CONCEPTUALIZING, AND MEASURING EMPLOYEE PERFORMANCE BY EXAMINING THE ANTECEDENTS OF LEADERSHIP STYLE, EMOTIONAL RESILIENCE AND PERSONALITY ATTRIBUTES IN KAMPALA CAPITAL CITY AUTHORITY KCCA-UGANDA .

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
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DECLARATION

"This thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

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Name and Signature of Candidate

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Date

APPROVAL

"We confirm that the work reported in this Dissertation was carried out by the candidate under our supervision".

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Name and Signature of Supervisor   Name and Signature of Supervisor

_____   _____

Date   Date

DEDICATION

Glory and Honor be to God Almighty for His Grace and Mercy that enabled me to reach this far. The journey looked so long at the beginning but the good Lord blessed me with His Divine Favor and wisdom to see me through the tough times. This dissertation isfurther dedicated to my parents for providing me with a firm education foundation. I have always built on, my dear wife Irene KamusiimeOngia and to my Children for tolerating many hours of my absence from home during the period of this study.May the Almighty God bless you all in the Mighty name of our Lord Jesus Christ.Amen

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GOD BLESS YOU

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ABSTRACT

The purpose of the study was to explore the influence of emotional resilience, leadership styles on employee performance in the KCCA, with a view to bridge the gaps identified in the previous related literature and empirical study. The study was guided by three objectives, that is, to find outout the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humour) on employee performance, to establish the influence of leadership styles (transactional, democratic, autocratic, consultative) on employee performance and to establish the influence of emotional resilience on leadership styles. This study employed convergent parallel mixed methods design which consists of the collection or analysis of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of data at one or more stages in the process of research (Kothari, 2004:5). Using the designs from both quantitative and qualitative paradigm helped augment survey and interview data. . Using Pearson correlation coefficient and the interview data the key findings are: emotional reliance was strongly associated with employee performance; a combination of transactional and transformational leadership has strong influence on employee performance; and finally, leadership behaviours are significantly influenced by emotional resilience. The study recommends that KCCA adopts a deliberate structured approach to developing employee emotional resilience and focus on skilling leaders on transactional-transformational behaviours. Certainly more research is needed on the topic.Further studies should be done on an exploration of the relationship between psychological capital, (optimism, self-efficacy, resilience, occupational stress, burnout) and employee engagement

CHAPTER ONE
INTRODUCTION

Leadership styles and employee resilience have an immense impact on how employees perform and grow, to produce positive organizational outcomes. Contemporary work has become increasingly changeable, uncertain and market-driven due to technological advancement; globalization and competition Public organizations are required to swiftly and frequently conduct large-scale changes through restructuring in order to satisfy public demands through provision of adequate and quality services. In the current public sector environment, organizations are required to have increasingly emotionally resilient employees and leaders with effective leadership styles/behaviors. Employee emotional resilience is defined a set of conditions that allow individual adaptation to different forms of adversity at different points in the life course(Grant &Kinman 2013) while leadership styles are understood as the patterns of behaviors that leaders display during their work with and through others (Hersey &and Blanchard, 1993:6-9). This involves effective management and overcoming of adversity or crisis by operating in sometimes unfamiliar territory in order to fulfill organizational objectives According to the organizational resilience literature, resilience allows organizations to go beyond merely scraping through times of organizational instability and adversity, and instead thrive and capitalize on change and uncertainty (Youssef &Luthans, 2007).In context of this study, resilience has been described as having the capacity to bounce back from both overwhelming positive and negative adversity/changes, such as increased responsibility (Luthans& Youssef, 2004, cited in Rod et al., 2012: 54).

The purpose of this study was to investigate the impact of leadership styles and employee emotional resilience as predictors of group or organizational performance in a public sector organization, Kampala Capital City Authority (KCCA). This thesis establishes how emotional resilience and leadership styles   influences both organizational and individual performance, and what this means for the modern public sector. The central argument of the thesis is that the performance of public organizations depends on their capacity to successfully manage crisis and transitions. This is largely contingent on their ability to capitalize on, and skillfully integrate employee emotional resilience and leadership styles in management practices. In essence, employee emotional resilience and leadership styles can be viewed as enabling conditions for

the development of a resilient workforce which in turn determines organizational capacity to overcome challenges and, ideally, to create better employee performance.

1.1 Background of the Study

Emotional Resilience has merited growing interest in psychology and management research, given its potential to drive important organizational outcomes. Yet, there is limited understanding of the individual and leadership factors that promote resilient behaviors inpublic organizations. Generally, resilience is the integrated adaptation of physical and mental aspects in a set of good and bad circumstances. This study explored relationships between dispositional variables (proactive personality and optimism), leadership styles (empowering and contingent reward leadership)and employee resilience.

This study was about emotional resilience, leadership styles and employee performance with reference to Kampala Capital City Authority (KCCA) in Uganda. In this study, resilience and leadership styles are independent variables while employee performance is the dependent variable. However, the dependent variable is the variable that may change as a result of changes in the independent variable. In most experiments, one variable is independent, one is dependent, and all others are controlled and this is the case for this study. Chapter one focuses on the background information, statement of the problem, purpose of the study, objectives, research questions, hypotheses, scope, significance, conceptual framework and definitions of key terms. It also provides a basis on which other chapters are built.

1.1.1 Historical Perspective

Assessing employee performance is not new (Cole, 2002). Its roots in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. But this is not very helpful, for the same may be said about almost everything in the field of modern human resources management (Armstrong, 2000). Today all organizations are aware of the importance of employee performance which in turn enhances organizational goals.

In addition, the concepts of emotionalresilience, leadership styles and employee performance are not new. Emotional Resilience is a relatively new concept, but it refers to thinking strategies and behavior responses that are not innate, but learnt. The key mental challenges are the ability to see

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beyond today's difficulties and know that tomorrow or the next day or when-ever the situation will change. While the views of Maddi, Salvatore&Khoshaba, Deborah (2005:3) and Bhaggie (2010:3) were convincingly correct, there was need to make an investigation of how emotional resilience, leadership styles impacted on employee performance in the KCCA, a gap which this study intended to fill.

Leadership has roots in the beginning of civilization. Egyptian rulers, Greek heroes, and biblical patriarchs all have one thing in common–leadership. There are numerous definitions and theories of leadership, however, there are enough similarities in the definitions to conclude that leadership is an effort of influence and the power to induce compliance (Wren, 1995, cited in Gregory Stone A, 2005:P1).

The organizational focus of the leader has evolved over this same period. Early organizations with authoritarian leaders who believed employees were intrinsically lazy transitioned into way to make work environments more conducive to increased productivity rates. Today, organizations are transforming into places where people are empowered, encouraged, and supported in their personal and professional growth throughout their careers. As the focus of leaders has changed over time, it has influenced and shaped the development and progression of leadership theory (Gregory Stone A, 2005:P1).

Looking at early leader studies, the Industrial Revolution shifted America's economy from an agriculture base to an industrial one and, thereby, ushered in a change in how leaders would treat their followers. The Industrial Revolution created a paradigm shift to a new theory of leadership in which "common" people gained power by virtue of their skills (Clawson, 1999, cited in Gregory Stone A, 2005:P2).). New technology, however, was accompanied and reinforced by mechanization of human thought and action, thus creating hierarchical bureaucracies (Morgan, 1997, also cited in Gregory Stone A, 2005:P2).

One major contributor to this era of management and leadership theory was Max Weber, a German sociologist who "observed the parallels between the mechanization of industry and the proliferation of bureaucratic forms of organization" (Morgan, 1997, p. 17). He noted that the

bureaucratic form routinized the process of administration in the same manner that the machine routinized production.

Weber's concerns about bureaucracy, however, did not affect theorists who set the stage for what is now known as "classical management theory" and "scientific management." Classical theorists focused on the design of the total organization while scientific managers focused on the systematic management of individual jobs. In contrast to Weber, classical theorists such as Henri Fayol and F. W. Mooney, staunch advocates of bureaucratization, devoted their energies to identifying methods through which this kind of organizational structure could be achieved (Bass, 1990; Morgan, 1997).Collectively, these theorists set the basis for many modern management techniques, such as management by objectives.

Today, effective leadership is commonly viewed as central to organizational success, and more importance is placed on leadership development than ever before. Increasingly, leadership is defined not as what the leader does but rather as a process that engenders and is the result of relationships that focus on the interactions of both leaders and collaborators instead of focusing on only the competencies of the leaders. Furthermore, best practice organizations recognize leadership as a key component of jobs at all levels and are committed to creating leaders throughout their organizations (Cole, 2002).

The study of employee performance can be traced from the views of Elton Mayo (1880 – 1949) who believed that workers are not just concerned with money but could be better motivated by having their social needs met while at work. He introduced the Human Relation School of thought, which focused on managers taking more of an interest in the workers, treating them as people who have worthwhile opinions and realizing that workers enjoy interacting together (Armstrong, 2002). This means that the need for improved employee performance is not a new aspect hence the need for managers to apply suitable management principles in this regard. Today employee performance is a concern of all organizations and managers in an attempt to enhance attainment of organizational goals.

Today employee performance is of paramount importance especially when it is geared towards performance management. However, in order to attain organizational goals, it must involve a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback (Herman, 2011:2). In the context of this study, focus wason whether KCCA leadership took into account the aspects of performance management which are assumed to enhance attainment of organizational goals.

However, Kampala Capital City Authority was established by an Act of Parliament 2010 which made it autonomous. But in practice KCCA leadership is governed by a political appointee, that is, the minister of presidency whose major concern was the political interest of the government and this tended to shape the policies which may contradict the objectives of Act of Parliament 2010. This had created room for political inclination in KCCA which was evidenced by the disagreements between the Elected Lord Mayor and the appointed Executive Director. Therefore, there was need to study the aspects of resilience, leadership styles and how they impacted on staff performance in KCCA in relation to the theories of emotional resilience, leadership and emotional resilience.

This study was propelled by the unsatisfactory instances happening in KCCA. For example, it is reported that public property in KCCA had been disposed of for personal gain and millions of shillings were siphoned off into personal accounts (Mayanja, 2012). According to Wilson AkiikiKaija (2013), in 2010, Kampala district received 337 complaints, 26% of all complaints of corruption registered with the IGG's office. In addition, Brian Mayanja in the New Vision 3 November 2012 indicated that Kampala Capital City Authority (KCCA) officials, including a senior consultant, were interdicted on suspicion of a fraud, in which KCCA lost millions of shillings. The above could be associated with resilience, leadership styles and employee performance in the KCCA.

On the other hand, the need for building the capacity for individuals to be resilient has traditionally been more apparent within industries including health, defence, crisis management and emergency services. However, with work environments that are continually evolving, adapting and responding to the needs of various stakeholders, the value of individual resilience

in the wider working population cannot be underestimated. Organisations, management and leaders are now starting to recognize the benefits of a resilient workforce and have witnessed a subsequent increase in the quality and range of program offerings for building resilience (Bandura, 2006). This study explores how emotional resilience, leadership styles impacts on employee performance in the KCCA.

1.1.2 Theoretical Perspective

While a number of organizational features have been advanced as enablers of resilience development, namely leadership behaviors/styles aimed at clarifying goals and expectations, fostering employee growth and participation, and providing support for work and non-work demands, there is limited empirical evidence to substantiate these assertions (Bardoel et al., 2014; Harland et al., 2004; King & Rothstein, 2010; Luthans&Avolio, 2003). Empowering leadership behaviors have enjoyed growing research interest over the past decade due to their associations with change-related outcomes (Ahearne, Mathieu, & Rapp, 2005; Pearce & Sims, 2002). Empowering leaders develop subordinates' self-management skills through delegation of authority, participative decision-making, ensuring meaningful work, conveying confidence in subordinates' capacity to achieve results, and personal support (Ahearne et al., 2005; Dierendonck&Dijkstra, 2012; Mills &Ungson, 2003; Scott, Hui, & Elizabeth, 2013; Seibert, Wang, &Courtright, 2011). Empowering leadership behaviors/styles target employee involvement with the organization, skill development, autonomy, and encouragement of stretch goals, which map on the underlying facets of employee resilience (i.e., learning, adaptability, and networking). It is therefore expected leadership styles that empower employees be positively associated with employee emotional resilience.

At the same time many studies show that leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). A large body of empirical evidences has demonstrated that leadership behaviors influence organizational performance; that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership (Bass 1990; Howell and Avolio 1993). Kirkpatrick and Locke (1996) identified over 35 studies reporting positive relationships between leadership and performance.

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This study was informed by transformational and full range leadership theories. These theories are relationship-based management approaches that incorporate motivational and inspirational practices to influence follower performance. Leaders who convey individualized consideration for their followers will achieve improved performance outcomes (Bass, 1985; Burns, 1978; Den Hartog, Van Muijen, &Koopman, 1997). Avolio and Bass (2004a) expanded the examination of transformational leadership and further defined the behaviors on a continuum of leadership. This continuum ranged from laissez-faire leadership strategies, where leaders exert minimal effort and avoid decision making, to transformational leadership and higher levels of performance (Bass, 1985; Burns, 1978). In this study, I found a single theory insufficient to support the examination the relationship between employee emotional resilience on one hand and ultimate performance on the other hand. Researchers have combined theories to synthesize and examination information, so my approach was not unusual (Caruthers, 2011; Guilleux, 2011).

1.1.2.1 Emotional Resilience Theories

Resilience as applied theory is a concept that changes our focus from the breakdown and disorder attributed to exposure to stressful environments, to the individual characteristics and social processes associated with either normal, or unexpectedly positive psychosocial development (Ungar, 2008:5). Resilience is a psychological process developed in response to intense life stressors that facilitates healthy functioning (Kara, 2010:1). It has become a truism that organizations are facing increasingly complex problems and changes, and that the pace of change is accelerating (Rod et al., 2012: 54). In an organizational context, resilience has been described as having the capacity to bounce back from both overwhelming positive and negative adversity/changes, such as increased responsibility (Luthans& Youssef, 2004, cited in Rod et al., 2012: 54). For KCCA, it is quite evident that the years 2000 to 2013 have been characterized by stressful events for leadership and as well subordinates, hence the need to find out how this influenced employee performance.In addition, Authorities in KCCA city have prioritized infrastructure development, climate-smart capital investment procedures and emissions reduction in order to strengthen the city's resilience to natural and man-made hazards (Okiror, 2016). However, this can only be attained when employees are also resilient.

Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of "dispersed" leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated 'leader'. The emphasis thus shifts from developing 'leaders' to developing 'leader full' organizations with a collective responsibility for leadership, where the current section focused. The above theoretical review is evidence that leadership is a fundamentally important human experience that can have a very significant bearing on the conduct and the quality of our everyday lives including enhancement of employee performance in organizations.

Table 1: Summary of Selected Theories from the Independent Variable (IV)

Theory	Author	Key findings	Relevancy
Leadership Theories			
Personality and trait-based theories of leadership	Michelle (2011:639).	The big five personality factors for leaders are conscientiousness, sociability, neuroticism, openness, and extraversion	variable such as conscientiousness; Sociability, Neuroticism, openness and extraversion were analyzed to find out how they influenced employee performance in KCCA
Fiedler's contingency theory

LMX theory | Bolden et al., 2033:8 | The theory postulates that there is no single best way for managers to lead. The solution to a managerial situation is contingent on the factors that The leader–member exchange (LMX) theory is a relationship-based approach to leadership that focuses on the two-way (dyadic) relationship between leaders and followers. impinge on the situation | This theory was relevant to this study in that in the same way an examination was made to find out the type (s) of leadership styles that can enhance employee performance in KCCA in Uganda.
It suggests that leaders develop an exchange with each of their subordinates, and that the quality of these leader–member exchange relationships influences subordinates' … |
The expectancy theory	(Vroom, 1964).	One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization	This theory was relevant to this study in that it helped to find out whether employee performance in KCCA was related to good salary, job security, advancement, and challenge or the behavoiurs of their leaders.
Theory X and Theory Y	Chand, 2015	The theory overlooks the complex nature of human beings. No enterprise man may belong exclusively either to Theory X or to Theory Y	This theory offers a convenient framework for analyzing the relationship between to motivation and leadership style
Emotional Resilience Theories			
Resilience as applied theory	Ungar, 2008:5	Breakdown and disorder are attributed to exposure to stressful environments, and social processes associated with either normal, or unexpectedly positive psychosocial development	Hence the need to find out how this influenced employee performance.

In summary, this study was based on the personality and trait-based theories of leadership, Fiedler's contingency theory, the expectancy theory, Theory X and Theory Y, Emotional Resilience Theories and Resilience as applied theory

1.1.3 Conceptual Perspective

At conceptual level this study focuses on emotional resilience as the independent variable and performance as the dependent variable. These relationships are, however, moderated by leadership styles. As in many social sciences phenomena, these concepts are subject to differing definitions. In the sections that follow the meanings of these concepts in the context of this study are briefly given.

There has been much debate about the terms used to define emotional resilience; however, they often hold the same essence (Maddi, Salvatore &Khoshaba, Deborah, 2005: 3). Emotional resilience is often used interchangeably with resilience.According to Bhaggie (2010:3), the first type of resilience is perhaps the 'classic' form. It is the resilience or strength needed to cope with being redundancy, going through sadness or a divorce at one extreme, to the resilience needed for poor performance reviews or negative/poor performance feedback. It is the toughness and humility needed to respond constructively to difficult situations. However,Richardson defines the term resilience "…to mean growth or adaptation through adaptation rather than just to recover or bounce back" (2002:313). Similarly Lengnick -Hall and Beck contend that resilience "includes the ability to turn challenges into opportunities" (2011) and to "more than bounce back from the edge of catastrophe…to move forward with even greater vigour and success than before" (2003:4). And finally Sutcliffe and Vogus state that "resilience is the capacity to rebound from adversity strengthened and more resourceful" (2003: 97).
The definitions emphasize an outcome-oriented or coping notion of achieving growth and greater strength through meeting difficult challenges. This coping notion facilitates an examination of the relationship between leadership behaviour and subordinate resilience.

Resilience is defined as a "staunch acceptance of reality . . . strongly held values, and an uncanny ability to improvise and adapt to significant change" (Coutu, 2002, p. 47, cited in Harvey et al., year missing. P.154). Emotional resilience may be described as 'the general capacity for flexible

and resourceful adaptation to external and internal stressors' (Klohen, 1996: 1067). Resilience is needed by staff in organizations to cope with daily stress as well as to adapt to large-scale organizational change (Warner and Kurt, 2010: Abstract). According to Luthans and Youssef, 2004), cited in Warner and Kurt (2010: 54), in an organizational context, resilience has been described as having the capacity to bounce back from both overwhelming positive and negative adversity/changes, such as increased responsibility.

Therefore, emotional resilience means being able to stop oneself from getting extremely angry, down or worried when something "bad" happens. It means being able to calm down and feel better when he/she get overly upset, and bounce back from adversity. Emotional Resilience also means being able to control ones' behaviour when he/she is very upset (Bandura, 2007).
Emotional resilience then is a set of conditions that allow individual adaptation to different forms of adversity at different points in the life course. From these definitions three characteristics of resilient employees can be deduced:

Commitment – as stresses mount, it is important to stay involved with events and people in one's life, as opposed to becoming more isolated.

