Mid wife	5	14.7
	Clinical officer	3	8.8
	support staff	6	17.6
	Total	34	100.0

*Source: Primary data 2014*

The findings show that 32.4 percent of the respondents are nurses and are concerned with sick people, 26.5 percent are doctors who almost do the same work with nurses but for them they deal with difficult diseases, 14.7 percent are midwives who are concerned with women who are in labour period or who want deliver or give birth, 8.8 percent of the respondents are clinical officers, 17.6 percent are support staff these help where necessary that is, they do not have specific offices and they are the ones mostly trained on job because they do not have enough experience, totalling to 100 percent of respondents who answered the question, this shows that the medical centre has enough workers who can sustain the organisation hence high quality outcome is expected.



## Education Background of Respondents

**Table 4: Education background of respondents**

		Frequency	Percent
Valid	Certificate	7	20.6
	Diploma	19	55.9
	Degree and above	8	23.5
	Total	34	100.0

*Source: Primary data 2014*

According to the findings 20.6 percent of the respondents have certificates, 55.9 percent have diplomas and 23.5 percent are degree holders and above giving a total of 100 percent of respondents. This shows that quality work is expected since there are more diploma and degree holders in the organisation. As it is well understood that, quality work attracts more customers to the company and it motivates both employers and employees. This is as a result of well trained employees leading to high performance which is important in different ways like determining the correct methods, styles and procedure of work to be completed.

**Table 5: Experience of respondents**

		Frequency	Percent
Valid	Below 1 year	6	17.6
	1-3 years	15	44.1
	3-5 years	10	29.4
	5 and above	3	8.8
	Total	34	100.0

*Source: Primary data 2014*

The researcher found out that 17.6 percent of the respondents have experience of one year and below, 44.1 percent of them are in the bracket of 1-3 years, 29.4 percent of the respondents are also in the bracket of 3-5 years and 8.8 percent are in the bracket of 5 years and above giving a total of 100 percent of the respondents.

The findings revealed that a large number of employees have worked for 1-3 years. It therefore implies that they have adequate experience in the workings of the Medical Centre and the management styles employed to reduce poor performance. Some respondents say that they gained experience on job that is, new employees are trained by their workmates who have more experience about the work and management styles used for a period of time. They train new employees for about two months then after that, the new employees are allowed to do the work alone. "That is why participative management style is dominant at Alleluia Medical Centre" said by the Director of the organisation.

### **Distribution of Respondents by Department**

The researcher interviewed and gave out questionnaires to 34 respondents of Alleluia Medical Centre who are employees from different departments with their percent such as consultancy department with 17.6 percent, maternity section 14.7 percent, laboratory department 17.6 percent; accounts (finance) section 5.9 percent, general staff with 44.1 percent making a total of 100 percent. The big number of respondents was from general staff departments. It is where most employees are needed since it is the busiest department in the organization who mostly attend to patients.

**Table 6: Below shows the composition sample population by Departments of respondents**

Department		Frequency	Percent
Valid	Consultancy	6	17.6
	Maternity	5	14.7
	Laboratory	6	17.6
	Finance	2	5.9
	General staff	15	44.1
	Total	34	100.0

*Source: Primary data 2014*

#### **Management style used in area of jurisdiction at Alleluia Medical Centre**

The first research question was derived from the research objective which aimed at finding out the management styles mostly used at Alleluia Medical Centre, Kasese District. The following in table below gives the answers to the questionnaire.

**Table 7: Management styles used by top officers.**

		Frequency	Percent
Valid	Delegative	6	17.6
	Participative	22	64.7
	Others	6	17.6
	Total	34	100.0

*Source: Primary data 2014*

From table 7 above, the findings indicate that 17.6% of the respondents say that they use delegative management style, also 64.7% gave participative management style and 17.6% indicate other management styles used at Alleluia Medical Centre for example they noted democratic and autocratic management styles of them used in the organization. This means that the workers at the centre participate in decision making process and are free to communicate. The results are in agreement with Nzabampama (2003) who also carried out a similar research who said, “Communication between employees and management is maintained and that it keeps contact with the public. More especially the communication team has to work hard” The respondents’ results agree with results got from the structured questionnaire of the workers where majority accepted to be participating in decision making at Alleluia Medical Centre. However, some workers said that autocracy is sometimes felt especially where there are limited funds to effectively run the centre.

### **The extent to which Management Styles are employed at Alleluia Medical Centre**

The researcher used never, occasionally, fairly often, very often and always to measure the extent at which each of the following management styles; Authoritarian, Delegative, and Participative are used at Alleluia Medical Centre. The results are shown below:

