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Effect of Leadership Styles on Employee Performance in Public Regulatory Authorities in Uganda: A Case Study of National Forestry Authority

Leadership styles have been posited to have a great impact on the work environment and work outcome, but their relationship to employee performance had not been established within National Forestry Authority. The research was, therefore, conducted with the aim of establishing the relationship between transactional, transformational and laissez-faire leadership styles and employee performance; and whether employee commitment moderates in the relationships. A quantitative research employing correlation design was employed, and findings confirmed that the three leadership styles (transactional, transformational and laissez-faire) were all significantly and positively related to employee performance in the case study organisation. It was also found that employees' affective commitment partially moderates in the relationship between leadership styles and employee performance. The study, therefore, concluded that all the three leadership styles are significant for influencing the performance of employees, and strength of the influence is greater in the presence of affective commitment to the organisation by employees. The study also had limitations that included among others, the use of self-rating research tools which could promote bias among respondents because of the desire to portray the good side only that may arise. The second limitation was that the study population was small and generalisation of the research results would, therefore, be affected.

The study recommends that the three leadership styles be employed variedly by managers, where they can apply appropriate styles that favour the performance of employees under a given situation. The human resource policy and practice should also be geared towards promotion of affective commitment of employees. Further research would, therefore, be required to determine the drivers of affective commitment by employees.

Key words: Leadership, Public, Regulatory, Performance, Employee, Performance