Control – a belief that no matter how bad things get, one must keep trying to influence outcomes, rather than sink into a mindset of passivity, powerlessness, and reverence for the past.

Challenge – one sees stress not only as a normal part of life, but also as an opportunity to grow by learning from disruptions and failures.

In the context of this study, resilience was measured in terms of emotional awareness, perseverance, and internal locus of control, optimism and sense of humor in the KCCA setting since it influences employees' ability to remain task-focused, productive and connected to the organizational mission, while experiencing tough times. In the context of this research, the touch times are the wrangles that have hit KCCA as a result of disagreement between the Lord Mayor and Executive Director. This requires employees, at all levels, to have the necessary inner strength and resourcefulness to enable them to cope with the impact of commonly-experienced organizational large-scale change, such as new priorities, new leadership, new organizational

strategies, major change initiatives, new technologies, mergers and downsizing (Warner and Kurt, 2010: 54).

Leadership is the other key variable in the study. Leadership is as old as mankind. It is universal, and inescapable. It exists everywhere — in small organizations and in large public ones, in businesses and in churches, in trade unions and in charitable bodies, in tribes and in universities. For intents and purposes leadership is number one feature of organizations.Despite the recognized importance of leadership there is in reality no generally accepted definition of the concept,Leadership is considered as relationship-based management approaches that incorporate motivational and inspirational practices to influence follower performance. Thus leadership is an interpersonal process through which a leader directs the activities of individuals or groups towards the purposeful pursuance of given objectives within a particular organization context by means of common understanding.

According to Obiwuru et al., (2011:100), the concept and definition of leadership may differ from one person, or situation, to the other. The word "leadership" has been used in various aspects of human endeavor such as politics, businesses, academics, social works, etc. Previous views about leadership show it as a personal ability. Messick and Kramer (2004, cited in Obiwuru et al., 2011:100), argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which she finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives.

Basically every leader has a different behaviour or even behaviours in leading her/his followers. This behaviour is understood as leadership style. Cuadrado et al (2007) described leadership style as a consistent set of behaviours or patterns, proposing two dimensions in leaders' behaviour: structure initiation which includes task oriented leaders and consideration which includes relation oriented leaders. Memon (2014) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as

approaches that leaders use when leading organizations, departments, or groups (Mehmood&Arif, 2011) Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling &Leffel, 2010).

However, a leadership style is a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles proposed by various authors that can be exhibited by leaders in the political, business or other fields (Coetze, 2005:2)

Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002, also cited in Obiwuru et al., 2011:100) emphasizes the need for a manager to find his/her leadership style. In the context of this study, focus was on how leadership styles such as transactional, democratic, autocratic, participative and consultative affected employee performance in KCCA.

Based on the above, this study adopts the definition of leadership by Hill (2008). A well-directed employee is a focused employee in terms of expectations and organizational goals, such individual tend to understand product knowledge, procedures and processes, any time we develop our employees we give them the power and the ability to produce and give their best to the organization hence increased productivity. Leadership style application is determined by leaders themselves. If leadership style applied is good and can give a good direction to subordinates, then it creates confidence and work motivation to employees, thus increasing employee morale which also impacts on better employee performance. Clearly, leaders must work together with subordinates or employees to achieve better performance. Sudi (2013) in his research finds that employee performance is very much influenced by leadership style.

In this study performance is the predictor variable. The central aim of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance as the attained outcomes of actions with skills of employees who perform in some situation.

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According to Pattanayak (2005), the performance of an employee is his/her resultant behaviour on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals. Here employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee performance is a behaviour which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal, the researcher will adopt this definition.

In this study, employee performance was measured by assessing the extent the employees of KCCA had performed to the satisfaction of the stakeholders or the extent to which they had enhanced attainment of the objectives of KCCA.

1.1.4 Contextual Perspective

Failure of Local governments in Kampala to deliver services, resulted into a new KCCA Act where we witnessed partnership arrangements (city-sub county merger) under the current administration, which was set up after the approval of the KCCA Act 2010 and with the appointment of the current Executive Director as the chief executive of the Authority, the accounting officer and head of the public service in the Authority. The intention was to restructure, transform and reposition the Authority to deliver quality services to the people of Kampala.

Kampala Capital City Authority (KCCA) was one of the decentralized urban governments equated to a district council since under the Uganda Local Governments Act of 1997 (Karyeija et al., 2010:1).Like any decentralized local government, the former Kampala City Council operated with relative autonomy of politicians under the leadership of a city Mayor and administrators under the Town Clerk. Over the years however, there were visible evidences of maladministration and poor service delivery of the capital city (Karyeija et al., 2010:1). Concerns

of poor management of the city council were automated by the fact that Kampala is the "heart" of Uganda which houses the Diplomatic Missions and multinational companies and national and international organizations as well as the government key state organs including the ministries, and the parliament. To protect the public image and to improve service delivery was considered as the best remedy to the City (Karyeija et al., 2010:1).

Kyohairwe (2012, cited in Karyeija et al., 2010:1) observes that strengthening of the administration with sound monitoring and evaluation mechanisms to ensure compliance to the national and international standards became imperative as a result of KCC administrative failures. The strengthening of administration thus implied the restructuring of the city council by reviewing the positions of top leadership as well as their respective functions and powers. There was also a review of the middle and lower level positions and functions were also modified with ultimate aim of enabling improvement in infrastructure, better land use, proper planning and general human development.

The current Kampala Capital City Authority consists of the Lord Mayor; The Deputy Lord Mayor; and a number of councilors that are both directly elected by their electoral wards and others who are appointed to represent professional bodies. The professional bodies include: The Uganda Institution of Profession Engineers, Uganda Society of Architects, Uganda Medical Association, and Uganda Law Society. The lower level of the authority consists of division urban councils under administrative units serving under the leadership of Mayors and Town Clerks.

The Capital City Authority administration is headed by the Executive Director and consists of specified Directorates of: Administration and Human Resources, Engineering and Technical Services, Treasury Services, Public Health and environment, education and social services, Legal affairs, Revenue collection, Gender, Community services and production, Internal audit and Physical planning. These are responsible for city planning and policy implementation (KCC Act 2010).

KCCA is linked to the central government by the Minister responsible for the Capital city who may assist the authority in altering the boundaries of the city divisions or creation of wards, and

village councils within the divisions. The minister is the authority to whom the executive director and the Lord Mayor report. The Authority is charged with a duty of initiating and formulating relevant policies, setting service delivery standards, determining taxation levels, monitoring general administration and provision of services in the divisions, enacting legislation, and promoting economic development. It is further responsible for constructing and maintaining main roads and major drainages, installing and maintaining street lights, organizing and managing traffic, physical planning and development control, and monitoring of the delivery of service within the area of jurisdiction. The Authority is also charged with maintenance of law, order and security, mobilization of residents for community development and local taxation purposes, and registration of residents' births and deaths (KCC Act, 2010).

The vision of KCCA is to have a well-planned urban centre with its ends accessible in terms of road network, clean and safe water and living in hygienic conditions with proper sanitation. In addition, its mission is to achieve social-economic development through the provision of quality services to the people of Kampala in conformity with national local priorities.

The need for building the capacity for individuals to be resilient has traditionally been more apparent within organizations including KCCA, crisis management and emergency services. However, with work environments that are continually evolving, adapting and responding to the needs of various stakeholders, the value of individual resilience in the wider working population cannot be underestimated (Paton &Shannon, 2011:4).

On the other hand, the focus on leadership is due to the fact that leaders play an important role in setting an example for all those values, behaviors and considerations expected from employees (Milan, 2008:1) which according to this study can influence employee performance. For KCC, change in leadership was due to government need of improving service delivery which in most cases is attributed to employees of the Organization. Over the years however, there were visible evidences of maladministration and poor service delivery of the capital city. Concerns of poor management of the city council were automated by the fact that Kampala is the "heart" of Uganda which houses the Diplomatic Missions and multi-national companies and national and

international organizations as well as the government key state organs including the ministries, and the parliament.

The KCCA has been charged with a duty of initiating and formulating relevant policies, setting service delivery standards, determining taxation levels, monitoring general administration and provision of services in the divisions, enacting legislation, and promoting economic development. It is further responsible for constructing and maintaining main roads and major drainages, installing and maintaining street lights, organizing and managing traffic, physical planning and development control, and monitoring of the delivery of service within the area of jurisdiction. The Authority is also charged with maintenance of law, order and security, mobilization of residents for community development and local taxation purposes, and registration of residents' births and deaths (KCCA Act, 2010). In the context of this study, these were cases of unsatisfactory performance hence the need to find out ifthis was associated with emotional resilience and leadership styles within the KCCA.

1.2 Statement of the Problem

Leadership development initiatives today is expected to offer performance support and real world application of skills through such methods as training programs, coaching and mentoring, action learning, and developmental assignments (Raheel et al., 2011:113). On the other hand, more resilient people are likelyto adapt to adversity without lasting difficulties, while less resilient people have a harder time with stress and life changes (Warner and Kurt, 2012:5). The concern of this study is to assess the extent to which both leadership and emotional resilience are important aspects of employee performance.

In line with the above, enthusiasm for inquiry has been compounded by the unsatisfactory instances happening in KCCA. For example, although corruption was a global problem, over the last ten years, the officials of the then defunct Kampala City Council had been particularly corrupt. Public property had been disposed of for personal gain and millions of shillings were siphoned off into personal accounts (Mayanja, 2012).According to Kaija (2013), in 2010, Kampala district received 337 complaints, 26% of all complaints of corruption registered with the IGG's office. In addition, Brian Mayanja in the New Vision 3 November 2012 indicated that

Kampala Capital City Authority (KCCA) officials, including a senior consultant, were interdicted on suspicion of a fraud, in which KCCA lost millions of shillings. The above could be associated with resilience, leadership styles and employee performance in the KCCA.

Further, Kampala was known for traffic jams, exacerbated by thousands of taxis and *boda-bodas* (motorcycle taxis) that ply the streets, numerous slums, and piles of uncollected garbage. In addition to being called a 'modern executive slum', (Otage&Ngosa 2011) the city had been described as 'a city of garbage mountains' or 'the dirty city' by residents critical of the city council's efforts to remedy these problems (KCC 2009: 9). These nicknames attest that the apparent service delivery shortcomings in Kampala were well publicized, and such negative characterizations of Kampala were not necessarily unwarranted. In addition, Kampala was seen as one of the most corrupt and inefficient councils in the country. Roads were a major challenge in both urban and rural areas. Sixty-five per cent of Kampala's paved roads were in 'bad' condition (KCC 2009).

The management of solid waste was a huge issue for KCCA and. by KCCA's own estimates, the city 'generated 345,000-400,000 tons of garbage annually' (KCC 2009: 49). Yet, on average, municipal councils in Uganda collected only 35 per cent of garbage generated annually. From the leadership point of view, the Minister for Presidency and KCCA, Frank K Tumwebaze, opines that the wrangles in Kampala Capital City Authority (KCCA) can only cease when each of those leaders continued to appreciate their roles as provided for in the act. Such wrangles were a manifestation of the state of the leadership in KCCA whose influence on employee performance needed to be investigated, hence the cause of this study.No researcher has explored the barriers that public sector leaders acknowledge as deterrents to managing employee performance and the role of transformational leadership.

1.3Purpose of the study
The purpose of this study was to explore the influence of emotional resilience, leadership styles and employee performance in the KCCA

1.4 Objectives of the Study

This study was guided by the following objectives

1. To examine the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humor) on employee performance.
2. To investigate the influence of leadership styles (transactional, democratic, autocratic, consultative) on employee performance in the KCCA.
3. To assess the influence of emotional resilience on leadership styles

1.5 Research Questions

1. How does emotional resilience affect employee performance in KCCA?
2. How do the various leadership styles affect employee performance in the KCCA?
3. How does emotional resilience affect leadership styles in KCCA?

1.6 Hypotheses

This study tested the following null hypotheses:

1. There is no statistical significant relationship between emotional resilience and employee performance in KCCA
2. There is no statistical significant relationship between leadership styles and employee performance in the KCCA
3. There is no statistical significant relationship between emotional resilience and leadership styles in KCCA

1.7 Significance

This study may be significant to the following categories of people:

KCCA Leadership in Uganda: This study may be useful to the leadership in the KCCA because it will bring out the importance of having leaders who are emotionally resilient with focus on enhancement of employee performance and attainment of KCCA goals. This process should begin with a needs assessment in which we probe the leadership-related issues confronting the organization, both currently and in the near future, the capabilities needed to achieve success, and the skill gaps and developmental priorities.

Government: This study may be useful to the government on how to enhance employee performance using leadership styles and emotional Resilience in the KCCA in order to have a well-functioning line Ministry.

Scholars: The study will act as a source literature for further research regarding the relationship between leadership Styles, Emotional Resilience and Organizational Performance for other scholars. This will provide a wide variety of data relevant to a vast range of social activity and phenomena in the field of leadership Styles, Emotional Resilience and Organizational Performance.

1.9 Scope of Study

Geographical Scope

The study was conducted from the KCCA in Kampala.

Kampala is a city found in Central Region, Uganda. It is located 0.32 latitude and 32.58 longitude and it is situated at elevation 1223 meters above sea level.

Source: Google Maps

Kampala Capital City Council with Its Five Divisions found in Central Region, Uganda. It is located 0.32 latitude and 32.58 longitude and it is situated at elevation 1223 meters above sea level.
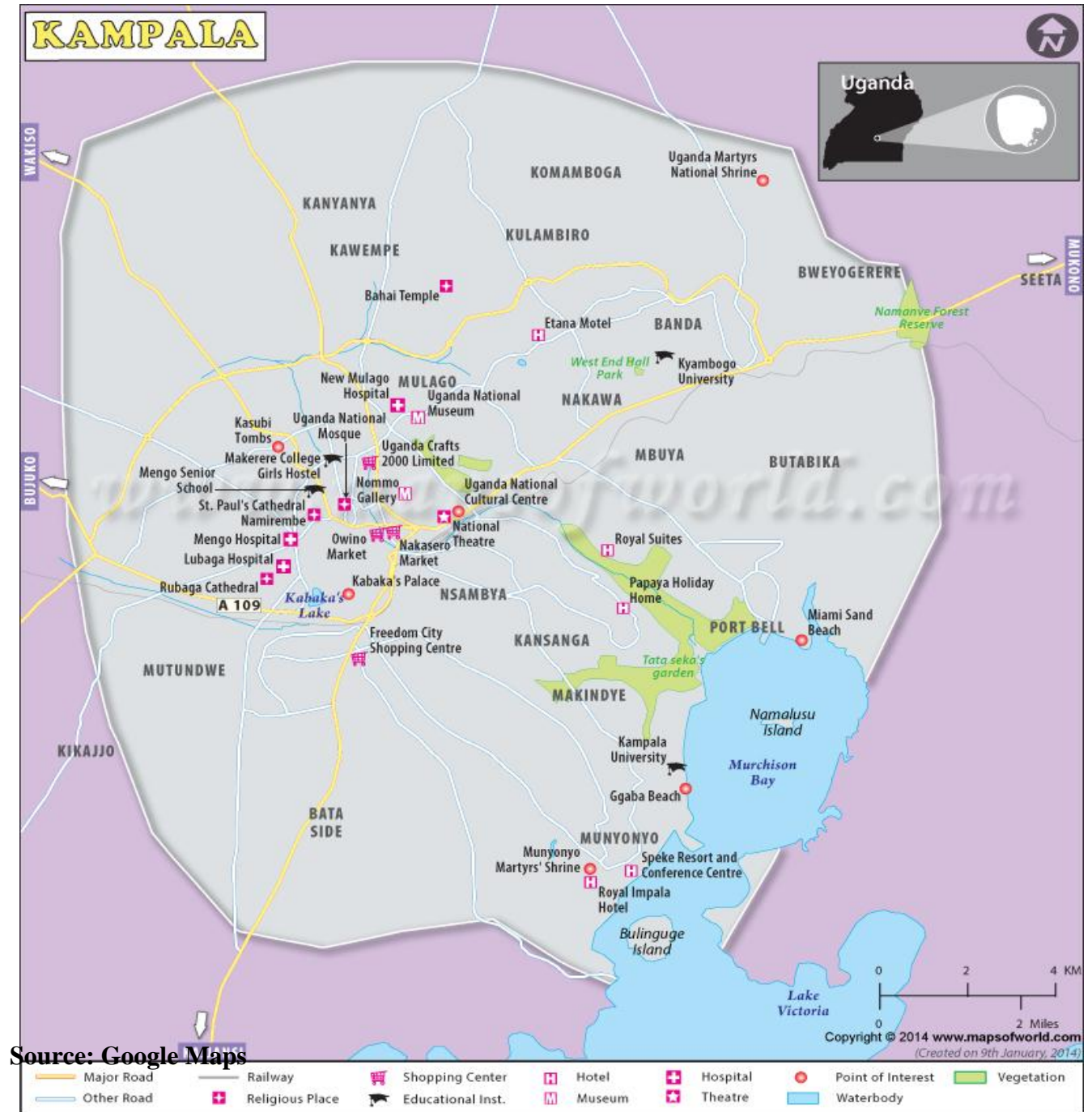
Theoretical Scope

This study was also based on Lewin's Force-Field Theory of Change as indicated by Lunenburg (2010:5). While the Lewin's Force-Field Theory is explained in relation to school environment, this study picked out it applicability in relation to KCCA. Kurt Lewin (1951, cited in Lunenburg 2010:5) looks on a level of behavior within a school organization (which in this study reference was to KCCA) not as a static custom but as a dynamic balance of forces working in opposite directions within the organization. He believes that we should think about any change situation in terms of driving forces or factors acting to change the current condition (forces for change) and resisting forces or factors acting to inhibit change (resistance to change). These forces may originate in the internal or external environment of the organization or in the behavior of the organizational leader. This theory is of great importance in this study in that in the way, KCCA is experiencing leadership change as a result of internal and external forces hence the need for resilience to ensure employee performance that will enhance attainment of KCCA goals.

In the context of this study, leadership challenges in KCCA were attributed to low levels of adaptation to change. This is why Kurt Lewin (1951) suggests that leaders must play an active role in initiating change and in attempting to reduce resistance to change. Leaders can think of the current condition in the organization as an equilibrium that is the result of driving forces and resisting forces working against each other. Organizational leaders must assess the change potential and resistance and attempt to change the balance of forces so that there will be movement toward a desired condition.

The study also looks at the leadership theories, from 'Great Man' to Transformational' Leadership theories as indicated by Bolden, R., Gosling, J, Marturano, A. and Dennison, P (2003: 6) and this is my centre of focus as per the conceptual framework.

The study was also based on early theorists such as Thorndike and Gardner who paved the way for the current experts in the field of emotional Resilience. Each theoretical paradigm conceptualizes emotional resilience from one of two perspectives: ability or mixed model. Ability models regard emotional Resilience as a pure form of mental ability and thus as a pure Resilience. In contrast, mixed models of emotional Resilience combine mental ability with

personality characteristics such as optimism and well-being (Mayer, 1999, cited inDevender, 2014:1)

Content Scope

This study focused on the relationship between leadership styles and employee performance, the relationship between emotional Resilience and employee performance and finally the relationship between leadership styles emotional Resilience in the KCCA.