**Table 8: the extent to which different Management Styles are employed at Alleluia Medical Centre (Authoritarian)**

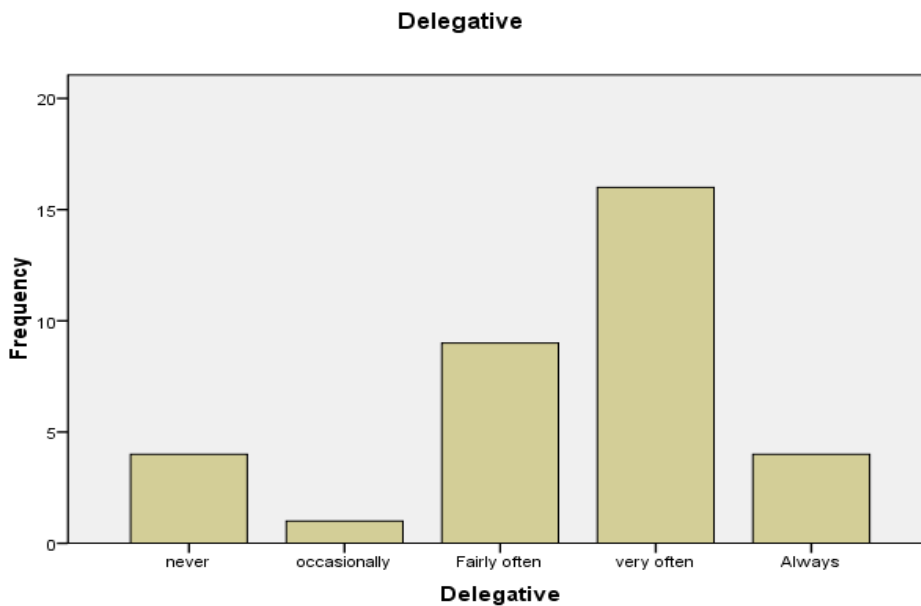
		Frequency	Percent
Valid	Never	16	47.1
	Occasionally	10	29.4
	Fairly often	4	11.8
	Very often	2	5.9
	Always	2	5.9
	Total	34	100.0

*Source: primary data 2014*

The researcher found out that 47.1% of the respondents say that never that is, authoritarian style does not apply in the organisation, 29.4% indicated occasionally meaning that the style is rarely employed, 11.8% also say that the style is fairly often showing that the style is some times employed, more to that 5.9% say that authoritarian management style is very often showing that it is mostly employed in the organisation and 5.9% note that the management style is always employed this indicate that it is constantly employed in the organisation. This management style is good in way that it creates respect among employees. However on the other said it creates fear among workers especially if the top management do not associate with other levels like middle and low levels, this may lead to inadequate performance in the organisation since the outcome does not satisfy every one in the organisation, says by one of the respondents from consultancy department

In connection to the literature review, Gareth, et al. 2006 note that obedience is owed to a manager not because of any personal qualities such as personality, wealth and social status but because the manager occupies a position that is associated with certain level of authority and responsibility. Therefore, Nwadukwe and Timinepera (2012) argue that an organization is an entity set up for a purpose, and satisfaction of customers in a way of creating goods and delivery of quality service from any enterprise.

**Figure 3: shows delegative management style**



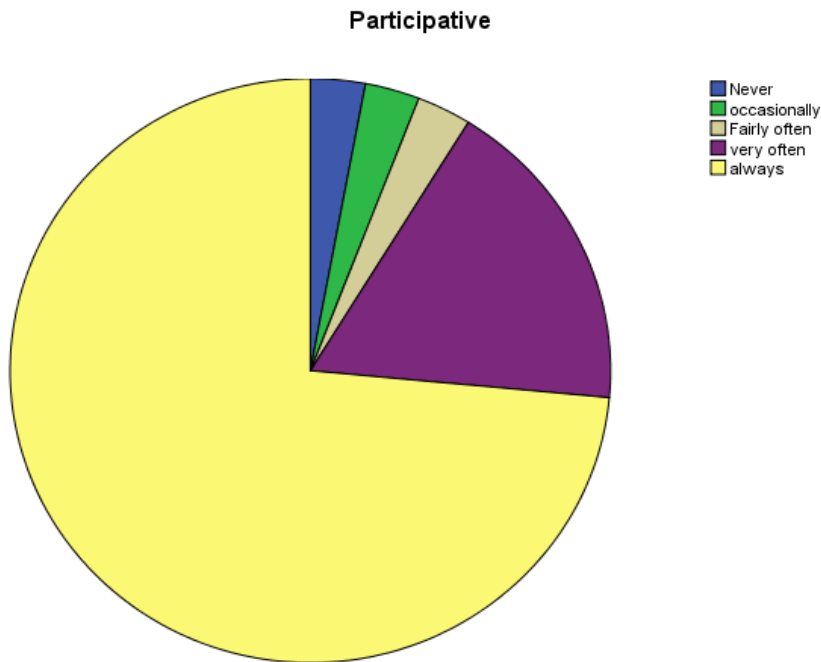
*Source: primary data 2014*

The researcher found out that four(4) respondents say that never that is, delegative style does not apply in the organisation, one(1) respondent indicated occasionally meaning that the style is rarely employed, nine(9) also say that the style is fairly often showing that the style is some times employed, more to that sixteen(16) respondents say that delegative management style is very often showing that it is mostly employed in the organisation and four(4) note that the

management style is always employed this indicate that it is costantly employed in the organisation.

According to the figure above the big number say delegative management style is frequently employed that because it is an important form of time management for a manager who is over loaded with responsibility, that it is an effective style of management development, that it improves decision quality, and it also makes subordinates job very interesting, challenging and more meaningful. This was supported by Yuki (2010) argued in chapter two, by saying delegating less important duties and functions to subordinates, a manger frees additional time for more important responsibilities even when the manager could do the delegated tasks better than the subordinates. However Yuki (2010) says that there also reasons for not delegating for example, keep decisions involving confidential information, keep tasks and decisions that are very important, keep task and decisions central to your role, keep tasks that are difficult to monitor, keep tasks that you can do better then tha subordinates, those which are hard to explain to subordinates, and even those tasks that are interesting and enjoyable. He asys it is not clear whethere delegation improves performance.

**Figure 4: shows participative management style**



*Source: Primary data 2014*

This question was answered by 34 respondents. According to the figure 4 above the blue colour shows never meaning that participative management style can not be employed, also the green colour indicates that the management style is occasionally employed meaning that it is irregularly employed, the cream colour shows that the style is fairly often, also the purple colour indicates that the style is very often employed and a big number of respondents are in favour with the participative management style employed in the organisation shown by the yellow colour covering a big part of the pie chart. They said that “frequently they use participative management style which corresponds to what they expect. This indicates that there is a relationship between the management styles and the performance, so there is no need to sit without incorporating.” In connection to the literature in chapter two of this research, Yuki (2010) notes that before making



changes that will affect people in significant ways, it is helpful and considerate to consult with them. He says this guideline applies to peers and outsiders as well as subordinates. One form of consultation that is often appropriate is to hold special meetings with people who will be affected by a change to identify their concern and deal with them (Yuki 2010).

**The effect management style employee performance at alleluia medical centre**

The employees and employers of Alleluia Medical Centre were asked whether the different management styles affect employees’ performance. They were asked whether they strongly Agree, Agree, Disagree or Strongly Agree. Results are shown below.

**Table 9: The Management Styles affect Employee Performance at Alleluia Med**

		Frequency	Percent
Valid	strongly agree	16	47.1
	Agree	11	32.4
	Disagree	6	17.6
	strongly disagree	1	2.9
	Total	34	100.0

*Source: primary data 2014*

From table 9 above, 47.1% of the respondents strongly agree that management styles real affect the performance of employees, 32.4% of them agree, 17.6% disagree and 2.9% strongly disagree summing up to 100% of the respondents answering the question. Even though department managers have in their offices descriptions of different styles to use, the researcher noted that the managers are almost consulted about different management styles that are supposed to be used in

the organization. This problem was observed by the fact that some managers fail to operate yet all the operations to be done are well defined in the job description document. Because of that, both the managers and employees are involuntarily executing management styles without trying to understand them. The consequence of this is lack of delegation since most of the employees are not confident.

### **How customers Rank Organization’s Performance in terms of Quality Delivery**

**Table 10: How customers Rank Organization’s Performance in terms of Quality Delivery**

		Frequency	Percent
Valid	90% and above	5	14.7
	70%-90%	16	47.1
	50% -70%	11	32.4
	30%-50%	2	5.9
	Total	34	100.0

*Source: primary data 2014*

From the above findings, it is noted that Alleluia Medical Centre indeed provides quality services to its customers who are really patients. This shows that the workers of Alleluia Medical Centre are actually doing well due to good training of management styles at work place and outside the work place. Meaning Alleluia Medical Centre’s performance has helped to boost its competitiveness. According to factors which help a firm to compete seriously in chapter two of this research is job security and motivation which encourage employees to work favorably. The findings reveal that 14.7% of the respondents are satisfied with the management styles provided by Alleluia Medical Centre which results into high performance and high quality service, the

other 47.1% are also satisfied with the performance this could be because of using selected management styles which do match with other workers' behaviors that lead to high performance in the organization as a result of customer care, 32.4% of the respondents rank the organization between 50%-70% which is still fine because they can easily improve on the performance, and lastly 5.9% of the respondents rank the organization between 30%-50%. However, in all aspect people may not all go at the same peace as you try your best in serving them, others may never appreciate, so it is the duty of the concerned management to train its staff in case there is a need so as to handle all at once.

Therefore, training is somehow enough since employees can copy up with the new styles or situations. The only way to improve other workers behaviors and performance at large is encourage teamwork that will help them to appreciate.

**Table 11: shows more room for expansion of the organization to other districts**

		Frequency	Percent
Valid	Yes	19	55.9
	No	15	44.1
	Total	34	100.0

*Source: primary data 2014*

Table 11 shows that 55.9% of the respondents say yes there is a room for expansion to other districts and 44.1% said no it cannot happen according to the way they value the organization though the average percentage say yes.

### How often the organization evaluates Employees

The findings from table 12 below show that they were 34 respondents who answered this question. 11.8% of respondents say evaluation of employees is done on weekly basis since they have fee employees to be evaluated so it is not hard for the organization to carry that exercise weekly, 20.6% respondents also say that evaluation of all employees is carried out on monthly basis, also 58.8% of the respondents say it is done on quarterly basis, and 8.8% of them say it is carried out annually by heads of sections and is transferred to the administrative and finance department. It has the objective to inform managers about the value and aptitudes of employees. Some respondents said, “Though evaluation is done, employees are not given feedback about their standards of performance so it is not easy for employees to know where improvement is need.

**Table 12: Shows how often the Company evaluates Employees**

		Frequency	Percent
Valid	weekly basis	4	11.8
	Monthly basis	7	20.6
	Quarterly basis	20	58.8
	Annually	3	8.8
	Total	34	100.0

*Source: primary data 2014*

**Table 13: appraisal of performance for the last three years**

		Frequency	Percent
Valid	Poor	3	8.8
	Good	11	32.4
	Very good	12	35.3
	Excellent	8	23.5
	Total	34	100.0

*Source: primary data 2014*

According to the findings in the table 13 above, 8.8% say performance appraisal is poor, 32.4% say it is good, 35.3% note that the performance appraisal very good and 23.5% conclude that it is excellent since people perceive things differently. According to Laurie (2005), employees needed to be treated fairly. While most staff believed that the organization values do not contradict with their own values, there were issues of concern about how the organization treated and cared about employees.