Time Scope

The study on the relationship between emotional resilience, leadership styles and employee performance with reference to KCCA in Uganda was based on data regarding employee performance from 2010 to 2014.

1.10 Operational Definitions of Key Terms

Emotional Resilience: Gosling (2006: xxix) indicates that Emotional Resilience is one element in a broad spectrum of skills that enable managers to create value for their organization and themselves.

Leadership Style: Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization.

Employee Performance refers to ability of an employee to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993, cited in Obiwuru*et al.,* 2011:101). In this study, employee performance was measured by assessing the extent the employees of the KCCA has performed to the satisfaction of the stakeholders or the extent to which they have enhanced attainment of the objectives of the Ministry.

Figure 1: Conceptual Framework

Independent Variables   **Dependent Variables**

| Emotional Resilience
• Emotional Awareness
• Perseverance
• Internal Locus of reference
• Optimism
• Sense of humor

H3

Leadership Styles
• Transactional Leadership Style
• Democratic Leadership style
• Autocratic
• Consultative Leadership style | → | Employee Performance of KCCA
• Commitment to work
• Innovativeness
• Teamwork
• Client care
• Time management & Accomplishment of tasks | → | End Results/Impact
• Management of Solid Waste
• Management of City Properties
• Management of City Funds
• Traffic Congestions
• Level of Development of residential areas
• Management of Environmental
• Administrative Wrangles
• Construction of Roads
• Clean water Supply |

Extraneous/Intervening Variables
- Nepotism within in KCCA
- Budgetary deficits
- Employee attitude
- Motivation of staff

Source: Obiwuru et al., (2011:100)

NB: The above conceptual framework is an illustration of the relationship among the study variables, that is, the independent variables which in the context of this study includes; emotional resilience and leadership styles. The dependent variable is employee performance which was measured in terms of commitment to work, innovativeness, teamwork, client care, time management and accomplishment of tasks, all of which if enhanced can lead to the desired end results in city management (e.g proper management of solid waste, management of city

properties). There are however, other variables (extraneous variables that can also influence employee performance and these include; nepotism within in KCCA, budgetary deficits, employee attitude towards work and motivation of staff).

In the context of this study motivation arising from leadership was thought to be important and motivational leadership enables employees to strive for certain goals rather than simply act on orders. The leader tries to create a safe and trusting environment, and ensure the organization is positioned for success in its domain.

CHAPTER TWO
REVIEW OF LITERATURE

2.0 Introduction

This chapter focused on what other scholars had written about emotional resilience, leadership styles and employees performance. Specifically, the chapter focused on the relationship between emotional resilience and employee performance, relationship between leadership styles and employee performance and finally, the relationship between emotional resilience and leadership styles.

2.1 Emotional Resilience and Employee Performance

Resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience (Bhaggie, 2010:2). In the context of this study, it was evident that KCCA is characterized by a number of pressures emanating from administration which required leaders to adopt to this pressure, hence the need to conduct a study on how their adoption (resilience to these conditions) influenced their performance.

In short, resilience is best defined as "the ability of a system to absorb disturbances and still retain its basic function and structure" (Walker & Salt, 2006, p.1). In other words, resilience is "the capacity to change in order to maintain the same identity" (Folke et al., 2010 Walker, B. and D. Salt. 2006:2). In addition, "the concept of resilience in relation to social–ecological systems incorporates the idea of adaptation, learning and self-organization in addition to the general ability to persist disturbance" (Folke, 2006, cited in Walker & Salt. 2006:2)

Pooley and Cohen (2010: 34) describe resilience as, "the potential to exhibit resourcefulness by using available internal and external resources in response to different contextual and developmental challenges". However, while the views of Pooley and Cohen (2010: 34) are convincingly correct, there was need to conduct a study on how resilience influences employee performance, a gap which this study intended to fill. Howell (2004) and Walker, Gleaves, and Grey (2006), all cited in McLafferty (2009:2) suggested that resilience is of great importance in terms of both endurance and adaptation. Munro and Pooley (2009, cited in McLafferty 2009:2)

proposed that resilience may be the mediating factor between the adversities of university life and academic success.

According to Klohen, E. (1996:1067-1079), emotional resilience can sometimes be described as 'inner strength' which essentially refers to a set of conditions that enable individuals to adapt to different challenges in their life and is closely related to emotional intelligence and emotional literacy which can be defined as the ability to recognize, understand and appropriately express our emotions. Much of how we display and processes our emotions is based upon what we have learnt/ developed earlier in life which become second nature to us and reinforced throughout everyday practice. It is this 'inner strength' which in the context of this study is assumed to enhance employee performance.

Emotional resilience relates to an individual's ability to manage environmental difficulties, demands and high pressure. It is the ability to withstand and rebound from disruptive life challenges, emerging strengthened and more resourceful (Walsh, 2008, cited in Jo Fox, 2014:1). It is sometimes described as 'inner strength' or 'bouncing back'. Being resilient does not mean that a person never experiences trauma or distress, nor does it mean that someone does not feel emotional pain or sadness. Rather, it is the process of adapting to these difficult times, learning from experience and developing an increased ability to anticipate and cope with adversity in the future (Jo Fox, 2014:1).

Although resilience is closely related to emotional intelligence and emotional literacy, it is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that can be learned and developed in anyone. There are many factors that contribute towards resilience, of which the most significant is quality of relationships (Luthar, 2006, cited in Jo Fox, 2014:1).

The first type of resilience is perhaps the 'classic' form. It is the resilience or strength needed to cope with being made redundant, going through bereavement or a divorce at one extreme, to the resilience needed for poor exam results or poor performance reviews or negative/poor performance feedback. It is the toughness and humility needed to respond constructively to difficult situations. The key mental challenges are the ability to see beyond today's difficulties

and know that tomorrow or the next day or when-ever the situation will change (Bhaggie, 2010:3).

To summarize the above, Denhardt&Denhardt(2009:333) asserts that resilient organizations succeed through their sustained commitment to capture the hearts and minds of their employees and ensure that company goals and employee aspirations are aligned. This does not fluctuate with economic cycles. These companies provide consistent support and development to their people. It is through sustained effort that resilient organizations achieve a high-performance culture, which becomes a differentiator for them in attracting and retaining key talent. If anything, challenges for resilient organizations, represent an opportunity to renew their focus on the employee relationship and build a sense of loyalty that will endure beyond the current turbulence. However, from the researchers' point of view, resilient organizations succeed because of resilient leaders which in turn lead to employee performance

However, much of the literature and resources which exist have been about resilience in children and little has been considered in regards to adults and in particular social workers (Rutter, 1987, cited in Klohen, 1996:3).Engaging emotionally involves creating a sense of urgency for the change in the organization and creating the need amongst the change recipients to engage with the change, understand its personal impact. To be effective, it deals with the recipients' past experiences of organizational change, brings to light and honestly addresses fears they may have about the implications of the change (Rod and Kurt, 2012: 54 -55).According to Ungar, M. (2008:9) a more individualized understanding of resilience is less informing of practical solutions. An individualized understanding quietly places the burden of growth solely on the child to adapt. The new aspect that was brought out in his study was how emotional resilience impacted on employee in the KCCA.

Resilience involves an interaction between our internal and external environments as we respond to stressor and/or a context.It is the capacity for individuals to not only to "bounce back", "survive" or "cope successfully" in response to adversity, uncertainty, change or risk, but to do so "robustly" and recover more "quickly". It is this capacity for adaptation and use of positive psychological systems to facilitate resilience (i.e., Seligman) which has contributed to the

development of programs and for organizations to foster resilience outcomes in its employees (Bandura, A.2006: 307-337.). Ungar, M. (2008:6) has a similar view and asserts that resilience is a theory that can inform action. It is a concept that changes our focus from the breakdown and disorder attributed to exposure to stressful environments, to the individual characteristics and social processes associated with either normal or unexpectedly positive psychosocial development.

For the case of this study, it was important to assess how such ability to bounce back by leaders can enhance employee performance. In addition, resilience is not a static state that is inherent in an individual nor is it a transient phenomenon. Rather, it is a dynamic process that can be cultivated in most individuals and importantly evidence suggests the behaviours, thoughts and actions underpinning resilience can be learnt and developed (Bandura, 2006: 307-337)

Resilience is needed by staff in organizations to cope with daily stress as well as to adapt to large-scale organizational change (Rod *et al.,* 2012:1). Tugade and Fredrickson (2004, also cited in Rod *et al.,* 2012:1) similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005 also cited in Rod *et al.,* 2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience can enhance employee performance.

2.2 Leadership Styles and Employee Performance

Understanding the effects of leadership styles on performance is because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement. For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew and Spengler, 2005:*39-52*). Visionary leaders create a strategic vision of some future

state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision.

In the works of Obiwuru,et al., (2011:101), it is reported that, leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. However, Obiwuru et al., (2011:101) did not indicate how leadership styles affect employee performance, a gap which this study intended to fill.

Stogdill (1957) defined leadership as the individual behavior to guide a group to achieve the common target. Fry (2003:4) explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today's intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora*et al*., 1999; Venkataraman, 1997:5). Studies have suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996, cited in Obiwuru Timothy C., Okwu, Andy T., Akpa, Victoria O., Nwankwere, Idowu A. 2011:101) and by so doing this is assumed to enhance employee performance.

Leadership style is defined as the pattern of behaviours that leaders display during their work with and through others (Hersey and Blanchard, 1993:6-9). Miller et al. (2002:3) view leadership

style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. On the other hand, leadership styles can be classified according to the leaders' power and behaviour as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence leaders have on subordinates (Rollinson, 2005:7-10).

Although the correlation between leadership styles and the performance appears to be relatively straightforward and simple theoretically but, in practice it turns out to be complex and unpredictable. Hence the research on this correlation often gives mixed and ambiguous results. But, there are studies which confirm the existence of a relationship between leadership style and performance (Bhargava et al., 2014: iii).

According to (Babak 2012:2), the main reason for the wide variety of leadership styles is the changing nature of leadership. Changes in social values, culture, technology and political system are impacting the leadership process in all industry sectors. It is important to realize that, leadership styles which were considered effective in certain time or situation can lose their effectiveness once social value, time or cultures changes. One the best example for this fact is Fredric Taylor's scientific management theory which was considered very effective in 1900's but is now considered as inhuman and ineffective. Because of the wide variety of leadership style and due to the changing nature of leadership choosing the right leadership style is one of the most difficult issues that organizations have to face.

Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Lewin, Lippit and White (1939, cited in NadeemBhatti et al., 2012:193) identified three leadership styles which are; autocratic, democratic and laissez-faire. Accordingly, they (Lewin, Lippit and White, 1939, cited in NadeemBhatti*et al.,* 2012:193) assert that although a democratic leader will make the final decision, he/she invites other members of the team to contribute the decision making process. This not only increases job satisfaction and hence performance by involving employees or team members in what's going on, but it also help to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they deserve and so are motivated to work hard by more than just a financial

reward. As participation takes time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market productivity.

According to Frandsen (2014:3), the Authoritarian or Autocratic Leadership style is demonstrated when a leader makes all decisions without considering input from staff. Negative reinforcement and punishment are often used to enforce rules. Because knowledge is seen as power, critical information may be withheld from the team. Mistakes are not tolerated and blame is placed on individuals rather than on faulty processes. The positive side of this style is that it works perfectly in emergencies or chaotic situations where there is little time for discussion. It is useful when enforcing policies and procedures that protect resident health and safety, but it does not promote trust, communication, or teamwork when used for day-to-day operations. Authoritarian leaders are often micromanagers. Burns (2003:14) adds that most individuals are familiar with the autocratic leader because such leaders are prevalent even today. It is generally not considered one of the best methods of leadership; however, the autocratic leader definitely is the preferred style in the military, police, and other organizations where individuals may be in dangerous situations.

In support of the views of Frandsen (2014:3) and Burns (2003:14), Chris et al., (2015:1) asserts that *a*utocratic leadership is a form of management where one leader typically has complete control over a work area or project. In a small business environment, the owner may implement this form of leadership when the operation is relatively small and he has a limited number of employees. While an autocratic style is considered more traditional, and in some instances, outdated form of leadership, it still offers a variety of benefits.

Chris et al., (2015:1) further states that an autocratic style of leadership can be effective in work environments where decisions need to be made quickly. The sole responsibility rests with the leader, and she makes the decision without the need to consult others. If a business faces constant change, the autocratic leader is able to respond in a way that prevents the business from falling behind the competition and keeps up with customer demand.

In an autocratic work environment, the leader typically keeps a close watch on the activities of the workers. This eliminates the tendency for workers to "slack off" that may occur with more lenient management styles. The result can be increased productivity and speed, as workers who fall behind are quickly identified and corrective measures are taken. Quality may improve, as the employees' work is monitored constantly. Time wasting and the need to waste resources is also reduced. Autocratic leadership can work well for managers who prefer having complete control over an operation. Because the outcome is totally in his hands, the manager does not experience the stress of having to rely on help from outside his work area to complete the project or task. For this type of individual, having complete authority can actually result in reduced stress since he has complete control over his own fate (Chris et al., 2015:1)

Because one individual has complete control over an operation, there is less of a need for layers of management or bureaucracy. This can make for a more efficient operation, as fewer people are involved in the decision-making process. The manager can quickly identify areas of inefficiency or malfunction before they turn into major problems. For example, if too much money is being allocated for the marketing aspect of a project, the manager can spot this quickly, so a less expensive marketing technique can be implemented (Chris,2015:1)

Conversely, Laissez-faire Leadership is a style in which the leader provides little or no direction or supervision, and prefers to take a hands-off approach. Laissez-faire leadership focuses on leader's behaviours such as avoiding getting involved, avoiding making decisions, being absent when needed, and delaying responding to urgent questions. Such a leader would clearly be unsupportive of subordinate resilience. There is indirect support for this contention in the meta-analytic results of Dumdaum,et al,(2002) who reported corrected correlations -37 and -53 betweenlaissez-faire leadership behaviours and effectiveness and satisfaction respectively.Decisions are not made, changes rarely occur, and quality improvement is typically reactive, not proactive. It is most often used by new, inexperienced leaders or by those at the end of their career who choose not to address issues since things will soon be changed by their replacement leader (Frandsen, 2014:3). Based on these arguments it can be proposed that laissez-faire leadership is not positively associated with subordinate resilience.

Burns (2003:10-14) presents two types of leadership: transactional and transformational. Aspects of transactional leadership are almost overlays of positive and proactive management where both attempt to influence employees to improve performance toward accomplishing organizational goals and individual personal and professional growth. They negotiate mutually satisfying goals, and enabling the leaders/manager's role to become one of encouraging and guiding the employee toward satisfying these goals.

The transformational leader is identified with change. From this point of view they focus on the individual. He or she influences others to improve themselves and/or the company beyond what would normally be accomplished without such leadership. Transformational leaders champion the change process and continually communicates the vision to all those involved. The managers continue their functions of planning, organizing, staffing, directing, controlling, communicating, problem solving, and decision making to maintain productivity output and quality while managing the change process.

However, Bizhan et al, (2013:26) conducted a study entitled *The relationship between leadership style and employee performance: Case study of real estate registration organization of Tehran Province*. The findings showed that transformational leadership and pragmatic leadership impacted on the staff performance and performance will lead to increased and between these two, transformational leadership style is associated with higher relevance. They concluded that it is important that managers combine both transformational and pragmatic leadership style with each other. In fact, leaders can increase motivation, effort and followers satisfaction with transformational leadership and rewards of pragmatic leadership.

Abdikarin *et al.,* (2013:3) has a similar view to that of Bizhan et al, (2013:26) and points out that the success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership. Thus, effective leadership

enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999, cited in Abdikarin*et al.,* 2013:3).

According to Tandoh (2011, cited in Abdikarin et al., (2013:3) states that if a job-centred style or behaviour is exhibited by leaders or managers is limited and that this style has positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. However, it is also observed that there is very little or minimal employee-centred style of leadership exhibited and this negatively impacts performance. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centred style corroborates.

2.3 Leadership Styles and Emotional Resilience

While empirical studies directly linking leadership styles and subordinate resilience is still had to come across,a number of authors have linked leadership with resilience. For example,Luthans and Avolio(2003) observe that developing capacity for resilience is a vital function of authentic leadership. The same view is supported by and increasing scholarship (e.g.Scutcliffe&Vogus 2003; Harland et al, 2005, 2009; Fleming; Kumar,et al, 2014). A useful approach to leadership and resilience is Bass and Avolio's Full Range   Leadership Theory (LFRT) (Avolio, 1999).

Antonakis and House (2002) note that LFRT comprises of nine factors reflecting three classes: Transformational, Transactional, and Laissez-Faire. Transformational leader behaviours include Attributed Charisma, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Transactional leader behaviors include the three factors of Contingent Reward, Management-By-Exception Active, and Management-By-Exception Passive(Antonakis and House (2002: 8-9),). And finally, the FLRT includes a dimension of non-leadership referred to as Laissez Faire. These factors are briefly below.

First the transformational leader behaviour of Attributed Charisma, is a dimension that focuses on the degree to which the leader behaves with confidence, engenders respect and pride among subordinates, and looks beyond his or her own self-interest. As noted by Bass (1990: 654) these behaviours could reduce panic and feelings of helplessness during stressful situations and can

replace those feelings with a sense of security and belonging (I990: 656). It seems plausible that reducing panic and increasing confidence would tend to engender resilience in subordinates because they would be less fearful and approach the situation in a more positive and confidently.

The second of five transformational leadership dimensions, Idealized Influence, emphasizes leader behaviours conveying a sense of higher purpose beyond the goals of the individual and focuses attention on the common good. Bass points out that helping followers "transcend their own immediate self-interests" increases follower awareness of "the larger issues" and shifts "goals away from personal safety and security toward achievement and self-actualization" (1990: 652). Again, it is possible that focusing on the positive outcomes of achievement and self-actualization is more likely to engender resilience than avoidance coping responses since positive reappraisal of a situation is an essential.

The third of five transformational dimensions, Inspirational Motivation, stresses leader behaviours that convey enthusiasm, optimism, and ability to articulate a compelling vision of the future. Bass clearly underlines the potential impact of Inspirational Motivation in his statement "Effective transformational leaders can halt crises by disclosing opportunities, arousing courage, and stimulating enthusiasm" (1990:655). Consistent with previous transformational dimensions, inspirational motivation should help engender resilience by providing a sense of hope or purpose to the subordinate and by role-modeling confident behaviour.

The fourth of five transformational dimensions, lntellectual Stimulation, emphasizes leader behaviours that focus on effective problem solving behaviours such as re-assessing critical assumptions and seeking different perspectives and approaches. Bass contends that intellectually stimulating leader may promote "thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, maladaptive ones" (1990: 652). Such leader behaviours may directly enhance subordinate resilience by providing a role model for using innovative approaches as opposed to relying on old solutions that no longer work effectively.