**Table 14: shows employees opinions on how management styles affect their performance**

		Frequency	Percent
Valid	Yes	27	79.4
	No	7	20.6
	Total	34	100.0

*Source: primary data 2014*

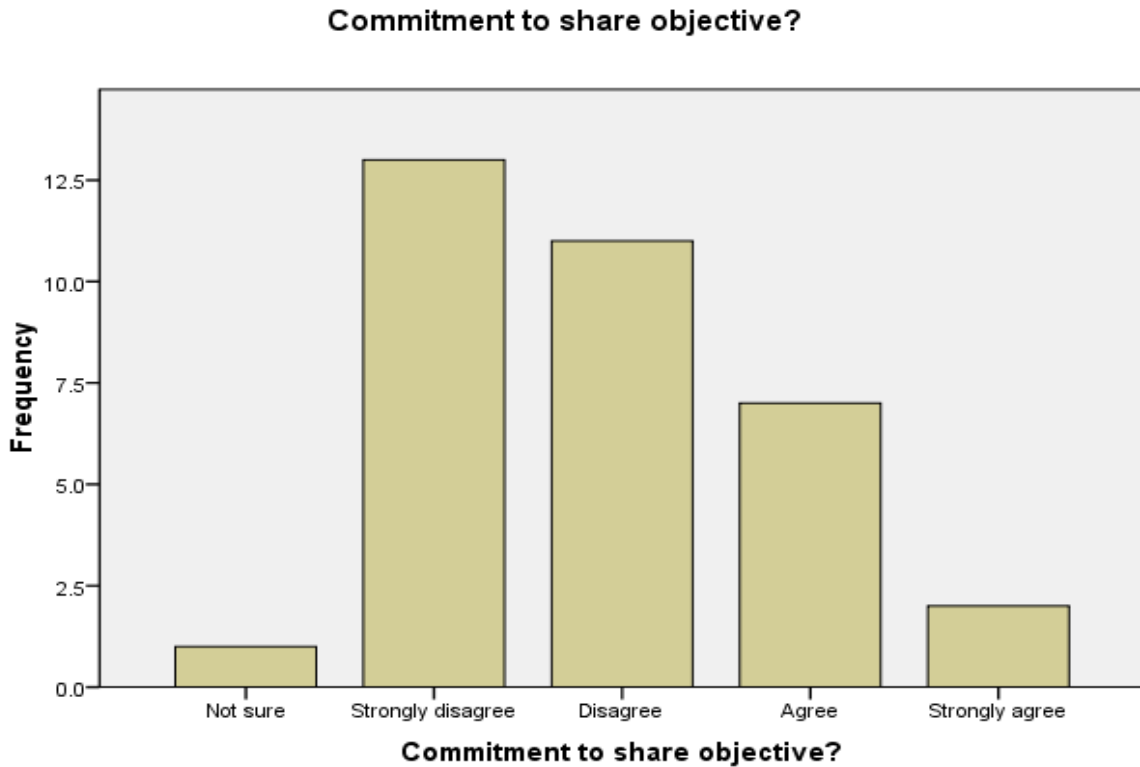
From table 14 above, the findings show that 79.4% of respondents say yes the management styles affect their performance, 20.6% say no the styles do not affect their performance. This

question is similar to question 12 in table 8 above though the response is different. The respondents say that though they different management styles, their effects are not the same. They gave an example of participative management styles that even if they work as a team individual effort is not valued, that on the other hand working together as a group leads to high performance so the researcher found out that participative management style affects employees' performance both positively and negatively the same apply to delegative management style where work assigned to subordinates may not be performed as owner would do it.

### **Other Factors that affect Employee Performance at Alleluia Medical Centre**

This question was answered by 34 respondents indicating if here are other factors that affect employee performance like commitment to share objectives, experience on job and training, motivation, and job security using different options such as not sure, strongly disagree, disagree, agree, and strongly agree, as displayed below in form of figures and tables

**Figure 5: The Other Factors that affect Employee Performance (commitment to share objectives)**



*Source primary data 2014*

The figure above shows that very few respondents were not sure whether commitment to share objective affect the organization's performance, most of them strongly disagree indicated by the tall bar in the figure above, next to that shows respondents who disagreed about commitment to share objectives, also some respondents agreed that this factor affect the performance of employees in way that some individuals are hard to deal with you cannot know whether the person who promised some work will do it, and lastly but not the list some of them strongly agreed that really commitment to share objective affect the performance though they are the

few. Referring to the literature review of this research in chapter two, Armstrong (2010) says process objective are defined by the team getting together and agreeing on how they should conduct themselves as a team under headings related to team competencies like interpersonal relationship, Quality of participation, collaborative effort and decision making, the team relationship with internal and external customers, and the effectiveness with which individual skills are used.

**Table 15: The Other Factors that affect Employee Performance (Experience on job and training)**

		Frequency	Percent
Valid	Not sure	1	2.9
	Strongly disagree	4	11.8
	Disagree	5	14.7
	Agree	13	38.2
	Strongly agree	11	32.4
	Total	34	100.0

*Source: primary data 2014*

From the table 15 above, 2.9% of the respondents were not sure whether experience on job and training as a factor affects the performance, 11.8% strongly disagree, 14.7% disagree, 38.2% agree that this factor affect the performance, and 32.4% strongly agree that really experience on job and training affect the performance however, some employees complain that their contributions are not considered and they wanted existing knowledge and skill to be utilized and developed, they felt their real skills and capabilities were not put to use. In connection to the



literature review in chapter two of this research, indicate that it is necessary that training needs to be identified at the organizational, departmental and individual levels of the organization (Maicibi 2007).

Salas and Rosen (2013) argues that particular norms and expectations are not only among medical care’s during their training but also through work experiences in highly hierarchical setting that hardly supports open and assertive communication.

**Table 16: Other Factors that affect Employee Performance (Motivation)**

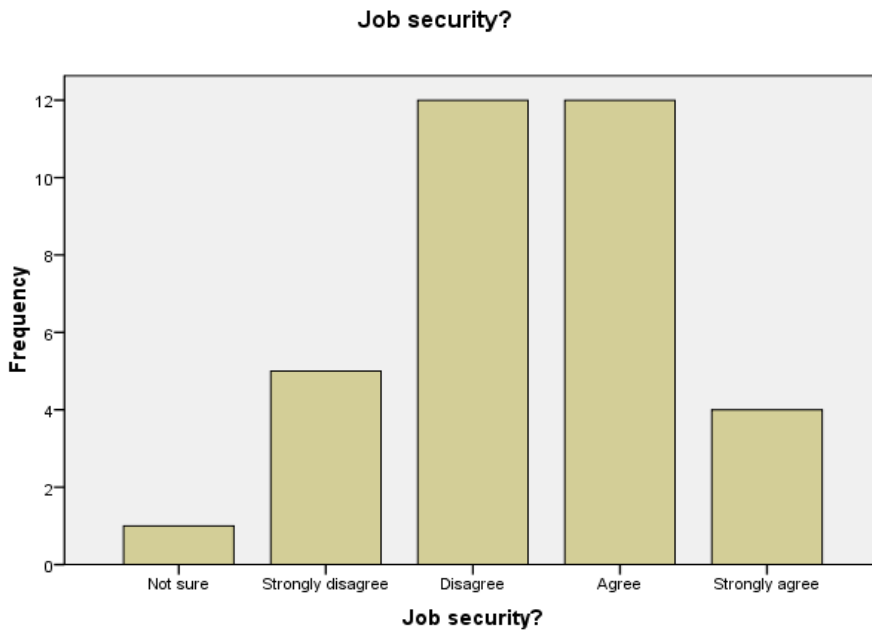
		Frequency	Percent
Valid	Strongly disagree	3	8.8
	Disagree	14	41.2
	Agree	11	32.4
	Strongly agree	6	17.6
	Total	34	100.0

*Source: primary data.*

In the above table 16, 8.8% of the respondent strongly disagree the factor of motivation affecting the performance of the organization, 41.2% of the respondents disagreed, 32.4% agreed with the factor of motivation, and 17.6% of them strongly agreed and revealed that there are employees working under consultancy department and finance department who consider motivation as a factor that may lead to high performance, this was identified during group discussion. However, for them it would have been better if the reward system was improved like awarding the best performers in the organization this motivates employees said by the respondents. From the

literature review of this research in chapter two, Laurie (2010) says the issues of motivation is most acute for young people starting on their career, for people at mid-career position. He adds that for employers there may be difficulties in motivating employees or the staff both in the long term and in the short run. It is because of the complexity of motivation and the fact that there is no ready-made solution or single answer to what motivates people to work well.

**Figure 6: The Other Factors that affect Employee Performance (Job security)**



*Source: primary data 2014*

The above figure 6 shows that very few respondents were not sure of what is taking place in the organization whether job security also affect the performance indicated by the bar in the figure above, few respondents also strongly disagree on the factor of job security, the highest numbers of respondents disagreed and agreed shown by equal levels of bars in the figure above and also few employees strongly agreed. The researcher interviewed the management revealed that

“sometimes the organization is unable to work at full capacity; therefore temporary laid off employees especially those who work at night”. Laurie (2005) employees are concerned about that situation and it has led to some employees leaving the job over the last three years from the maternity section and accounts section.

In connection to the literature review of this research, Maicibi (2007) effective communication is needed at stages in order to ensure welfare. He says that at the planning stage information is needed, manpower required, publicity campaigns, at the execution stage, orders are issued to employees to start the work, the employees associated with the project are constantly motivated and kept involved, a sense of discipline is cultivated among them and their morale is kept high.

More the above, repondents also highlighted some other factos that affect the performance of the organisations such as communication, member skill and clarity, and feedback. In connection to the literature review of this research, Performance feedback encourages better employee performance and self generated feedback is powerful motivation too (Newston and keith 1993). He also says feedback let employees know if they are headed towards their goals or if they need to adjust direction goals accomplishment. However, a major factor in this success of good setting is building and reinforcing employees’ self-efficacy is “an internal belief regarding one’s job related capabilities and competencies” (Newston and keith 1993).

The findings reveal that communication needs to be improved in the organization. Many employees did not agree that communication were open and honest. Singh (2013) says that communication barriers can result from differences in speaking styles, writing styles and non verbal communication styles which lead to distortion of the massages. He further argues that

addition barriers emerge from cross-gender and cross cultural differences among team members which highly determine how individuals decode information.

#### **4.1 Conclusion**

This chapter has highlighted key findings from the study whose main objective was to establish the effect of management styles on employee performance. It was established that management styles really do exist among private organizations especially in Alleluia Medical Centre the case study. It was found out that participative and delegative management styles were the most forms of management styles used compared to other styles. Factors that affect employee performance were identified as; experience on job and training, motivation, and feedback on individual performance were found the commonest factor that affect employee performance at Alleluia Medical Centre. The management response was the same as that of other respondents, but they also mentioned job security as one of the factors that affect employee performance. Also other respondents strongly say that communication about new styles is still poor.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS, RECOMMENDATION AND CONCLUSION

#### 5.0 Introduction

The aim of this research was to find out the effect of management styles on the performance of employees at Alleluia Medical Centre. To achieve this both primary and secondary sources were used in data collection from these sources, the researcher discovered a lot about management styles, performance, employees, and the organisation. This chapter shall present the discussion of findings, conclusion to the entire study and the recommendation on the effect of management styles on the performance of employees in private organisation (Alleluia Medical Centre).