The final transformational dimension, Individualized Consideration, stresses leader behaviours such as developing employees and treating employees as individuals. Bass notes that transformational leaders may utilize individual consideration to "convert crises into

developmental challenges" (1990: 652). With regard to resilience, employees who feel more competent and valued may be more likely to engage in positive appraisals of the situation because they feel more capable of meeting the challenge and less afraid of negative consequences if they fail. In addition, feeling valued by the leader may increase the likelihood that the employee will ask the leader or others for support or guidance in coping with the challenge .The results of a meta-analysis by Dumdum et al. (2002) provide indirect support for the notion that transformational leadership behaviours may be positively related to subordinate resilience. In that meta-analysis, the corrected correlations between the five transformational leadership dimensions and satisfaction and effectiveness ranged from .55 to .90. While resilience as a construct is certainly different from effectiveness and satisfaction, it seems reasonable to propose that the relationships between these transformational leadership dimensions and subordinate resilience may be somewhat consistent.

As to Transactional Leader Behaviours, the potential relationships between the three Transactional Leadership dimensions vary across the three dimensions. The Contingent Reward dimension of the FRLT focuses on whether the leader is clear about who is responsible for achieving specific outcomes and the benefits resulting from achieving those outcomes. As Bass notes, "The leader needs to ensure that there will be positive outcomes and that the subordinates know what they are" (l990: 655). It would seem possible that Contingent Reward behaviours may potentially engender resilience by virtue of focusing their attention on the positive benefits of successfully resolving a work challenge (as opposed to the negative ramifications of not doing so). Indirect support for the contention that contingent reward may be related to resilience is offered by the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of .56 and .76 between contingent reward behaviors and effectiveness and satisfaction respectively.

The second of three Transactional Leadership dimensions, management-by-exception-active, focuses on leader behaviours such as focusing on mistakes, failures, and complaints. This type of leader behaviour might be expected to reduce resilience in subordinates because most subordinates will not seek feedback from leaders providing primarily negative feedback. Furthermore, this type of leader is not modeling proactive problem-solving and planning to the employee. Indirect support for the contention that management-by-exception-active leader

behavior is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of .08 and -.09 between management-by-exception-active behaviors and effectiveness and satisfaction respectively.

The third of three Transactional Leadership dimensions, management-by-exception-passive, focuses on leader behaviours such as failing to interfere until problems become serious or waiting until something has gone seriously wrong before taking action. Such a leader would clearly be modeling avoidance-coping responses for his or her subordinates and thus would seem less likely to engender approach-coping behavior from them. Indirect support for the contention that management-by-exception-passive leader behavior is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of -.38 and -.46 between management-by-exception-active behaviors and effectiveness and satisfaction respectively.

The last FRLT dimension to be Laissez-Faire Leadership, which focuses on leader behaviours such as avoiding getting involved, avoiding making decisions, being absent when needed, and delaying responding to urgent questions. Such a leader would clearly be modeling avoidance-coping responses for his or her subordinates and thus would seem less likely to engender approach-coping behavior (and thus resilience) from them. Indirect support for the contention that laissez-faire leader behaviour is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of -.37 and -.53 between laissez-faire leadership behaviors and effectiveness and satisfaction respectively.

Based upon the arguments provided in the previous paragraphs, we propose the following two hypotheses:

Hypothesis 1: The five transformational leadership dimensions of Attributed Charisma, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration and the transactional leadership dimension of Contingent Reward will be positively associated with subordinate resilience before and after controlling for employee optimism

Hypothesis 2: The transactional leadership dimensions of Management-by-Exception Active and Management-by-Exception Passive, and the non-leadership dimension of Laissez-Faire will not be positively associated with subordinate resilience before or after controlling for employee optimism.

2.5 Summary of Gaps

While empirical literature directly linking resilience and leadership could not be found, there are a number of authors who have theorized a link between resilience and leadership, for example Luthans and Avolio (2003:256) note that developing capacity for resilience is a vital component of authentic leadership development. Similarly Sutcliffe and Vogus (2003) propose that organisations can increase their effectiveness by developing capability of resilience. Interestingly, Luthans and Avolio note that the application of leadership to resilience in organizations "has received little independent attention …and that is worthy of scholarly attention as it can provide insight into etiology and course of positive adjustment or adaptability under challenging conditions" (2003:99).

Some indirect support for the notion that leadership may be associated with subordinate resilience can gleaned from literature on leadership and subordinate reaction to stress. In Bass's (1990) review of literature on the relationship between transformation leadership and subordinate reaction to stress, he notes that transformational leaders may convert crisis into developmental challenges that can be overcome and by providing intellectual stimulation to promote subordinates' thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, maladaptive ones(1990:652).

Taken as a whole, it appears leadership is a factor worth examining with regard to resilience. While there are numerous leadership theories from which to choose, it would seem most appropriate to choose a conceptualization that focuses on adaptive change and growth in the subordinate. Consequently, I utilize Bass and Avolio's Full Range Leadership Theory (FRLT) (Avolio, 1990).   This theory more than any underlines the potential of transformational aspects of leadership. The notion of transformation blends well with resilience.

At any rate there are hardly any scholarship on emotional resilience, leadership and employee performance in the public sector in Africa generally and Uganda in particular. This is despite the fact that this region has witnessed some of the most sweeping reforms that have exerted enormous strains and stress on employees and thus impacting adversely on their performance Thus this study is a contribution to filling this gap.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter explains the methodology the researcher used to generate information on the research problem. The chapter is structured to include: the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, procedure of data collection, data analysis and measurement of variables. It also indicates the problems in the study and how they were solved.

3.1 Research Design

This study applied a descriptive design which employed convergent parallel mixed methods design which consists of the collection or analysis of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of data at one or more stages in the process of research (Kothari, 2004:5). Using the designs from both quantitative and qualitative paradigm helpedto compensate where using only one research design may be defective, as noted by Barifaijo, Basheka and Oonyu(2010), where they note thattriangulation is a powerful technique that facilitates validation of data through cross verification from two or more sources. In particular, it refers to the application and combination of several research methods in the study of the same phenomenon.

This study wasbiased toa quantitative approach which involved the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 2004:5). However, the study also adopted a qualitative approach which is concerned with subjective assessment of attitudes, opinions and behaviour. Research in such a situation was a function of researcher's insights and impressions. Such an approach to research generated results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis (Kothari, 2004:5). In this study interview and questionnaire data collection methods were used.

3.2 Study area and Research Population

The study was conducted from the KCCA in Kampala.

The research population was divided into the target population and the sampled population. The 1500 targeted population of the study included the employees and management of the KCCA (KCCA HR Office, 2010), because they were believed to have adequate knowledge about the topic.

3.2.2 Sample Size

The sample of the study was 338 respondents obtained as detailed in table 3 below.

The following sampling procedures indicated below in table 2 were used by the researcher to study the sample of 338 while in the field by the help ofMorgan Model of (1970).

Table 2: Showing Sample size and Selection Procedure

Category	Population Size	Sample	Sampling Procedure
Mgt Staff	40	36	purposive
Employees in KCCA in Kampala	1460	302	Simple Random
Total	1500	338	Simple Random

Source:KCCA Staff list modified according to Krejcie and Morgan Tables (1970).

Two sampling techniques were used: purposive and random. In purposive sampling the researcher targeted specific persons in management who were believed to have the knowledge and information on the issues being studied. Purposive sampling also referred to as no probabilitysampling or purposeful sampling or ''qualitative sampling is used 'based on a specific purpose rather than randomly'' (Tashakkori&Teddlie, 2003:713).This sample acted as key informants since they were believed to be reliable and knowledgeable about the topic under study, so they were in position to give dependable and detailed information

To minimize sampling errors, Krejcie and Morgan (1970) produced a table for

determiningsample size for any population of a defined (finite) size based on the confidence level that does not necessitate any computations to be carried out. Krejcie and Morgan (1970)stated that, using this table, as the population increases the sample size increases at a diminishing rate (plateau) and remains, eventually constant at slightly more than 380 cases .The argument being that there is little to be gained to warrant the expense and the time limit to sample beyond 380 cases. Alreck and Settle (1995) provided similar evidence. However,Ntoumanis (2001) recommended a ratio of participants to independent variables for a multiple regression to be at least 5:1. Field (2006) recommended a sample size of at least 200participants for up to 20 predictors in order to obtain a medium effect.

This study met all the conditions with a total sample size of 1500 respondents drawn using Krejcie and Morgan (1990).A response rate of … per cent was achieved with … questionnaires having been scored and returned.

3.3 Research Instrumentsand Methods of Data Collection

Two instruments were used for the study were mainly; an interview guide and a self-administered structured questionnaire. Frese (2005) acknowledged the importance of the combination of both qualitative and quantitative approaches by indicating that structured interviews are useful because in any questionnaire differential anchor points are particularly problematic. Structured interviews are useful not only because they show excellent validity inmeta-analytic research (Hunter & Schmitt, 1996) but also because structured interviews givechance to probe owners' answers and to understand what they precisely mean.

The interview involved informal conversational interview, interview guide and standardized open- ended interviews (Dechawatanapaisal, 2005). However, quantitative data is necessaryin order to test the hypotheses and confirm or falsify them, which necessitates use of

In addition document analysis was also used in the analysis of employee performance trends.

3.3.1 Questionnaires to KCCA Employees

The questionnaire was designed in accordance with the objectives of the study and the key variables to be measured included; leadership styles, emotional resilience and staff performance. The questionnaires were important in this study because the respondents filled them at their own convenience and are appropriate for large samples. Some questions were openended to generate

qualitative data while others closeended. According to Amin (2005), questionnaires are popular with researchers because information can be obtained fairly, easily and the questionnaire responses are easily coded. However, the major weaknesses of questionnaires are that they do not provide detailed information to the problem and this is why they were substantiated by interviews.

3.3.2 Interviewing Management Staff

Interviews were used because they provide an opportunity for a respondent to fully express his/her impressions or experiences; also it allows the research to probe and learn more about the answers to questionnaires. I. According to Mugenda (1999), interviews are advantageous in that they provide in-depth data, which is not possible to get using questionnaires.

3.3.3 Documentary Review

A number of documents containing information about performance of KCCA were reviewed and these included staff documents or files such as staff performance appraisal, from the human resource office such as terms of employment and end of year financial statements, strategic plans and other policy documents andnewspapers.

3.4 Validity and Reliability of Instruments
3.4.1 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda, 1999) .Validity of instruments, was ascertained by first discussing the questionnaire and interview schedule drafts with the supervisor. The content validity of the instrument was found worthy executing for the pilot run and thus the study. After constructing the questionnaire, the researcher contacted the supervisor and three other experts in order to get expertise judgment on the validity. According to Gay (1996), construct validity over an instrument is refined based on expert advice. The following formula were used to test validity index

CVI = Number of items regarded relevant by judges

    Total number of items

CVI = 88

109

CVI = 0.8, which is far above 0.5, the minimum requirement. According to Amin (2005), the instruments will be said to be valid when the CVI of 0.5 or above 0.5.

Table 3: Degree of Accuracy (Validity Test)

Mean Range	Interpretation
Below 0.50	Not Acceptable
0.50 to 0.699	Acceptable
0.70 to 0.799	Good
0.80 to 0.899	Great
Above 0.90	Superb

Source: Hutcheson and Sofroniou, 1999

Degree to which the research instrument measures ensures that the questions asked relate to the construct intended to be measured

3.4.2 Reliability

According to Mugenda&Mugenda (1999), reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The reliability of instruments was established basing on the preliminary results derived from the pilot study. The study instruments were set for the pilot run. Results realized were discussed with the supervisor and the content reliability of the instrument will be accepted. The reliability of the questionnaire was established using CRONBACH Alpha Coefficient

$$\alpha = \frac{K}{K-1}\left(1 - \frac{\sum \sigma^2 k}{\sigma^2}\right)$$

Where;

α = Reliability, Alpha Coefficient (CRONBACH)

K = Number of items in the instrument

$\sum \sigma^2 k$ = Variance of individual items

σ^2 = Variance of the total instrument

$\sum$ = Summation

K = 109

$\sum \sigma^2 k$ = 0.3

$\sigma^2 = 0.05$

$$\alpha = \frac{109}{109}\left(1 - \frac{0.3}{0.05}\right)$$

= 0.8

$\alpha = 0.8$, was accepted because it is far beyond 0.5 which is the minimum recommended by Amin (2005)

Table 4: Cronbach's Alpha Internal Consistency*/Co-efficiency of Reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.994	.994 (Good)	6

*Indicates the degree to which a set of items measures a single one-dimensional latent construct

Table 5: Measure of Internal Consistency (Estimate of Reliability of Test Scores)

Mean Range	Interpretation
.900 and Above	Excellent
.800 - .899	Good
.700 - .799	Acceptable
.600 - .699	Questionable
.500 - .599	Poor
Below .500	Unacceptable

Source: George and Mallery (2003)

Cronbach's alpha increases as the number of items in the scale increases, for the same level of average inter-correlation of items. Increasing the number of items can be a way to push alpha to an acceptable level. This reflects the assumption that scales and instruments with a greater number of items are more reliable. The higher the alpha, the more reliable the assessment in a scale is. The item analysis was conducted from which any item that had "Corrected Item-Total Correlation" of less than 0.2 was not included in the analysis. Usually 0.7 and above is acceptable (Nunnally, 1978) because when alpha is .70, the standard error of measurement will be over half (0.55) a standard deviation (Garson, 2005), which was used to establish the convergent validity (Straub, 1989).

3.5 Research Procedures

3.5.1 Before data gathering

1. An introduction letter was obtained from the College of Higher Degrees and Research for the researcher to solicit approval to conduct the study from the respective heads of departments in the KCCA.

2. When approved, the researcher secured a list of the qualified respondents from the KCCA authorities in charge and selected through systematic random sampling from this list to arrive at the minimum sample size.

3. The respondents were explained about the study and were requested to sign the Informed Consent Form

4. Reproduced more than enough questionnaires for distribution.

5. Selected research assistants who would assist in the data collection; briefed and oriented them in order to be consistent in administering the questionnaires.

3.5.2 During data gathering

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

2. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution.

3. On retrieval, all returned questionnaires were checked if all are answered.

3.5.3 After data gathering

The data gathered was collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

The researcher used content data analysis which according to SatuElo&HelviKynga (2007:1) aims at building a model to describe the phenomenon in a conceptual form. Both inductive and deductive analysis processes are represented as three main phases: preparation, organizing and reporting. The preparation phase is similar in both approaches. The concepts are derived from the data in inductive content analysis. Deductive content analysis is used when the structure of analysis is operationalized on the basis of previous knowledge.

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents. While the mean and standard deviations were applied for the various levels. An item analysis was used toillustrate the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived.The mean range was used to arrive at the mean of the individual indicators and interpretation:

3.6.1 Use of descriptive statistics

The stated variables in the questionnaires were analyzed using descriptive statistics of responses categorized as followed:

Table 6: Sample of descriptive statistics

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
SA (1)	A (2)	NS (3)	D (4)	SD (5)

Using descriptive statistics, the mean values of 3 and above implied high levels of disagreement with the statement while mean values of less than 3 manifested high levels of agreement with the corresponding statements as per the questionnaire.

The analysis of Variance (ANOVA) was utilized to test the difference between means for hypothesis one (Ho #1) at 0.05 level of significance. A multiple correlation coefficient to test the hypothesis on correlation (Ho #2) at 0.05 level of significance using a t-testwas employed. The regression analysis R^2 (coefficient of determination) was computed to determine the influence of the independent variable on the dependent variable

Table 7: Summary of Data Analysis

Objective	Independent Variable	Dependent Variable	Test statistic
To examine the influence of emotional resilience on employee performance	Emotional awareness, perseverance, optimism, internal locus of reference, sense of humor	- Commitment to work - Innovativeness - Teamwork - Client care - Time management & Accomplishment of tasks	- Pearson correlation matrix - Regression Analysis
To investigate the influence of leadership styles on employee performance in the	Transactional, democratic, autocratic, consultative	- Commitment to work - Innovativeness - Teamwork	- Pearson correlation matrix - Regression

KCCA		• Client care • Time management & Accomplishment of tasks	Analysis
To assess the influence of emotional resilience on leadership styles	Emotional resilience	• Leadership styles	• Pearson correlation matrix • Regression Analysis

3.7 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. Permission was sought to adopt the standardized questionnaire.
2. The respondents were coded instead of reflecting the names.
3. Solicit permission through a written request to the concerned officials of the KCCA was included in the study.
4. Request to the respondents to sign in the Informed Consent Form was made
5. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
6. Presenting of the findings in a generalized manner was considered

3.8 Limitations of the Study

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study as follows:

1. *Extraneous variables* which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
3. *Testing:* The use of research assistants were likely to bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding

of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection and their role was restricted to that.

4. *Attrition*: Not all questionnaires were returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. To this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

CHAPTER FOUR
PRESENTATION,ANALYSIS AND INTERPRETATION OF RESULTS
4.0 Introduction

This chapter presents analyses and interprets the results obtained through survey and interview.The results are structured according to research objectives restated below.

1.   To examine the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humor) on employee performance.

2.   To investigate the influence of leadership styles (transactional, democratic, autocratic, consultative) on employee performance in the KCCA.

3.   To assess the influence of emotional resilience on leadership styles

However the first section focuses on demographic characteristics of respondents and how these impacts on the study.Out of a sample of 302 survey questionnaires administered face-to-face,240

were completed, giving aresponse rate of 83%. In face-to-face administered surveys, a response of 80-85 is considered good enough to ensure that survey results are representative of the target population.

Table 8: Response Rate

Category	Target Sample	Actual number obtained	Response Rate	Data collection tools
Mgt Staff	36	10	27.7%	Interview guide
Employees in KCCA in Kampala	302	240	82.7	Self-administered questionnaires
Total	**338**	**250**		

From the results in table 8 above, a response rate of 27.7% was obtained from senior management because many of them were busy to be interviewed while 79.4% was obtained for employees. Therefore, the following analysis was based on 240 questionnaires which were returned from the field and 10 senior KCCA staff who provided information through interviews.

4.1 Background Information

Under demographic characteristics, the study focused on gender, age, level of education, marital status and period of service of employees and how this impacts on employee performance in KCCA.

Table 9: Demographic Characteristics of Employees

Response	Variable	Frequency	Percent	Pearson Correlation Coefficient
				Performance
Gender	Male	119	49.6	-0.206
	Female	121	50.4	
Age	15-20	4	1.7	-0.059
	21-25	54	22.5	

	26-40	162	67.5	
	Above 40	20	8.3	
Education Level	Certificate	20	8.3	-0.284[*]
	Diploma	32	13.3	
	Degree	156	65.0	
	None	10	4.2	

Source: Primary Data

Gender Status of KCCA Employees and how it impacts on performance

From the results in the table 9 above, a good number of employees (50.4%) were female and 49.6% were male. This study was gender sensitive since nearly an equal number of male and female employees constituted part of this study. In addition, using Pearson correlation coefficient, there was a less significant relationship between gender status of employees and their performance given a negative Pearson correlation value of -0.206. This finding is an indication that an employee can perform well or not regardless of his/ her gender status. This finding was an indication that the gender of an employee had less significant contribution to their performance.