#### 5.1 Summary and Discussion of findings

The first objective of the study was **to find out the management styles used in Alleluia Medical Centre**. Data analysis and interpretation disclose the following main findings under this objective, it shows that management styles used in Alleluia Medical Centre include delegative, participative and others like democratic and autocratic management styles. These findings indicate that 17.6% of the respondents say that they use delegative management style, also 64.7% gave participative management style and 17.6% indicate other management styles used at Alleluia Medical Centre for example they noted democratic and autocratic management styles of them used in the organization. This means that the workers at the centre participate in decision making process and are free to communicate.

The results are in agreement with Nzabampama (2003) who also carried out a similar research who said, "Communication between employees and management is maintained and that it keeps contact with the public. More especially the communication team has to work hard" The

respondents' results agree with results got from the structured questionnaire of the workers where majority accepted to be participating in decision making at Alleluia Medical Centre. However, some respondents said that autocracy is sometimes felt especially where there are limited funds to effectively run the centre.

Participative management style is one that involve working together as a group, is mostly used because it creates a relationship between the employees and employers. It also helps in building teamwork another benefit this style is higher decision duality and also employees' development of decision making skill. However it may also lead to lack of strong consistent results since some employees my refuse to work.

Delegative management style is where an employee is assigned a task to do on behalf the owner. According to the findings the big number say delegative management style is frequently employed that because it is an important form of time management for a manager who is over loaded with responsibility, that it is an effective style of management development, that it improves decision quality, and it also makes subordinates job very interesting, challenging and more meaningful.

This was supported by Yuki (2010) as it is argued in chapter tow, by saying delegating less important duties and functions to subordinates, a manger frees additional time for more important responsibilities even when the manager could do the delegated tasks better then the subordinates. However Yuki (2010) says that there also reasons for not delegating for example, keep decisions involving confidential information, keep tasks and decisions that are very important, keep task and decisions central to your role, keep tasks that are difficult to monitor, keep tasks that you can do better then tha subordinates, those which are hard to explain to

subordinates, and even those tasks that are interesting and enjoyable. He says it is not clear whether delegation improves performance.

**The second objective was to find out whether the Management styles affect employee performance.** Data analysis and interpretation reveal that there is teamwork, customer care quality and quantity of services. The findings indicate that 47.1% of the respondents strongly agree that management styles really affect the performance of employees, 32.4% of them agree, 17.6% disagree and 2.9% strongly disagree summing up to 100% of the respondents answering the question. This means that teamwork helps the organization to be friendly in such way they even build a team spirit since they work as a group; also there is customer care, this was revealed during group discussion where some clients said customer handling is not bad, this helped them improve performance in terms of client retention and ranked from 70% and above, so it is among the leading medical centres in the municipality in terms of better health care services showing that the organization is doing well, hence leading to quality and quantity of services. Laurie (2005) argued in chapter two that an increasingly important issue affects performance which leads to job satisfaction and efficiency in nature of the work and workplace facilities. He argues that an inspired workplace will result in inspired workers and draws attention to the importance of the atmosphere, quality and style of buildings and offices for work performance (Laurie 2005)

According to Xyrich and Ream (2008), argued in chapter two, say that many organizations are creating more effective teams as the only means of enhancing performance as well as having a competitive edge over their rival. Demeuse (2009) noted that in today's rate environment, it appears the team-not the individual-holds the key to business. However it is vital to accept that teams are usually composed of individuals from different backgrounds as far as culture,

professional training and area of expertise as well as individual mental dispositions based on successor different personalities

Even though department managers have in their offices descriptions of different styles to use, the researcher found out that the managers are almost consulted about different management styles that are supposed to be used in the organization. This problem was observed by the fact that some employees fail to operate yet all the operations to be done are well defined in the job description document. Because of that both the managers and employees are involuntarily executing management styles without trying to understand them. The consequence of this is lack of delegation since most of the employees are not confident as argued in the findings.

All the above have enabled the medical centre attract more clients and donor agencies, for example; **strides** who have given them support in term of outreach facilities and thus improving their efficiency.

The last objective was **to establish if there are any other factors that affect employee performance**. Data analysis and interpretation show the following major findings under this objective. It revealed that experience on job and training, motivation are the major factors the affect employee performance. The findings indicate that 38.2% agree that experience on job and training affect the performance, and 32.4% also strongly agree however, some employees complain that their contributions are not considered. In connection to the literature review in chapter two of this research, indicate that it is necessary that training needs to be identified at the organizational, departmental, and individual levels of the organization (Maicibi 2007).

Training helps to modify attitude, knowledge and skill behavior through learning experience to achieve effective performance in a range of activities and the purpose in work situation is to



develop the abilities of the individual and to satisfy the current and future manpower needs of the organization (Armstrong 1996). Therefore, respondents say that training should be individualized because some employees felt they have not received adequate training for the job.

The findings also revealed that employees are not well motivated for instance they are not given feedback on work performance and this demotivate them. Newston and Keith (1993) says feedback let employees know if they are headed towards their goals or if they need to adjust direction goals accomplishment.