Age of Employees

The majority of the employees (67.5%) who participated in this study were aged between 26-40 years, 22.7% were between 21-25years of age, 8.3% were above 40 years and lastly 1.7% were between 15-20 years of age.This finding was an indication that most employees in KCCA were in energetic age group which in the context of this study was expected to enhance employee performance. However, using Pearson correlation coefficient, there was a less significant relationship between age of employees and their performance given a negative Pearson correlation value of-0.059. This finding was an indication that the performance of employees in KCCA was not associated with their age.

Education Level of Employees

Majority of employees (65% response) had degrees, followed by 13.3% who had diplomas, 8.3% of them had certificates and only 4.2% had not attained formal education. This finding was an indication that KCCA had employed qualified personnel in various departments. However, the Pearson correlation coefficient indicated a less significant relationship between education level of respondent of employees and their performance given a negative Pearson correlation value of--0.059.

Marital Status of Employees of KCCA

A half of respondents (50%) were not married, followed by 38.3% who were married, 2.5% were divorced and only 3.3% were widowed. The Pearson correlation coefficient indicated a less significant relationship between marital status of employees and their performance given a negative Pearson correlation value of-0.284[*.] This finding was an indication that the performance of employees was not in a way related to their marital status.

Table 10: Period of Service of Employees

Period of Service	Period	Frequency	Percent	Pearson Correlation coefficient
				Performance
Period of Service	1-3	208	86.7	
	4-6	14	5.8	
	7-9	3	1.3	0.345**
	Above 10	8	3.3	
	Missing System	7	2.9	

Source: Primary Data

Regarding period of service, the majority of employees (86.7% responses) had worked in KCCA between 1-3years, 5.8% worked there for 4-6 years, 3.3% worked in KCCA for above 10 years, 1.3% had worked in KCCA for between 7-9 years. This finding was an indication that most employees in KCCA were new and this was attributed to the new administration which had laid off old staff. However, there Pearson correlation coefficient, there was a positive and significant relationship between period of service of employees and their performance, an indication that employees who had worked for a long period of time were more likely to perform well as compared to their counterparts who had worked for less period of time.

Table 11: Departments ofwork in KCCA

Department	Population	Frequency	Percent	Valid Percent	Cumulative Percent
Administration and Human Resource	140	103	42.9	43.5	43.5
Gender and Community Services	35	31	12.9	13.1	56.5
Engineering and technical services	48	42	17.5	17.7	74.3
Public health and Environment	72	61	25.4	25.7	100.0
Missing System		3	1.3		
Total		**240**	**100.0**		

Source: Primary Data

From the results in table 11 above, a good number of employees (42.9%) were in administration and human resource department in KCCA, 25.4% were in Public Health and Environment, 17.5% were in Engineering and Technical Services and only 12.9% were in Gender and Community Services. This finding was relevant because employees who constituted part of this study were from various departments, making the respondents representative.

Table 12: Correlation Matrix Showing the Relationship between Departments Worked in and Employee performance

<table>
<tr><td colspan="4" align="center">Correlations</td></tr>
<tr><td></td><td></td><td>Which department do you work in KCCA?</td><td>Employee performance</td></tr>
<tr><td rowspan="3">Which department do you work in KCCA?</td><td>Pearson Correlation</td><td>1</td><td>-.334[*]</td></tr>
<tr><td>Sig. (2-tailed)</td><td></td><td>.020</td></tr>
<tr><td>N</td><td>240</td><td>240</td></tr>
<tr><td rowspan="3">Employee performance</td><td>Pearson Correlation</td><td>-.334[*]</td><td>1</td></tr>
<tr><td>Sig. (2-tailed)</td><td>.020</td><td></td></tr>
<tr><td>N</td><td>240</td><td>240</td></tr>
<tr><td colspan="3">*. Correlation is significant at the 0.05 level (2-tailed).</td><td></td></tr>
</table>

Using Pearson correlation coefficient, all variables for departments worked in were grouped and correlated with variables for employee performance. The results indicated that employee performance in KCCA was not in any way related to the departments worked in given a negative Pearson correlation value = 0-.334[*]

Table 13: Position/ Rank/ level

Rank	Frequency	Percent	Valid Percent	Cumulative Percent
Management Staff	88	36.7	35.4	35.4
Lower level employees	148	63.4	61.7	97.1
Total	**240**	**100.0**	**100.0**	

Source: Primary Data

The majority of respondents (63.4%) were ranked as ordinarily employees while 36.7% were ranked as Management Staff in KCCA.

In summary there were 240 participants, allemployees of KCC and KCCA.The mean age of participants was 40 years old.In terms of gender they were roughly equal number (49.6%) maleand (50.4%) female. Sixty-five per cent had had attained degree level of education; A half of respondents (50%) were not married;the majority of employees (86.7%) had worked for no more than three years; majority worked in the administration and engineering departments(84%). As in most organization, the majority (63%) of employees were at the lower levels of KCCA structures.This shows that the sampled was representative enough to provide valid data for the study.

4.2 Research Question 1: How does emotional resilience affect employee performance in KCCA? This question derives from objective 1: To examine the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humor) on employee performance.

This section sought information on the effect of emotional resilience on employees,specifically; focus was on emotional awareness, perseverance, and optimism, internal locus of reference and sense of humor among Employees of KCCA.These variables were analyzed and later correlated with variables for employee performance. Using a five- pointLikert scale ranging from strongly agree to strongly disagree the participants were asked to respond to threestatements (table 14):

- I am able to recognize my emotions which may influence my performance
- I try not to lose control when I am angry with my fellow employees
- I am able to express my emotions in an appropriate manner in my organization

These variables were analyzed and later correlated with variables for employee performance.

4.2.1 Assessment of Emotional Awareness among Employees of KCCA

In the context of this study, emotional awareness was measured in terms of ability to recognize emotions which may affect performance, ability to control when one is angry with fellow employee and ability to express his emotions in an appropriate manner in the organization. In assessing the emotional resilience among employees of KCCA, the respondents were asked to indicate their level of agreement or disagreement with the following statements. The results obtained are presented in table 14.

Table 14: Emotional Awareness among Employees of KCCA

Emotional Awareness	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
I am able to recognize my emotions which may influence my performance	98(40.8%)	111(46.3%)	7(2.9%)	6(2.5%)	-
I try not to lose control when I am angry with my fellow employees	128(53.3%)	99(41.3%)	4(1.7%)	2(0.8%)	2(0.8%)
I am able to express my emotions in an appropriate manner in my organization	108(45%)	117(48.8%)	9(3.8%)	2(0.8%)	2(0.8%)

Source: Primary Data

From the results in table14 above, majority of employees (87.1%) agreed with the statement that they were able to recognize their emotions which affect their performance, although 2.9% were not sure and only 2.5% disagree with the statement.In addition, 94.6% of employees agreedwith the statement that they tried not to lose control when they were angry with their fellow employees. Another overwhelming number of employees (93.8%) agreed with the statement that they were able to express their emotions in an appropriate manner in their organization. This finding was an indication that employees of KCCA were emotionally resilient at their work.

In the context of this study, more resilient people are able to "roll with the punches" and maintain emotional equilibrium in the face of adversity; less resilient people have a harder time with stress and life changes, both major and minor. Accordingto one middle manager those who dealt with minor stresses more easily could also manage major crises with greater ease, so resilience had its benefits for daily life as well as for the rare major catastrophe in KCCA. The implication was that employees who were resilient had a sense of increased capability and strength or adaptation..

Table 15: Regression Analysis Showing the Relationship between Emotional Awareness and Employee Performance Employees of KCCA

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.618	.091		28.755	.000
I am able to recognize my emotions which may affect my performance	.306	.051	.434	6.024	.000
I try not to lose control when I am angry with my fellow employees	-.030	.031	-.049	-.963	.337
I am able to express my emotions in an appropriate manner in my organisation	-.582	.046	-.962	-12.554	.000
a. Dependent Variable: I Make sure that all my tasks are accomplished in time					

Using a regression analysis, all variables for emotional awareness had a significant relationship with employee performance employees of KCCA, although there were differences in the level of significance. Ability to recognize emotions and ability to express my emotions in an appropriate manner were more significant (sign value = 0.00), followed by trying not to lose control when angry with fellow employees (sign value = 0.337). The implication is that resilient staffare better at solving problems and overcoming challenges, are able to maintain performance under pressure, are less likely to be absent from work, positively influence the people around them and have a positive impact on team and organisation performance.

Table 16: Model Summary for Emotional Awareness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710[a]	.504	.497	.562

Predictors: (Constant), I am able to express my emotions in an appropriate manner in my organization , I try not to lose control when I am angry with my fellow employees , I am able to recognize my emotions which may my performance.

Table 16shows that the coefficient of determination (Adjusted R Square) is 0.497. This implies that emotional awareness accounts for 4.97% of employee performance in KCCA. The researcher further found out that there was a significant relationship between emotional awareness and employee performance employees of KCCA. Analysis of variance (ANOVA) was done to assess the overall significance of the model. The results are as below;

Table 17: Analysis of Variance for Emotional Awareness

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.540	3	25.180	79.825	.000[a]
	Residual	74.444	236	.315		
	Total	149.983	239			

a. Predictors: (Constant), I am able to express my emotions in an appropriate manner in my organisation , I try not to lose control when I am angry with my fellow employees , I am able to recognize my emotions which may my performance

b. Dependent Variable: I make sure that all my tasks are accomplished in time

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must be greater less than or equal to 0.05. Since a p-value of 0.000 is less than 0.05, the model was found to be statistically significant (F= 79.825, df = 3, p ≤ 0.05 (0.000). This means that emotional awareness has a significant effect on employee performance. Therefore, the hypothesis that was stated was that: There is a significant relationship between emotional awareness and employee performance in KCCA.This finding implies that emotional awareness develops innovational creativity in individuals and as a result, helps in the improvement people's job performance.

4.2.2 Assessment of Perseverance among Employees of KCCA

In the context of this study perseverance among employees of KCCA was measured in terms of ability to perform consistently when under pressure by supervisors, able to deal with challenge or criticism from fellow employees and ability to regulate work/life balance in order to be resilient at my workplace. The respondents were asked to indicate their level of agreement or disagreement with the following statements. The results obtained were as follows:

Table 18: Perseverance among Employees of KCCA

Perseverance	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
I am able to perform consistently when under pressure by my supervisors	101(42.1%)	123(51.3%)	8(3.3%)	5(2.1%)	3(1.3%)
I am able to deal with challenge or criticism from my fellow employees	102(42.5%)	129(53.8%)	3(1.3%)	4(1.7%)	-
I regulate my work/life balance in order to be resilient at my workplace	87(36.3%)	128(53.3%)	13(5.4%)	5(2.1%)	-

Source: Primary Data

Majority of respondents agreed with the statement that they were able to perform consistently when under pressure by their supervisors, although 3.4% disagreed with the statement and 3.3% were not sure about the statement. In addition, (96.3%) agreed with the statement that they were able to deal with challenge or criticism from their fellow employees. Finally, majority of 89.6% agreed with the statement that they regulated their work/life balance in order to be resilient at their workplace and only 5.4% were not sure about the statement and 2.1% disagreed with the statement. This finding was an indication that employees of KCCA were so perseverant, for they were in position to execute their duties despitedifficulty.

Table 19: Regression Analysis Showing the relationship Between Perseverance and employee performance

<table>
<tr><td colspan="7" align="center">Coefficients^a</td></tr>
<tr><td colspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td>t</td><td>Sig.</td></tr>
<tr><td colspan="2"></td><td>B</td><td>Std. Error</td><td>Beta</td><td></td><td></td></tr>
<tr><td>1</td><td>(Constant)</td><td>1.531</td><td>.336</td><td></td><td>4.554</td><td>.000</td></tr>
<tr><td></td><td>I am able to perform consistently when under pressure by my supervisors</td><td>.053</td><td>.065</td><td>.087</td><td>.808</td><td>.420</td></tr>
<tr><td></td><td>I am able to deal with challenge or criticism from my fellow employees</td><td>-.099</td><td>.045</td><td>-.159</td><td>-2.187</td><td>.030</td></tr>
<tr><td></td><td>I regulate my work/life balance in order to be resilient at my workplace</td><td>.144</td><td>.069</td><td>.238</td><td>2.075</td><td>.039</td></tr>
<tr><td colspan="5">a. Dependent Variable: I Make sure that all my tasks are accomplished in time</td><td></td><td></td></tr>
</table>

Using a regression analysis, there was a significant but weak relationship between Perseverance and employee performance in KCCA. Being able to perform consistently under pressure (sign value = 0.420) and ability to deal with challenges or criticism from fellow employees (sign value = 0.030), regulation of work/life balance in order to be resilient at workplace (sign value = 0.039) were all less significant. In support of these findings, the Town Clerk of Kawempe Division pointed out that Perseverance had led to commitment, energy and drive and maintaining of an optimistic outlook, all of which enhanced performance.

Table 20: Model Summary Perseverance among Employees of KCCA

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174[a]	.030	.018	.785

Source: Generated from SPSS Data Base

a. Predictors: (Constant), I regulate my work/life balance in order to be resilient at my workplace , I am able to deal with challenge or criticism from my fellow employees , I am able to perform consistently when under pressure by my supervisors

Table above shows that the coefficient of determination (Adjusted R Square) is .018. This implies that perseverance accounts for 0.18% of employee performance in KCCA. The researcher further found out that there was a significant relationship between perseverance and employee performance employees of KCCA. Analysis of variance (ANOVA) was done to assess the overall significance of the model. The results are as below;

Table 21: Analysis of Variance for Perseverance among Employees of KCCA

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.551	3	1.517	2.462	.063[a]
	Residual	145.432	236	.616		
	Total	149.983	239			

a. Predictors: (Constant), I regulate my work/life balance in order to be resilient at my workplace , I am able to deal with challenge or criticism from my fellow employees , I am able to perform consistently when under pressure by my supervisors

b. **Dependent Variable**: I make sure that all my tasks are accomplished in time

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must be greater less than or equal to 0.05. Since a p-value of 0.000 is less than 0.05, the model was found to be statistically less significant (F= 2.462, df = 3, Sign value = 0.63). This means that perseverance has a less significant effect on employee performance. Therefore, the hypothesis that was stated was that: There is a less significant relationship between perseverance and employee performance in KCCA.

Table 22: Assessment of Optimism among KCCA employees

Optimism	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
I provide recognition and encouragement to my fellow employees	119(49.6%)	105(43.8%)	9(3.8%)	-	2(0.8%)
I feel I am more productive and hence can help other employers grow and lead to attainment of KCCA goals	109(45.6%)	123(51.3%)	8(3.3%)	-	-
I am inspired by the possibility of doing good work and teamwork	145(60.4%)	85(35.4%)	5(2.1%)	2(0.8%)	3(1.3%)

Source: Primary Data

Majority of respondents agreed that they provided recognition and encouragement to their fellow employees (93.4% responses). In addition, they felt that they were more productive and hence could help other employers grow and lead to attainment of KCCA goals as indicated by 96.9% response. Again a high number of respondents (95.8% responses) agreed with the statement that they were inspired by the possibility of doing good work and teamwork. In summary, it can be said that the employees of KCCA were very Optimism to enhance performance within the organization.

Table 23: Regression Analysis Showing Optimism among KCCA employees and their Performance

<table>
<tr><td colspan="7" align="center">**Coefficients^a**</td></tr>
<tr><td colspan="2" rowspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td>t</td><td>Sig.</td></tr>
<tr><td>B</td><td>Std. Error</td><td>Beta</td><td></td><td></td></tr>
<tr><td>1</td><td>(Constant)</td><td>.978</td><td>.231</td><td></td><td>4.235</td><td>.000</td></tr>
<tr><td></td><td>I provide recognition and encouragement to my fellow employees</td><td>.141</td><td>.044</td><td>.238</td><td>3.229</td><td>.001</td></tr>
<tr><td></td><td>I feel I am more productive and hence can help other employers grow and lead to attainment of KCCA goals</td><td>.166</td><td>.048</td><td>.242</td><td>3.469</td><td>.001</td></tr>
<tr><td></td><td>I am inspired by the possibility of doing good work and teamwork</td><td>.069</td><td>.066</td><td>.070</td><td>1.045</td><td>.297</td></tr>
<tr><td colspan="5">a. Dependent Variable: I Make sure that all my tasks are accomplished in time</td><td></td><td></td></tr>
</table>

Using linear regression analysis, there was a significant relationship between optimism and employee Performance, with provision of recognition and encouragement to fellow employees and feeling of being more productive being more significant (sign value = 0.001), followed by being inspired by the possibility of doing good work and teamwork (sign value = 0.297).

Table 24: Model Summary for Optimism

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251[a]	.063	.051	.772

a. Predictors: (Constant), I am inspired by the possibility of doing good work and teamwork, I feel I am more productive and hence can help other employers grow and lead to attainment of KCCA goals, I provide recognition and encouragement to my fellow employees.

Table above shows that the coefficient of determination (Adjusted R Square) is .051. This implies that optimism accounts for 0.51% of employee performance in KCCA. The researcher further found out that there was a significant relationship between optimism and employee performance employees of KCCA. Analysis of variance (ANOVA) was done to assess the overall significance of the model. The results are as below;

Table 25: Analysis of Variance for Optimism

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.429	3	3.143	5.277	.002[a]
	Residual	140.555	236	.596		
	Total	149.983	239			

a. Predictors: (Constant), I am inspired by the possibility of doing good work and teamwork, I feel I am more productive and hence can help other employers grow and lead to attainment of KCCA goals, I provide recognition and encouragement to my fellow employees

b. Dependent Variable: I make sure that all my tasks are accomplished in time

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must be greater less than or equal to 0.05. Since a p-value of 0.001 is less than 0.05, the model was found to be statistically significant (F= 5.277, df = 3, Sign value = .002[a]). This means that optimism has a less significant effect on employee performance. Therefore, the hypothesis that was stated was that: There is a significant relationship between .002 and employee performance in KCCA.

4.2.3 Assessment of Internal Locus of Reference

Internal Locus of Reference was measured in terms of belief tocontrol events that affect the clients in the organization, being more loyal and punctual at my workplace and seeing oneself as a committed worker of KCCA. The results obtained were as follows:

Table 26: Internal Locus of Reference

Internal Locus of Reference	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
I believe I can control events that affect the clients in the organization	79(32.9%)	130(54.2%)	21(8.8%)	-	5(2.1%)
I believe I am are more loyal and punctual at my workplace	138(57.5%)	87(36.3%)	8(3.3%)	-	-
I see myself as a committed worker of KCCA	158(65.8%)	73(30.4%)	7(2.9%)	-	-

Source: Primary Data

Majority of respondent (87.1%) agreed with the statement that they believed they could control events that affect the clients in the organization. They also (93.8%) believe they were more loyal and punctual at their workplace. The employees also saw themselves as committed workers of KCCA (96.2% responses). Through interviews with one KCCA leader at Kawempe Division, it

was revealed that belief that events in one's life, whether good or bad, were caused by controllable factors such as one's attitude, preparation, and effort which the new KCCA management had instilled in workers.

Table 27: Regression Analysis showing the relationship between Optimism employee and their Performance

<table>
<tr><td colspan="7" align="center">Coefficients^a</td></tr>
<tr><td rowspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td rowspan="2">t</td><td rowspan="2">Sig.</td></tr>
<tr><td>B</td><td>Std. Error</td><td>Beta</td></tr>
<tr><td>1 (Constant)</td><td>1.757</td><td>.182</td><td></td><td>9.673</td><td>.000</td></tr>
<tr><td>I believe I can control events that affect the clients in the organization</td><td>.091</td><td>.033</td><td>.159</td><td>2.772</td><td>.006</td></tr>
<tr><td>I believe I am are more loyal and punctual at my workplace</td><td>-.322</td><td>.034</td><td>-.513</td><td>-9.409</td><td>.000</td></tr>
<tr><td>I see myself as a committed worker of KCCA</td><td>.212</td><td>.035</td><td>.318</td><td>6.090</td><td>.000</td></tr>
<tr><td colspan="5">a. Dependent Variable: I Make sure that all my tasks are accomplished in time</td><td></td><td></td></tr>
</table>

The regression analysis indicated a significant relationship between optimism employee and their Performance. All sign values were significant, that is, believing in control of events that affect the clients in the organization (sign value = 0.006), being more loyal and punctual at workplace (sign value =0.000) and being committed (sign value = 0.000).

Table 28: Model Summary for Optimism

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655[a]	.429	.422	.602

Predictors: (Constant), I see myself as a committed worker of KCCA, I believe I am are more loyal and punctual at my workplace, I believe I can control events that affect the clients in the organization

Table above shows that the coefficient of determination (Adjusted R Square) is .422. This implies that Internal Locus of Reference accounts for 4.22% of employee performance in KCCA. The researcher further found out that there was a significant relationship between Internal Locus of Reference and employee performance employees of KCCA. Analysis of variance (ANOVA) was done to assess the overall significance of the model. The results are as below;

Table 29: Analysis of Variance for Optimism

			ANOVA[b]			
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.319	3	21.440	59.065	.000[a]
	Residual	85.664	236	.363		
	Total	149.983	239			

a. Predictors: (Constant), I see myself as a committed worker of KCCA, I believe I am are more loyal and punctual at my workplace, I believe I can control events that affect the clients in the organization

b. Dependent Variable: I make sure that all my tasks are accomplished in time

From the model above, given the sign value of 0.000, there is a significant relationship between Internal Locus of Reference and employee performance in KCCA.

4.2.4 Assessment of Sense of Humor

The sense of humor was measured in terms of people enjoy working with one another, trust with others at workplace and being more approachable by fellow employees. The respondents were asked to indicate their level of agreement or disagreement with the following statements. The results obtained were as follows:

Table 30: Sense of humor among Employees of KCCA

Sense of humor	Strongly agree	Agree	Not Sure	Disagree	Strongly disagree
I believe people enjoy working with me	113(47.1%)	113(47.1%)	9(3.8%)	-	3(1.3%)
I help build trust with others at my workplace	118(49.2%)	111(46.3%)	9(3.8%)	-	-
I feel I am more approachable by my fellow employees	143(59.6%)	81(33.8%)	12(5%)	2(0.8%)	-

Source: Primary Data

The study indicated that 94.2% of respondents agreed with the statement that they believed people enjoyed working with them, followed by 3.8% were not sure about the statement and 1.3% who disagreed with the statement. An overwhelming number of respondents (95.5% responses) agreed with the statement that they helped build trust with others at their workplace. Finally, majority (93.4% responses) agreed with the statement that they felt they were more approachable by their fellow employees and in the context of this study, all these were manifestations of sense of humor among Employees of KCCA.

Table 31: Regression Analysis Showing the Relationship between Sense of humor and Employee Performance

<table>
<tr><th colspan="7">Coefficients^a</th></tr>
<tr><td rowspan="2">Model</td><td colspan="2">Unstandardized Coefficients</td><td>Standardized Coefficients</td><td rowspan="2">t</td><td rowspan="2">Sig.</td></tr>
<tr><td>B</td><td>Std. Error</td><td>Beta</td></tr>
<tr><td>1 (Constant)</td><td>1.895</td><td>.105</td><td></td><td>18.081</td><td>.000</td></tr>
<tr><td>I believe people enjoy working with me</td><td>.153</td><td>.057</td><td>.238</td><td>2.706</td><td>.007</td></tr>
<tr><td>I help build trust with others at my workplace</td><td>.167</td><td>.065</td><td>.273</td><td>2.555</td><td>.011</td></tr>
<tr><td>I feel I am more approachable by my fellow employees</td><td>-.382</td><td>.050</td><td>-.581</td><td>-7.601</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: I Make sure that all my tasks are accomplished in time</td></tr>
</table>

From the regression analysis above, it is clear that there is a significant relationship between sense of humor and employee performance since all sign values were close to zero and yet feeling more approachable b fellow employees was 0.000.

Table 32: Model Summary for Sense of humor

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495^a	.245	.235	.693

a. Predictors: (Constant), I feel I am more approachable by my fellow employees, I believe people enjoy working with me, I help build trust with others at my workplace

Table above shows that the coefficient of determination (Adjusted R Square) is .235. This implies that Sense of humor accounts for 2.35% of employee performance in KCCA. The

researcher further found out that there was a significant relationship between I **Sense of humor** and employee performance employees of KCCA. Analysis of variance (ANOVA) was done to assess the overall significance of the model. The results are as below;

Table 33: Analysis of Variance for Sense of humor

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.684	3	12.228	25.470	.000[a]
	Residual	113.300	236	.480		
	Total	149.983	239			

a. Predictors: (Constant), I feel I am more approachable by my fellow employees, I believe people enjoy working with me, I help build trust with others at my workplace

b. Dependent Variable: I make sure that all my tasks are accomplished in time

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must be greater less than or equal to 0.05. Since a p-value of 0.001 is less than 0.05, the model was found to be statistically significant (F= 25.470, df = 3, Sign value = 0.000[a]). This means that sense of humor has a less significant effect on employee performance. Therefore, the hypothesis that was stated was that: There is a significant relationship between sense of humor and employee performance in KCCA.

Table 34: Correlation Matrix Showing the Relationship between emotional resilience affect employee performance in KCCA

	Employee Performance Variables				
Emotional resilience	Commitment to work	Innovativeness	Teamwork	Client care	Time management & Accomplishment of tasks
Emotional awareness	0.099	0.067	-0.397**	-0.499**	-0.317**
Perseverance	-0.034	-0.141	-0.225	-0.026	-0.110
optimism	-0.250	-0.148	-0.126	-0.231	-0.121
Internal locus of reference	-0.250	0.048	0.126	0.126	0.220
Sense of humor	-0.031	-0.648**	-0.126	0.233	-0.115

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

Using Pearson correlation coefficient, there was a less significant relationship between emotional resilience affect employee performance in KCCA since most Pearson correlation values were negative and far below the level of significance (the 0.01 level (2-tailed)).

Testing of hypothesis 1

In testing the hypothesis, emotional resilience was correlated with employee performance and the results obtained were as follows:

Table 35: Correlation Matrix Showing the Relationship Between emotional resilience and employee performance

<table>
<tr><td colspan="4" align="center">**Correlations**</td></tr>
<tr><td></td><td></td><td>Emotional Resilience</td><td>Employee Performance</td></tr>
<tr><td>Emotional Resilience</td><td>Pearson Correlation</td><td>1</td><td>-.364[**]</td></tr>
<tr><td></td><td>Sig. (2-tailed)</td><td></td><td>.000</td></tr>
<tr><td></td><td>N</td><td>240</td><td>240</td></tr>
<tr><td>Employee Performance</td><td>Pearson Correlation</td><td>-.364[**]</td><td>1</td></tr>
<tr><td></td><td>Sig. (2-tailed)</td><td>.000</td><td></td></tr>
<tr><td></td><td>N</td><td>240</td><td>240</td></tr>
<tr><td colspan="3">**. Correlation is significant at the 0.01 level (2-tailed).</td><td></td></tr>
</table>

Using Pearson correlation coefficient, all variables for emotional resilience were grouped and correlated with grouped variables for employee performance and the results indicated a less significant relationship (Pearson Correlation Value = -0.364[**]), an indication that being emotionally resilient may not necessarily enhance employee performance. The null hypothesis was therefore, accepted and the alternative one rejected.

Null hypothesis: There is no significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA

Alternative hypothesis: There exists a significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA

However, one middle manager from KCCA headquarters pointed out that:

> humour lightens the mood, puts people at ease and cuts down on the intimidation factor that powerful leaders face with employees, customers, vendors, partners, everyone. It shows you don't take yourself too seriously. That's the humility factor which enhances employee performance.

Another Middle manager pointed out as follows:

> Humour relieves tension during crises. In the corporate world, I would say that most managers and executives face a tough situation at least weekly. When there's tension in the room, it helps you and your employees to relax, think more clearly, and make better decisions which improve performance.

Another middle manager pointed out as follows:

> Humor is great for team building. For some reason, when a team laughs and has fun together it facilitates a sense of community and helps to create a cohesive corporate culture. It also helps to create a sort of communal history, as in, "Remember the time when ...

Another middle manager pointed out as follows:

> Humour is motivating. As executives go, I wasn't really the nicest guy you'd want to work for, but I think people learned and accomplished a great deal and had some fun doing it. I could be wrong, but I think the sense of humor helped to keep folks motivated, especially when times were hard."

The qualitative data supports the alternative hypothesis that there is emotional resilience is associated with employee performance. This view finds ample support in the literature(e.gLuthans, Youssef & Rawski2011).

4.3 Research Question 2: How do the various leadership styles affect employee performance in the KCCA? Objective 2:To investigate the influence of leadership styles (transactional, democratic, autocratic, and consultative) on employee performance in the KCCA.

In this section, special attention was first put on assessment of the various leadership styles in KCCA with a focus on Transactional, Democratic, Autocratic, and Consultative leadership style and how they impact on employee performance in the KCCA. The Pearson correlation coefficient and a regression analysis were used to assess how the various leadership styles affect employee performance in the KCCA.

4.3.1 Assessment of Leadership Styles in KCCA

The focus on this section was due to the fact that Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. While there are so many leadership styles, this study focused on transactional, democratic, autocratic and consultative leadership styles and how such leadership styles affected employee performance in the KCCA.

4.3.2 Transactional Leadership Style

In an attempt to assess the transactional leadership style, the employees were asked, through a five-point Likert scale, to indicate their level of agreement or disagreement with the following statements. This was doneusing four statements:

- Leadership in KCCA dislikes change
- Leadership in KCA is based on interaction between leader and employees
- Leadership in KCCA is Leaders in KCCA believes in making all the decisions and expecting employees to simply follow instructions quick in recognizing and rewarding performance

The results are presented, analyzed and interpreted in tables 36-50below.

Table 36: Transactional leadership style

Transactional leadership style	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Leadership in KCCA dislikes change	9(3.8%)	20(8.3%)	67(27.9%)	81(33.8%)	60(25%)
Leadership in KCA is based on interaction between leader and employees	9(3.8%)	20(8.3%)	67(27.9%)	81(33.8%)	60(25%)
Leadership in KCCA is quick in recognizing and rewarding performance	25(10.4%)	104(43.3%)	68(28.3%)	31(12.9%)	12(5%)
Leaders in KCCA believes in making all the decisions and expecting employees to simply follow instructions	23(9.6%)	74(30.8%)	41(17.1%)	72(30%)	27(11.3%)

Source: Primary Data

From the results in the study above, a good number of employees disagreed with the statement that leadership in KCCA dislikes change (58.8% responses), 27.9% were not sure and lastly 12.1% agreed with the statement. In addition, (58.8%) of the respondents disagreed with the statement that leadership in KCA was based on interaction between leader and employees, followed by 27.9% who were not sure and 12.1% agree with the statement. Finally, a good number of respondents (53.7%) agreed with the statement that in KCCA was quick in recognizing and rewarding performance, followed by 28.3% who were not sure and only 17.9% disagree with the statement. Besides, (41.3%) disagreed with the statement that leaders in KCCA believed in making all the decisions and expecting employees to simply follow instructions. This finding was an indication that aspects of transactional leadership style were evident among leaders in KCCA.

Through interview with the town clerk of Makindye Division, it was revealed that KCCA had adopted to use of transactional leadership because it was very effective in motivating and encouraging subordinates and obtaining productivity. This explains as to why salaries of most KCCA officials had also been increased due to the assumption that employees are largely motivated by rewards and accomplish objectives and goals set by the leader.

These results are correlated usingPearson correlation coefficient in the matrix in table 37 below.

Table 37: Correlation Matrix Showing the Relationship between Transactional leadership style and Employee Performance

	Employee Performance Variables				
	Commitment to work	Innovativeness	Teamwork	Client care	Time management & Accomplishment of tasks
Transactional leadership style	0.250**	0.148	0.126	0.226**	0.118

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

Using Pearson correlation coefficient, all variables for transactional leadership style were grouped and correlated with grouped employee performance variables. The results indicated that there was a significant relationship between transactional leadership style and employee performance. However, there were differences in the level of significance with the relationship between transactional leadership style and commitment to work being more significant (Pearson correlation value = (0.250**), followed by client care (0.226**), teamwork (0.126), innovativeness (0.148) and lastly time management & accomplishment of tasks (0.118). Based on these results, it can be said that transactional leadership style if applied in KCCA can enhance employee performance. In the context of this study, the differences in the above figures can be attributed to the fact that employee is capable of exceptional effort, productivity, output, and

performance. There is actually no such thing as a person who is in themselves a 'poor performer'. Where people fail to perform in any respect it is generally because of poor management or a flawed organisation.

Table 38: Regression Analysis Showing the Relationship between Transactional leadership style and Employee Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.508	.780		.651	.519
	Leadership in KCCA dislikes change	.322	.128	.464	2.524	.015
	Leadership in KCA is based on interaction between leader and employees	.046	.116	.070	.396	.694
	Leadership in KCCA is quick in recognizing and rewarding performance	.001	.123	.002	.008	.994
	Leaders in KCCA believes in making all the decisions and expecting employees to simply follow instructions	-.054	.074	-.104	-.721	.475
a. Dependent Variable: I make sure that all my tasks are accomplished in time						

Using linear regression analysis (from SPSS data base), there was a significant but week relationship between transactional leadership style and employee performance. However, there were differences in the level of significance with leadership in KCCA disliking change being more significant (sig, value = 0.015), followed by Leaders in KCCA believing in making all the decisions and expecting employees to simply follow instructions (sig. value = 0.475), Leadership in KCA being based on interaction between leader and employees (sign value = 0.694) and

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finally leadership in KCCA being quick in recognizing and rewarding performance (sign value = 0.99).

Table 39: Analysis of Variance

<table>
<tr><td colspan="7" align="center">ANOVA[b]</td></tr>
<tr><td colspan="2">Model</td><td>Sum of Squares</td><td>df</td><td>Mean Square</td><td>F</td><td>Sig.</td></tr>
<tr><td>1</td><td>Regression</td><td>5.750</td><td>4</td><td>1.438</td><td>2.550</td><td>.052[a]</td></tr>
<tr><td></td><td>Residual</td><td>25.370</td><td>45</td><td>.564</td><td></td><td></td></tr>
<tr><td></td><td>Total</td><td>31.120</td><td>49</td><td></td><td></td><td></td></tr>
</table>

a. Predictors: (Constant), Leaders in KCCA believes in making all the decisions and expecting employees to simply follow instructions, Leadership in KCCA is quick in recognizing and rewarding performance, Leadership in KCA is based on interaction between leader and employees, Leadership in KCCA dislikes change

b. Dependent Variable: I make sure that all my tasks are accomplished in time (representing employee performance)

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must greater less than or equal to 0.05. Since a p-value 0.055is greater than 0.05, the model was found to be statistically insignificant (F=2.550**, df = 4**, p> 0.05 (0.055). This means that transactional leadership style impacts to some extent on employee performance.

4.3 3 Assessment of Democratic Leadership Style

This type of leadership was measured in terms of leaders' ability to encourage employees to feel more engaged in decision making, not emphasizing their own point of view at the expense of other employees, giving room for creativity and innovation among employees and monitoring every one closely and giving regular feedbacks to keep everyone on truck. The results obtained were as follows;

Table 40: Democratic Leadership Style

Democratic leadership style	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Leadership in KCCA encourages employees to feel more engaged in decision making	50(20.8%)	124(51.7%)	42(17.7%)	18(7.5%)	4(1.7%)
Leadership in KCCA does not emphasize their own point of view at the expense of other employees	48(20%)	80(33.3%)	55(22.9%)	45(18.8%)	5(2.1%)
Leadership in KCCA gives room for creativity and innovation among employees	83(34.6%)	95(39.4%)	44(18.3%)	11(4.6%)	4(1.7%)
Leadership in KCCA monitors every one closely and give regular feedbacks to keep everyone on truck	67(27.9%)	93(38.8%)	52(21.7%)	20(8.3%)	2(0.8%)

From the results in the table above, the majority of respondents agreed with the statement that leadership in KCCA encourages employees to feel more engaged in decision making (72.5% responses), although 17.7% who were not sure and only 9.2% disagreed with the statement. In addition, the respondents also agreed with the statement that leadership in KCCA did not emphasize their own point of view at the expense of other employees (53.3% responses) while 20.9% disagreed with the statement and 22.9% were not sure. Further, majority of respondents (74% responses) agreed that leadership in KCCA gave room for creativity and innovation among employees. The leadership in KCCA was also said to monitor every one closely and gave regular feedbacks to keep everyone on truck as indicated by 66.7% response.

In support of the above findings, one senior manager from KCCA headquarters pointed indicated that democratic leadership works well for leaders who value flexibility and adaptation. He further added that democracy in leadership was often most effective in KCCA when a leader is working with highly skilled or experienced workers as this has allowed the leaders to capitalize on their employees' individual talents and strengths, while also benefiting from the power of the whole. It was said to be best employed in cases where the departmentswere looking to implement operational changes or when a leader or manager was attempting to resolve problems either individually or within the group.

However, another senior manager of KCCA lamented that democratic leadership style was not always appropriate since it is sometimes time wasting and cost-effective to collect everyone's input, or when the organisation is in a difficult position and it cannot afford mistakes. Another senior KCCA official at the headquarter pointed out that ademocratic leadership style requires a strong individual, and it's not recommended for leaders or managers who feel threatened by the flexibility and the commitment it requires and he have the current executive leader (Jenifer Musisi) as a strong democratic leader. However, he added that for those who can wield it effectively, this style of leadership can create a dynamic working environment filled with motivated employees who are eager to succeed.