The findings revealed that staff felt they could not express their ideas and suggestions on important store issues and even when they did give their ideas not all believed feedback would be received and yet this is a powerful factor of motivation

Laurie (2010) as argued in chapter two, the issue of motivation is most acute for young people starting on their career, for people at mid-career position. He adds that for employers there may be difficulties in motivating employees or the staff both in the long term and in the short run. It is because of the complexity of motivation and the fact that there is no ready-made solution or single answer to what motivates people to work well Laurie (2010).

## **5.2 Conclusion**

1. Considering the effect of management styles on the performance of the medical centre, in fact it was found that ineffective management style has negative effect on performance. Therefore efficient use of management styles like participative, delegative and human resource planning, staffing and leadership as functions of a manager could be the best way to improve the general performance of Alleluia Medical Centre.

2. The management of Alleluia Medical Centre should know that human beings are important resources in the organisation and in the world today no one in the organisation is more essential than others because management styles depends on the effort one put in to learn them in the organisation.

The success of the business is achieved through people, therefore there is a need to know who work with and people should co-operate with each other to get work done. Managers are like parents who always guide their children so they should not decide to do every thing a lone but rather to delegate authority hence improving performance and high levels of learning new management styles.

3. The overall service provision of Alleluia Medical Centre which is particularly very beneficial to the development of the area. If it does not under take any change, especially to focus on its necessary management styles then it will decline in performance and thus results in an adverse effect that will be manifested through.

4. The researcher observed that there was a lovely and friendly medical therapy at Alleluia Medical Centre since responses from the sampled clients confirmed and appreciated the fact that staffs go beyond their expectation. Alleluia Medical Centre offers affordable medical service, in terms of monetary charges; and also their services are offered with good skill and professionalism, this creates a staff- patient tend bonding. Customers care is very important in aspect of the business world because it is the customer who give you business. However, in all aspect people may not all go at the same peace as you try you best in serving them, others may never appreciate, so it is the duty of the concerned management to train its staff in case there is a need so as to handle all at once

### 5.3 Recommendations

1. From the findings, it was revealed that Participative management style is the commonest used method, so I recommend that employees should be involved to contribute in the decision making process to allow easy management styles to take place without resistance. This can be done through holding regular departmental meetings which will include all employees and improve employees' relationship that enable them to have a voice in decisions that affect them.

2. The management needs to match accurately the jobs with qualification, if not more training of employees should be emphasised so that they acquire more knowledge, skills and experience in other departments, this provides confidence and get security for their jobs and creates flexibility in all activities of the medical centre that will be useful in case of serving many customers.

3. Management should put more emphasis on delivery of quality services to their customers, this will be achieved through analysing styles used and solving any block of performance. Managers should be responsible to opinions, ideas and suggestions of employees, because employees know more on the ground than the top management.

4. Even if management should review the way of running the organisation, employees also should not expect unrealistic actions from the organisation. Surely some employees' needs are ignored but the organisation is also affected by some factors that do not enable it to motivate its employees properly for example the lack of job security within the organisation does depend on management. I recommend that the management should see how to motivate employees and ensure job security, also should put in mind that communication in an organisation is very vital

#### **5.4 Suggestion for further research.**

The researcher recommends that further studies in private organisations (Medical centres) should be carried out to establish how management styles affect the performance of employees in order to get reality about the management styles used and the factors that affect employee performance in medical centres.

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## APPENDICES

### Appendix I: Work plan

<b>Activity to be done</b>	<b>When it's to be done</b>	<b>Who will do it</b>	<b>Where it's to be done</b>
Proposal writing	September to October	Researcher	Alleluia Medical Centre
Preparing of instruments	Early November 2011	Researcher	Alleluia Medical Centre
Pre-testing of Instruments	Late November	Researcher	Alleluia Medical Centre
Collecting of Data	February to April 2011	Researcher	Alleluia Medical Centre
Data Analysis and reporting	May to June 2012	Researcher	Alleluia Medical Centre

## Appendix II: Proposed Budget

<b>PARTICULAR</b>	<b>PRICE OF EACH ITEM</b>	<b>TOTAL AMOUNT</b>
Stationary	Shs 10,000	Shs 20,000
Printing and Photocopying	Shs 200	Shs 30,000
Transport Costs	Shs 2,000	Shs 30,000
Airtime	Shs 20,000	Shs 20,000
Flash Disk	Shs 60,000	Shs 60,000
<b>GRAND TOTAL</b>	<b>SHS 92,200</b>	<b>SHS 160,000</b>

### **Appendix III: Questionnaires**

Consent Form;

Uganda Martyrs University  
P.O Box 5498,  
Kampala.

Dear Sir/ Madam,

#### **RE: QUESTIONNAIRE FOR RESEARCH**

I am a student of Uganda Martyrs University pursuing a degree in Bachelors of Business Administration and Management. I am carrying out research on; the effect of Management styles on the performance of employees in private sector organisations in Uganda, taking Alleluia Medical Centre-Kasese as my case study.

I am therefore kindly requesting you to fill in this Questionnaire that will help me compile a report for my dissertation to enhance my academic excellence. All views and information given by you will be treated with utmost confidentiality. Your contribution will be greatly appreciated.

Thank a lot for your participation.

Yours faithfully,

KABUGHO ROSIA

Researcher.

## Questionnaire for employees

I a researcher Kabugho Rosia I am using this questionnaire to help in assessing the effect of management styles on the performance of employees in the private sector organisation. Your information will be treated with utmost confidentiality. Please answer the following questions with honesty. Your cooperation is highly appreciated. Thank you.