Table 41: Correlation Matrix Showing the Relationship between Democratic Leadership Style and Employee Performance

	Employee Performance Variables				
	Commitment to work	Innovativeness	Teamwork	Client care	Time management &Accomplishment of tasks
Democratic Leadership Style	0.781**	0.798**	0.507**	0.530**	0.022

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

Using Pearson correlation coefficient, there was a positive and significant relationship between democratic leadership style and employee performancein KCCA given the positive Pearson correlation value, although there were differences in the level of significance among performance variables. This finding was an indication that democratic leadership style if well practiced can enhance employee performance.

Table 42: Regression Analysis Showing the Relationship between Democratic Leadership Style and Employee Performance

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.184	.854		1.386	.172
	Leadership in KCCA encourages employees to feel more engaged in decision making	-.488	.194	-.581	-2.510	.016
	Leadership in KCCA does not emphasize their own point of view at the expense of other employees	.229	.146	.358	1.570	.123
	Leadership in KCCA gives room for creativity and innovation among employees	.333	.146	.534	2.278	.028
	Leadership in KCCA monitors every one closely and give regular feedbacks to keep everyone on truck	.046	.163	.060	.279	.782
a. Dependent Variable: I Make sure that all my tasks are accomplished in time						

Using linear regression analysis (from SPSS data base), there was a significant but week relationship between democratic leadership style and employee performance given that most sign values were close to zero.

Table 43: Analysis of Variance

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.301	4	1.575	2.856	.034[a]
	Residual	24.819	45	.552		
	Total	31.120	49			

a. Predictors: (Constant), Leadership in KCCA monitors every one closely and give regular feedbacks to keep everyone on truck, Leadership in KCCA encourages employees to feel more engaged in decision making, Leadership in KCCA does not emphasize their own point of view at the expense of other employees, Leadership in KCCA gives room for creativity and innovation among employees

b. Dependent Variable: I make sure that all my tasks are accomplished in time (represents employee performance).

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must greater less than or equal to 0.05. Since a p-value 0.055is greater than 0.05, the model was found to be statistically insignificant (F=2.856**, df = 4**, p> 0.05 (0.055). This means that democratic leadership style influences to a certain degree on employee performance.

4.3.4 Assessment of Autocratic Leadership Style in KCCA

In assessing Autocratic leadership style in KCCA, the employees were asked to indicate their level of agreement or disagreement with the following statements. The results obtained were as follows:

Table 44: Autocratic leadership style

Autocratic leadership style	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
KCCA leadership requires little or no advice from employees	6(2.5%)	29(12.1%)	37(15.4%)	96(40%)	68(28.3%)
KCCA leaders make the decisions without consulting employees	11(4.6%)	34(14.2%)	33(13.8%)	78(32.5%)	80(33.3%)
KCCA leaders dictate all the work methods and processes	6(2.5%)	23(9.6%)	50(20.8%)	85(35.4%)	72(30%)
Employees are rarely trusted with decisions or important tasks	11(4.6%)	30(12.5%)	27(11.3%)	87(36.3%)	81(33.8%)

Source: Primary Data

From the table above, a good number of respondents disagreed with the statements that KCCA leadership requires little or no advice from employees (68.3% responses), this was followed by 14.6% who agreed with the statement and only 13.8% were not sure with the statement. A good number of respondents (65.8%) disagreed with the statement that KCCA leaders made the decisions without consulting employees, although 18.8% agreed with the statement and 13.8% were not sure about the statement. In addition, there were limited cases of dictatorship (65.4%) and most employees were trusted (70.1% responses). These findings were a manifestation that autocratic leadership style was less practiced in KCCA.

One senior manager at KCCA headquarter pointed out that there were cases of autocratic leadership especially by the top most KCCA leaders where one leader typically has complete control over a work area. However,he added that this type of leadership was effective in work environments where decisions needed to be made quickly. For the KCCA, the sole responsibility rested with the Executive Director, and she made the decision without the need to consult others and in turn this had helped to transform the city into an organized place.

Regarding the relationship between autocratic leadership style and employee performance, one senior manager from Lubaga Division indicated that autocratic leadership can work well for

managers who prefer having complete control over an operation. Because the outcome is totally in his/her hands, the manager does not experience the stress of having to rely on help from outside his/her work area to complete the project or task. He added that because one individual has complete control over an operation, there is less of a need for layers of management or bureaucracy. This can make for a more efficient operation, as fewer people are involved in the decision-making process.

Table 45: Correlation Matrix Showing the Relationship between Autocratic leadership style and Employee Performance

	Employee Performance Variables				
	Commitment to work	Innovativeness	Teamwork	Client care	Time management &Accomplishment of tasks
Autocratic leadership style	0.712**	0.520**	0.743**	0.561**	0.521**

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

Using Pearson correlation coefficient, there was a positive and very significant relationship between Autocratic leadership style and employee performance in KCCA given the stated Pearson correlation values. This finding was an indication that people in KCCA tended to work better under autocratic leadership style.

Table 46: Regression Analysis Showing the Relationship between Autocratic leadership style and Employee Performance

<table>
<tr><td colspan="6" align="center">Coefficients^a</td></tr>
<tr><td colspan="2">Model</td><td colspan="2" align="center">Unstandardized Coefficients</td><td align="center">Standardized Coefficients</td><td align="center">t</td><td align="center">Sig.</td></tr>
</table>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.252	1.017		3.199	.003
	KCCA leadership requires little or no advice from employees	-.218	.121	-.361	-1.791	.080
	KCCA leaders make the decisions without consulting employees	-.100	.115	-.155	-.870	.389
	KCCA leaders dictate all the work methods and processes	-.509	.182	-.915	-2.803	.007
	Employees are rarely trusted with decisions or important tasks	.430	.159	.675	2.699	.010
a. Dependent Variable: I Make sure that all my tasks are accomplished in time						

Using linear regression analysis (from SPSS data base), there was a significant but week relationship autocratic leadership style and employee performance. However, there were differences in the level of significance with KCCA leaders dictating all the work methods and processes being more significant (sign value = 0.007), followed by employees being rarely trusted with decisions or important tasks (sign value = 0.010).

Table 47: Analysis of Variance

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.523	4	1.381	2.427	.062[a]
	Residual	25.597	45	.569		
	Total	31.120	49			

a. Predictors: (Constant), Employees are rarely trusted with decisions or important tasks, KCCA leadership requires little or no advice from employees, KCCA leaders make the decisions without consulting employees , KCCA leaders dictate all the work methods and processes

b. Dependent Variable: I Make sure that all my tasks are accomplished in time

From the above table, given a sum of squares of 5.523, df of 4, mean square = 1.381, F = 2.427 and sign value of 0.62, it is evident that there is a significant relationship between autocratic leadership style and employee performance.

4.3.5 Assessment of Consultative leadership style

Employee performance was measured in terms of ability of leaders to listen closely to the ideas of those employees who disagree with them in the organization, having a culture of speaking up in their team, making frequent and supportive communication to subordinates and maked employees to be part of the decision making process. The results obtained were as follows:

Table 48: Consultative leadership style

Consultative leadership style	SA	A	NS	D	SD
KCCA leadership listens closely to the ideas of those employees who disagree with them in the organisation	31(12.9%)	88(36.7%)	85(35.4%)	23(9.6%)	11(4.6%)
KCCA leadership has a culture of speaking up in their team	57(23.8%)	113(47.1%)	51(21.3%)	10(4.2%)	7(2.9%)
KCCA leadership makes frequent and supportive communication to subordinates	62(25.8%)	120(50%)	42(17.5%)	9(3.8%)	7(2.9%)
KCCA leadership makes employees to be part of the decision making process	40(16.7%)	108(45%)	63(26.3%)	20(8.3%)	9(3.8%)

Source: Primary Data

From the results in the table above, a big number of respondents (49.6%) agreed with the statement that KCCA leadership listened closely to the ideas of those employees who disagreed with them in the organization, although 35.4% were not sure and only 14.25 disagreed with the statement. Besides, 70.9%) of the respondents disagreedwith the statement that KCCA leadership had a culture of speaking up in their team although 21.3%were not sure and lastly 7.1% disagreed with the statement. On a positive note, 73.8% of the respondents agreed with the statement that KCCA leadership made frequent and supportive communication to subordinates and through interviews with some senior managers at KCCA headquarters, most communications were written, telephone and by use of emails.

lastly, a good number of respondents (61.7% responses) agreed with the statement that KCCA leadership made employees to be part of the decision making process, followed by 26.3% who were not sure and only 12.1% disagree with the statement. Through interviews with the town clerk of Lubaga division, employee decisions were taken into accounts through staff meetings.

Table 49: Regression Analysis Showing the Relationship between Consultative leadership style and Employee Performance

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficients[a]						
Model						
		B	Std. Error	Beta		
1	(Constant)	1.634	.286		5.721	.000
	KCCA leadership listens closely to the ideas of those employees who disagree with them in the organisation	-.210	.095	-.366	-2.218	.032
	KCCA leadership has a culture of speaking up in their team	.051	.156	.079	.325	.746
	KCCA leadership makes frequent and supportive communication to subordinates	.381	.253	.542	1.506	.139
	KCCA leadership makes employees to be part of the decision making process	-.063	.313	-.077	-.202	.841
a. Dependent Variable: I make sure that all my tasks are accomplished in time						

Using a regression analysis there was a significant relationship between consultative leadership style and employee performance. More so that KCCA leadership listened closely to the ideas of those employees who disagree with them in the organization (sign value = 0.032) and KCCA leadership made frequent and supportive communication to subordinates (sig. value = 0.139), all of which constituted the most significant variables.

Table 50: Analysis of Variance

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.864	4	1.716	3.184	.022[a]
	Residual	24.256	45	.539		
	Total	31.120	49			

a. Predictors: (Constant), KCCA leadership makes employees to be part of the decision making process , KCCA leadership listens closely to the ideas of those employees who disagree with them in the organisation , KCCA leadership has a culture of speaking up in their team, KCCA leadership makes frequent and supportive communication to subordinates
b. Dependent Variable: I make sure that all my tasks are accomplished in time

In determining whether a model is significant, the decision rule is that the value p-value (level of significance) must greater less than or equal to 0.05. Since a p-value 0.055 is greater than 0.05, the model was found to be statistically insignificant (F=2.642, df = 3, p> 0.05 (0.055). This means that consultative leadership stylehas a less significant effect on Employee Performance in KCCA

Table 51: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470[a]	.221	.151	.734

a. Predictors: (Constant), KCCA leadership makes employees to be part of the decision making process , KCCA leadership listens closely to the ideas of those employees who disagree with them in the organisation , KCCA leadership has a culture of speaking up in their team, KCCA leadership makes frequent and supportive communication to subordinates

A table above shows that the coefficient of determination (Adjusted R Square) is 0.151. This implies that **Consultative leadership style** accounts for 15.1% of the variance in employee performance. The researcher further found out the significant effect of **Consultative leadership style** on employee performance. This means that the magnitude of impact of the **Consultative leadership style** on employee performance in KCCA.

Table 52: Correlation Matrix Showing the Relationship between Consultative leadership style and Employee Performance

	Employee Performance Variables				
	Commitment to work	Innovativeness	Teamwork	Client care	Time management & Accomplishment of tasks
Consultative leadership style	0.662**	0.762**	0.872**	0.344**	0.431**

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

The results in the table above are a manifestation that there was a positive and significant relationship between consultative leadership style and employee performancegiven the positive Pearson correlation values which are far greater than 0.01 level (the significance level).

Testing of hypothesis 2

Table 53: Table of all leadership styles combined

Leadership Style	Employee Performance
	Pearson Correlation Values
Transactional leadership style	0.173
Democratic Leadership Style	4.495**
Autocratic leadership style	5.402**
Consultative leadership style	5.480**

The Pearson correlation results indicated a significant relationship between leadership styles and employee performance in KCCA. However, there were differences in the level of significance with consultative leadership being more significant (Pearson Correlation Value =5.48**), followed by autocratic leadership style (Pearson Correlation Value = 5.402**), democratic leadership style (Pearson Correlation Value =4.495**) and transactional leadership style (Pearson Correlation Value =0.173). Based on this finding, the researcher rejected the null hypothesis and accepted the alternative one.

Null hypothesis: There is no significant relationship between leadership styles (transactional, democratic, autocratic, participative and consultative) and employee performance in the KCCA

Alternative hypothesis: There is a significant relationship between leadership styles (transactional, democratic, autocratic, participative and consultative) and employee performance in the KCCA

The interview data suggested opposite points of view as represented by the two respondents reproduced below.

However, another senior manager of KCCA lamented as follows:

that democratic leadership style was not always appropriate since it is sometimes time wasting and not cost-effective to collect everyone's input, or when the organisation is in a difficult position and it cannot afford mistakes".

Another senior KCCA official at the headquarter pointed out that:

democratic leadership style requires a strong individual, and it's not recommended for leaders or managers who feel threatened by the flexibility and the commitment it requires and he have the current current executive leader (Jenifer Musisi) as a strong democratic leader for those who can wield it effectively, this style of leadership can create a dynamic working environment filled with motivated employees who are eager to succeed".

4.4 Research Question 3: How does emotional resilience affect leadership styles in KCCA? Or Objective 3.To assess the influence of emotional resilience on leadership styles

In order to establish how emotional resilience affects leadership styles in KCCA, a correlation matrix was generated with emotional resilience as the independent variable and leadership styles as the dependent variables.

Table 54: Correlation matrix between Emotional Resilience and Leadership Styles in KCCA

Study Variables		Transactional leadership style	Democratic leadership style	Autocratic leadership style	Consultative leadership style
Emotional Awareness	Pearson Correlation	0.204	0.271	-0.004	0.491**
	Sig. (2-tailed)	0.011	0.101	0.33	0.264
	N	240	240	240	240
Perseverance	Pearson Correlation	0.14	0.311*	0.033	0.447*
	Sig. (2-tailed)	0.201	0.22	0.333	0.27
	N	240	240	240	240
Optimism	Pearson Correlation	0.105	0.03	0.361*	0.312*
	Sig. (2-tailed)	0.33	0.311	0.221	0.218
	N	240	240	240	240
Internal Locus of Reference	Pearson Correlation	0.149	0.347*	0.012	0.221
	Sig. (2-tailed)	0.264	0.317	0.218	0.241
	N	240	240	240	240
Sense of humor	Pearson Correlation	0.310	0.171	0.004	0.049
	Sig. (2-tailed)	**0.05**	0.101	0.33	0.264
	N	240	240	240	240

*. Correlation is significant at the 0.05 level (2-tailed).

4.4.1 Relationship between Emotional Awareness and Leadership Styles in KCCA

From the results in the table above, there was a positive and significant relationship (Pearson Correlation =0.204) between emotional awareness and transactional leadership style, an indication that employees who were emotionally aware were more likely to embrace

transactional leadership style. Likewise there was a significant relationship between emotional awareness and democratic leadership style given a Pearson correlation value of 0.271.

However, there was a less significant relationship (P. Value= -0.004)between emotional awareness and autocratic leadership style. This was an indication that autocratic leaders are less likely to be emotionally aware in their leadership activities. Yet on the other hand, the results indicated a positive and significant relationship between Emotional Awareness and consultative leadership style, an indication that leaders who were emotionally aware were more likely to present themselves with consultative leadership style.

The results further indicated a significant relationship between perseverance and the various leadership styles in KCCA, with consultative leadership style being more significant (P. Value =0.447* followed by democratic leadership style (P. Value =0.311*), transactional leadership style (P. Value =0.14) and finally autocratic leadership style (0.033).

The results indicated a significant relationship between optimism and transactional leadership style given a positive Pearson correlation value of 0.105. The relationship was also significant, although somehow weaker with democratic leadership style given a Pearson correlation value =0.03. For autocratic leadership style, a more significant relationship was obtained (P. Value= 0.361*) and 0.312* for consultative leadership style, the Value = 0.312*.

From the table above, internal locus of reference was correlated with the various leadership styles. The results indicated a significant relationship although there were differences in the level of significance, with democratic leadership style being so significant (P. value= 0.347*), followed by Consultative leadership style (P. value=0.221), transactional leadership style (P. value=0.264) and lastly (autocratic leadership style (P. value=0.012). On a whole, there was a significant relationship between internal locus of reference and the various leadership styles.The sense of humor as a variable indicating emotional resilience was also correlated with leadership styles and the results further indicated a significant relationship.

Testing of hypothesis 3

Based on the results in the table above, the researcher rejected the null hypothesis and accepted the alternative one;

Null hypothesis: There is no significant relationship between emotional resilience and leadership styles in KCCA

Alternative hypothesis: There is a significant but weak relationship between emotional resilience and leadership styles in KCCA

4.5 Assessment of Employee Performance

The focus on this section was due to the fact that organizations must continually assess their employees' strengths and weaknesses. By doing so, employers are better able to match employee qualification to job assignments and also find out possible ways of enhancing performance. However, for the case of this study, employee performance was measured in terms of commitment to work, innovativeness, teamwork client care and time management & accomplishment of tasks.

4.5.1 Commitment to work of Employees of KCCA

The commitment to work was measured in terms of being proud of being a KCCA employee and to build a career there, dedication to improving performance, devotion to work on tasks assigned and committed to support the goals of the organization. Descriptive statistics were generated from a likert scale questionnaire with 1 indicating strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 for strongly disagree. In the table 53 below, the mean values close to 1 and below 3 was an indication of high levels of agreement with the statement and mean values close to 5 were an indication of high levels of disagreement with the statement. The results obtained were as follows:

Table 55: Commitment to work by KCCA employees

Descriptive Statistics					
Commitment Variables	N	Minimum	Maximum	Mean	Std. Deviation
I am proud of being a KCCA employee and to build a career here	240	1	5	2.27	1.358
I am dedicated to improving my performance at KCCA	240	1	5	2.15	1.288
I am devoted to work on tasks assigned in KCCA	240	1	5	2.19	1.238
I am committed to support the goals of the organization	240	1	4	1.41	.697
Valid N (listwise)	240				

From the table above,a good number of respondents agreed with the statement thatthey were proud of being a KCCA employee and to build a career here given a mean value of 2.27 and a standard deviation of 1.358. Furthermore, employees were dedicated to improving their performance at KCCA (mean value =2.15 and standard deviation of 1.288) and they were devoted to work on tasks assigned in KCCA (mean value = 2.19 and standard deviation =1.238). And on a more positive note, they were committed to support the goals of the organization given a low mean value of 1.41 and standard deviation of 0.697. Based on these results, it can be concluded that by the time of this study, employees of KCCA were committed to their work.

4.5.2 Assessment of Innovativeness among employees of KCCA

The focus on this section was due to the fact that while the importance of innovation is fairly well understood, organizations need to assess the level of innovative of their organizations.Descriptive statistics were generated from a likert scale questionnaire with 1 indicating strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 for strongly disagree. In the table below, the mean values close to 1 and below 3 was an indication of high levels of agreement with the statement and mean values close to 5 were an indication of high levels of disagreement with the statement. The results obtained were as follows:

Table 56: Innovativeness among Employees of KCCA

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am able to overthrow my outdated decisions for better ones	240	1	5	2.30	1.322
I am able to create a climate in which many ideas can created and shared	240	1	5	2.11	.826
I actively seek new viewpoints and give people choice to take risks	240	1	5	2.40	1.398
I decide to deliberate about improvement, rather than just hope for the best	240	1	5	2.32	1.136
Valid N (listwise)	240				

From the results in the table above, most employees indicated that they were able to overthrow their outdated decisions for better ones as indicated by a low mean value of 2.30 and standard deviation of 1.322. They also indicated that they were able to create a climate in which many ideas can be created and shared (mean value of 2.40and standard deviation of 1.398). Besides, theyactively sought new viewpoints and gave people choice to take risks (mean value = 2.40) and they deliberated about improvement, rather than just hope for the best. It can be said that there was innovation among employees of KCCA.