### SECTION ONE

#### Background of the Respondent

1-Name (option).....

2-Age; (Tick the Age bracket where you belong)

- (A) Below 20
- (B) 21 - 30
- (C) 31 – 40
- (D) 41 and Above

3- Gender: Male  Female

4- Marital Status: Married  Single  Divorced  widowed

5- Profession: Nurse  Doctor  Mid wife  Clinical officer  support staff

6-Educational Background (Tick the level where you belong)

- (A) certificate
- (B) Diploma
- (C) Degree and above

7-Experience on current job (years)

Below 1year  1-3years  3-5years  5and above

8-Which Department do you work?

Consultancy  Laboratory  Maternity  Finance  General staff

**SECTION TWO: Management Styles Used In Alleluia Medical Centre**

9-please indicate using a tick the management styles you use in your area of jurisdiction at Alleluia Medical Centre.

Authoritarian  Delegative  participative

other (specify) .....

10-Please indicate using a tick the extent to which you apply the management styles you have stated above Alleluia Medical Centre.

NB. 1 never, 2 occasionally, 3 fairly often, 4 very often, 5 always

Management style	1	2	3	4	5
Authoritarian					
Delegative					
Participative					
Others (specify).....					

11-Briefly explain how you apply the management styles in your organization

.....

.....

.....

.....

.....

.....

**SECTION THREE: the effect of management style on the employee performance. (Tick the appropriate answer)**

12- Management styles affect employee performance in organization.

- (A) Strongly Agree
- (B) Agree
- (C) Disagree
- (D) Strongly Disagree

13- How do your customers rank the organisation's performance in terms of quality delivery?

- (A) 90% and above
- (B) 70-90%
- (C) 50-70%
- (D) 30-50%
- (E) 30% and below.

14- Is there more room for expansion of this organisation to other Districts that you have not yet penetrated? (Tick the most appropriate)

Yes  No

15- How often does the Company evaluate your performance in terms of Appraisals?

- A- Weekly basis
- B- Monthly basis
- C- Quarterly basis
- D- Annually

16-please appraise your performance for the last three years (tick the answer)

Very poor  poor  good  very good  excellent

17-In your own opinion, do management styles affect your performance?

Yes  or No

Briefly explain how the different management styles affect your performance.

.....

.....

.....

.....

.....



18-As an employee of alleluia medical centre, what management styles do you employ to coordinate the activities of the organization?

.....  
.....  
.....  
.....  
.....

19-Give reasons as to why you use those management styles

.....  
.....  
.....  
.....  
.....

**SECTION FOUR: other factors that affect employee performance.**

20-As an employee of alleluia medical centre, please indicate using a circle if these factors affect your performance. (Tick the according to you rating)

NB: Not sure=1, Strongly disagree=2, Disagree=3, Agree=4, Strongly agree=5

Other factors	1	2	3	4	5
(a) Commitment to share objectives.					
(b) Experience on job and training.					
(c) Motivation.					
(d) Job security.					
If there are other factors outline them.					
(e).....					
(f).....					

21-Briefly explain how these factors affect your individual performance.

.....

.....

.....

.....

**THANK YOU FOR YOUR TIME AND COOPERATION THIS IS HIGHLY APPRECIATED.**

## Appendix IV: Interview Guide

### For employees and support staff

I a researcher Kabugho Rosia I am using this questionnaire to help in assessing the effect of management styles on the performance of employees in the private sector organisation. Your information will be treated with utmost confidentiality. Please answer the following questions with honesty. Your cooperation is highly appreciated. Thank you.

### SECTION ONE

#### Background of the Respondent

1-Name .....

2-Age; (Tick the Age bracket where you belong)

(E) Below 20

(F) 21 \_30

(G) 31 – 40

(H) 41 and Above

3- Gender: Male  Female

4- Marital Status: Married  Single  Divorced  Widowed

5- Profession: Nurse  Doctor  Mid wife  Clinical officer  support staff

6-Educational Background (Tick the level where you belong)

(D) Certificate

(E) Diploma

(F) Degree and above

7-Experience on current job (years)

Below 1year  1-3years  3-5years  5and above

8-Which Department do you work in .....

**SECTION TWO**

1. What is the commonest form of interaction with your supervisors?

.....

2. According to your judgment which management styles are employed by managers of the organization?

.....

3. Elaborate on how often the management styles stated above are applied in the day to day running of the organization by the managers of Alleluia Medical Centre?

.....

4. Do you think that management styles applied to the workers leads to better performance?

.....

5. To what extent were particular management styles to your current job applied?

.....

6. What is the relationship between management styles and employee performance in Alleluia Medical centre?

.....

7. What is your comment on use of the Authoritarian (Directive) management style being used?

.....

8. Which group of leaders uses this management style and in what situations is it often taken on?

.....

9. What is your comment on use of the Delegative (Laissez-faire) management style being used?

.....

10. Which group of leaders uses this management style and in what situations is it often taken on?

.....

11. What is your comment on use of the Participative (Consultative) management style being used?

.....

12. Which group of leaders uses this management styles and in what situation is often taken on?

.....

13. Which style according to you is the best and most appropriate to be used in order to ensure high performance levels of employees?

.....

14. Any other comments or input is welcome.....

.....

.....

**THANK YOU FOR YOUR TIME AND COOPERATION THIS IS HIGHLY  
APPRECIATED.**

## **Appendix V: Introductory Letter**