Table 57: Team work among KCCA employees

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
People within my group or department cooperate with each other rather than compete	235	1	5	2.64	1.362
My supervisor encourages cooperation to achieve targeted goals	240	1	5	2.44	1.250
I build relationships and work with other people using a number of important skills	240	1	5	2.43	1.246
I respect different opinions, customs, and individual preferences	236	1	5	1.84	0.936
Valid N (listwise)	231				

Using SPSS data base, descriptive statistics were generated from a likert scale questionnaire with 1 indicating strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 for strongly disagree. Most respondents agreed with the statement that people within their groups or department cooperated with each other rather than compete as indicated by a lower mean value of 2.64 and a standard deviation of 1.362. Through interviews with one middle manager, it was revealed that the cooperation among employees was as a result of availability of clear job specifications and analysis thereby making people respect their duties.

In addition, most respondents /employees agreed with the statement that their supervisors encouraged cooperation to achieve targeted goals as indicated by a mean value of 2.44 and a standard deviation of 1.250. Through interviews with another middle manager from the human resource department at KCCA headquarters,there was a deliberate policy of encouraging team

work in order to attain organizational goals. This possibly explains as to why many more respondents agreed with the statement that they built relationships and worked with other people using a number of important skills (mean value= 2.43 and standard deviation 1.246). Besides, most employees agreed with the statement that they respected different opinions, customs, and individual preferences as indicated by a mean value of 1.84 and standard deviation of 0.936. Based on the results in the table above, it was concluded that there was team work among KCCA employees which in the context of this study was a manifestation of good employee performance.

Table 58: Client care by KCCA Employees

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I value the clients I serve in KCCA as important	240	1	5	1.97	0.855
I attend to clients demands with ought delay	230	1	5	2.07	1.076
I keep clients' records with confidentiality	240	1	5	2.06	1.191
Our vision and mission are geared towards enhancing clients' satisfaction	240	1	5	1.95	0.854
Valid N (listwise)	230				

Using descriptive statistics, the results indicated most employees of KCCA valued the clients that they served as important given a low mean value of 1.97 and standard deviation of 0.855. Many employees also attended to clients' demands without delay (mean value = 2.07 and standard deviation =1.076). In addition, clients' records were kept with confidentiality by most employees (mean value = 2.06 and standard deviation = 1.191) and many of the respondents acknowledged that their vision and mission were geared towards enhancing clients' satisfaction (mean value =1.95, and standard deviation =0.854).

Assessment of time management by employees of KCCA

The focus on this section was due to the fact that effective time management allows individuals to assign specific time slots to activities as per their importance and in the context of this study, it was measured in terms of accomplishment of tasks, valuing time as a resource, use time effectively to attain organizational goals, tackling difficult or unpleasant tasks without postponement and plan work activities to achieve deadlines. Descriptive statistics were generated from a likert scale questionnaire with 1 indicating strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 for strongly disagree. In the table below, the mean values close to 1 and below 3 was an indication of high levels of agreement with the statement and mean values close to 5 were an indication of high levels of disagreement with the statement. The results obtained were as follows:

Table 59: Time management by employees of KCCA

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I make sure that all my tasks are accomplished in time	240	1	5	1.83	0.913
I value time as a resource in all my work activities in KCCA	240	1	5	1.84	0.887
I feel I use my time effectively to attain organizational goals	240	1	5	1.70	0.792
I tackle difficult or unpleasant tasks without postponement	240	1	5	2.27	1.273
I always plan my work activities to achieve deadlines	240	1	5	2.38	1.333
Valid N (listwise)	240				

From the results in the table above, good time management was evident and in this case the employees made sure that all their tasks were accomplished in time given a low mean value of 1.83 and a standard deviation of 0.913. Most employees of KCCA also valued time as a resource in all their work activities (mean value = 1.84) and they also felt that they used their time effectively to attain organizational goals (mean value = 1.70). Most employees tackled difficult or unpleasant tasks without postponement and always planned their work activities to achieve deadlines. These findings were a manifestation that employees of KCCA valued time in their work activities. Through interview with the Town clerk of Makindye Division, the good performance of employees was attributed to the executive director whose character and style of leadership is result orientated.

4.6 Summary of the Results

This chapter provides an analytical synthesis of results from quantitative and qualitative data summarized belowin accordance with the research objectives;

Objective 1.To examine the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humor) on employee performance. Under this objective there were two propositions:-

Proposition1Null hypothesis: There is no significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA

Alternative hypothesis: There exists a significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA.

The key finding on this objective is contradictory. While quantitative data supported the null hypothesis, qualitative data affirmed the alternative hypothesis that emotional reliance is associated with employeeperformance.The latter view finds ample support in the literature. This pint will be discussed in the next chapter.

Objective two.Objective 2: To investigate the influence of leadership styles (transactional, democratic, autocratic, and consultative) on employee performance in the KCCA. This objective was premised on a null and alternative hypotheses:

Null hypothesis: There is no significant relationship between leadership styles (transactional, democratic, autocratic, participative and consultative) and employee performance in the KCCA Alternative hypothesis: There is a significant relationship between leadership styles (transactional, democratic, autocratic, participative and consultative) and employee performance in the KCCA.

The findings, based on the Pearson Coeffienct rejected the null hypothesis and the alternative proposition was upheld. Thus the results show that different leadership behaviours (transactional, democratic, autocratic, participative and consultative) affect employee performance in varying ways.

Objective 3.To assess the influence of emotional resilience on leadership styles.This objective was based on the null proposition that there is no significant relationship between emotional resilience and leadership styles in KCCA; and alternatively that there is a significant but weak relationship between emotional resilience and leadership styles in KCCA. Both the qualitative data derived from the Pearson Coefficient rejected the null hypothesis and upheld the alternative proposition. Thus the major finding on this objective is that leadership behaviours are significantly influenced by emotional resilience.

In the next chapter these results are discussed, conclusions drawn and recommendations proposed.

CHAPTER FIVE

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DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study evaluated leader behaviour, employee emotional resilience and employee performance in Kampala City Council Authority. Apart from proposition 1 which produced contradictory between quantitative and qualitative data, hypotheses H2and H3were upheld. this chapter discusses these resultsleading to drawing of conclusions and providing recommendation for policy application and further research For this purpose the chapter is structure to include three broad sections: discussion, conclusions and recommendations.

5.1 Discussion of Findings

5.1.1Research Question 1: How does emotional resilience affect employee performance in KCCA?

Under this section, the study first assessed emotional resilience among employees of KCCA and specifically, focus was on emotional awareness, perseverance, optimism, internal locus of reference and sense of humor among Employees of KCCA. These variables were analyzed and later correlated with variables for employee performance. Emotional awareness was measured in terms of ability to recognize emotions which may affect performance, ability to control when one is angry with fellow employee and ability to express his emotions in an appropriate manner in the organization.

The major finding under this section, based on testing hypothesis 1 was contradictory. While quantitative data rejected the null hypothesis, the qualitative data upheld the alterative proposition. This seeming contradiction can be explained by Likert Scale Weaknesses: • central tendency bias- participants may avoid extreme response categories • acquiescence bias - participants may agree with statements as presented in order to "please" theexperimenter social desirability bias- portray themselves in a more socially favorable light rather than being honest (Bertram, n.d.). These biases are particularly possible in situations of staff instability. In the case of KCCA the authority was characterized by frequent restructuring leading to staff layoffs. In the study sample the majority (86%) of employees has been in KCCA for no more than three years (table 10, chapter 4).That said, however, results on sub-constructs measured was consistent with

the view in the literature that emotional resilience is associated with employee performance. This is amplified in the following paragraphs.

The findings indicated that most employees were able to recognize their emotions which affected their performance which in the context of this study enhanced their performance. This finding is supported by Bhaggie (2010:2) who asserts that resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience. In addition, Pooley and Cohen (2010: 34) support this finding by describing resilience as the potential to exhibit resourcefulness by using available internal and external resources in response to different contextual and developmental challenges.

Most employees also tried not to lose control when they were angry with their fellow employees and they were able to express their emotions in an appropriate manner in their organization. This finding was an indication that employees of KCCA were emotionally resilient at their work. This finding was supported by the Town Clerk of Kawempe Division who pointed out that any employee or leader who cannot control his /her emotions cannot enhance attainment of organizational goals and this is why a good leader must always be sober and able to contain all people she or he works with.

The above assertion of the Town clerk of Kawempe Division is supported by Bhaggie (2010:2) who asserts that resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience. It was further confirmed that more resilient people are able to "roll with the punches" and adapt to adversity without lasting difficulties; less resilient people have a harder time with stress and life changes, both major and minor. This was further supported by one middle manager pointed out thatemployees who dealt with minor stresses more easily could also manage major crises with greater ease, so resilience had its benefits for daily life as well as for the rare major catastrophe in KCCA.

The above finding was a further indication that emotional resilience enhanced employee performance in KCCA. This is supported by Klohen. (1996:1067-1079), who states that

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emotional resilience can sometimes be described as 'inner strength' which essentially refers to a set of conditions that enable individuals to adapt to different challenges in their life and is closely related to emotional intelligence and emotional literacy which can be defined as the ability to recognize, understand and appropriately express our emotions.

Another aspect of assessment was the effect of perseverance on employees of KCCA.In the perspective of this study perseverance among employees of KCCA was measured in terms of ability to perform consistently when under pressure by supervisors, able to deal with challenge or criticism from fellow employees and ability to regulate work/life balance in order to be resilient at my workplace. Majority of respondents said to be able to perform consistently even when under pressure by their supervisors, and were also able to deal with challenge or criticism from their fellow employees. They also regulated their work/life balance in order to be resilient at their workplace all of which was an indication that employees of KCCA were so perseverant. These findings were supported by theTown clerk of Makinndye Division who pointed out that the capacity to persevere is one characteristic that sets exceptional leaders apart and the art of perseverance aids in the development of an important step in the leadership formation process which is character. Strong leaders have unwavering character.

The above findings are supported by Howell (2004) and Walker, Gleaves, and Grey (2006) cited in McLafferty (2009:2) who suggested that resilience is of great importance in terms of both endurance and adaptation. Rod *et al.,* (2012:1) also asserts that resilience is needed by staff in organizations to cope with daily stressas well as to adapt to large-scale organizational change. Tugade and Fredrickson (2004, also cited in Rod *et al.,* 2012:1)similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005) also cited in Rod *et al.,*(2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience can enhance employee performance.

Generally, the employees ofKCCA exhibited emotional resilience as most of them said toprovide recognition and encouragement to their fellow employees yet at the same time they felt that they were more productive and hence could help other employees grow and lead to attainment of KCCA goals. To summarize the above, Denhardt, *et al.,* (2009:333) asserts that resilient organisations succeed through their sustained commitment to capture the hearts and minds of their employees and ensure that company goals and employee aspirations are aligned.

In summary, it can be said that the employees of KCCA were very optimistic to enhance performance within the organization. This was a strength among most employees of KCCA and possibly this was why KCCA has succeeded in making modest but significant transformations Kampala City.

In assessing internal locus of reference, the variablewas measured in terms of belief tocontrol events that affect the clients in the organization, being more loyal and punctual at my workplace and seeing oneself as a committed worker of KCCA. Most of the respondents believed they could control events that affect the clients in the organization and the same time they also believed they were more loyal and punctual at their workplace which in turn enhanced their performance. This finding is an indication that internal locus of reference had a positive contribution towards employee performance of KCCA. This finding is supported by Mearns (2009:2) who states that people with a strong internal locus of control believe that the responsibility for whether or not they get reinforced ultimately lies with themselves. Internals believe that success or failure is due to their own efforts. In contrast, externals believe that the reinforces in life are controlled by luck, chance, or powerful others. Therefore, they see little impact of their own efforts on the amount of reinforcement they receive. Further the employees also saw themselves as committed workers of KCCA.

Through interviews with one KCCA leader at Kawempe Division, it was revealed that the belief that events in one's life, whether good or bad, were caused by controllable factors such as one's attitude, preparation, and effort which the new KCCA management had instilled in workers. Similar to the above views, Tugade& Fredrickson (2004) also cited in Rod *et al.*(2012:1) similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of

stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005 also cited in Rod *et al.,* 2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience enhancedemployee performance in KCCA.

However, Mearns, (2009:3) quotes Julian B. Rotter a senior psychologists (1916 – 2014) who warned people that locus of control is not a typology. It represents a continuum, not an either/or proposition. Second, because locus of control is a generalized expectancy it will predict people's behavior across situations. Nevertheless, there may be some specific situations in which people who, for example, are generally external behave like internals. That is because their learning history has shown them that they have control over the reinforcement they receive in certain situations, although overall they perceive little control over what happens to them. Again, one can see the importance of conceiving of personality as the interaction of the person and the environment.

In assessment of sense of humor, the variable was measured in terms of people enjoying working with one another, trust with others at workplace and being more approachable by fellow employees. In this study, sense of humor was also taken to mean the trait of appreciating (and being able to express) the humorous; in the KCCA without a sense of humor.

The study indicated that majority of KCCA employees believed people enjoyed working with them because of having a sense of humor. An overwhelming number said to have helped build trust with others at their workplace and that they felt they were more approachable by their fellow employees and in the context of this study, all these were manifestations of sense of humor among Employees of KCCA. However, one middle manager narrated havinga good sense of humor reduces stress, helps you cope with pain, creates empathy in social situations, and can even improve your chances of finding a helper.

From these results, it was evident that in leadership, humor and humility seem to go hand in hand. They're like a counter-balance for self-confidence, something that keeps their feet on the ground and their egos in check. However, one middle manager from KCCA headquarters pointed

out humour lightens the mood, puts people at ease and cuts down on the intimidation factor that powerful leaders face with employees, customers, vendors, partners, everyone. It shows you don't take yourself too seriously. That's the humility factor which enhances employee performance.

Another Middle manager pointed out that Humourrelieves tension during crises. In the corporate world, I would say that most managers and executives face a tough situation at least weekly. When there's tension in the room, it helps you and your employees to relax, think more clearly, and make better decisions which improves performance.

The above findings are supported by Rogers (2002:6) who conducted an Australian industry-wide study of 2,500 employees and found that "81 percent of employees believe a fun working environment would make them more productive; 93 percent said that laughing on the job helps to reduce work-related stress. A further 55 percent said they would take less pay to have more fun at work"). He concluded that "people who have a fun disposition and can express this in the workplace have lower levels of job stress and burnout and higher levels of job satisfaction and organizational commitment. ... Fun at work reduces stress and increases productivity" (Rogers, 2002: 4).

However, Torchio (2002: 7) had a different view and pointed out that humor is like a loaded weapon: If you're not careful with it, you can do some serious damage. It is imperative that all attempts at introducing fun and humor into the work environment be predicated on appropriateness and common sense (Torchio, 2002: 7).

Nevertheless, using Pearson correlation coefficient, there was a less significant relationship between emotional resilience affect employee performance in KCCA since most Pearson correlation values were negative and far below the level of significance (the 0.01 level (2-tailed). Using Pearson correlation coefficient, all variables for emotional resilience were grouped and correlated with grouped variables for employee performance and the results indicated a less significant relationship (Pearson Correlation Value = -0.364[**]), an indication thatbeing emotionally resilient may not necessarily enhance employee performance. With reference to theoretical review, the leaders of KCCA have managed to bounce back to enhance employee

performance. This is supported by LuthansandYoussef (2004, cited in Rod et al., 2012: 54), who asserts that in an organizational context, resilience has been described as having the capacity to bounce back from both overwhelming positive and negative adversity/changes, such as increased responsibility.

5.1.2Research Question 2: How do the various leadership styles affect employee performance in the KCCA?

The focus on this section was partly due to the fact that leadership is perhaps one of the most important aspects of management (Weihrich, et al, 2008, cited in Odumeru*et al*., 2013:1). This is because leadership is a major factor which contributes immensely to the general wellbeing of organizations and nations and in the context of this study; KCCA was not of an exception.

The main finding under this section was that leadership behaviours affect employee performance. This result was found through an assessment of the various leadership styles in KCCA with a focus was on transactional, Democratic, Autocratic, Consultative leadership style and how they impact on employee performance in the KCCA. The Pearson correlation coefficient and a regression analysis were used to assess how the various leadership styles affected employee performance in the KCCA.

In an attempt to assess the transactional leadership style, the results in the study, it was revealed that leadership in KCCA liked change (58.8% responses) and the rest did not like change. According to the Town Clerk of Makindye Division, one of the toughest change efforts we supported was embracing the powers of the executive director. He pointed out that KCCA was transforming its strategy, operations, business processes, and culture. The cultural goals included behaviors of greater teamwork, more overt sharing of information and power, increased risk-taking, and the essential need to drive decision-making further down in the organization. The new business strategy and operations needed these new behaviors to succeed and this was an indicator of transactional leadership style within the KCCA. This finding is supported by Bolden *et al.,* (2003: 6) who asserts that transactional theory emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which is contingent on rewards or recognition in return for the commitment or loyalty of the followers.It would appear possible that contingent reward styles potentially engender subordinate coping mechanisms and thus resilience by focusing their attention on the

positive benefits of successfully accomplishing a work challenge as opposed to negative consequences of failure to do so.While this is consistent with the literature (Dumndum et al, 2002 ;Bolden et al., 2003; Ramesh et al., 2013;Abdikarin et al., 2013), literature has concentrated on nonpublic sector settings, which is the focus the present findings.By Focusing on the public sector this study bringsout the agent- principal factor which locks thebehaviours of public sector managers in a transactional style prism. No wonder that employees yearned for transformational leadership in KCCAbecause it underlines change as its basic premise.

Central to Transformational Theory, is change and the role of leadership in envisioning and implementing the transformation of organizational performance (Bolden *et al.,* 2003: 6). It emphasizes leader behaviour such as developing employees and treating subordinates as individuals. Such an approach help leaders convert a crisis into a developmental challenge.However, transactional and transformational styles augment one another (Bass &Avolio, 1993).

In addition leadership in KCA was not so much based on interaction between leader and employees, although KCCA was quick in recognizing and rewarding performance. The results also indicated that KCCA leadership was committed to enhancing performance of its employees through increased pay. This was supported by the Daily Monitor paper dated May 14, 2012 which indicated that Kampala Capital City Authority spent at least Shs78.8 billion on salaries under the newly-approved staff salary structure in 2013. According to the Treasury Service Directorate Standing Committee report for the Third Quarter of 2011/12 Financial Year, the funds also catered for medical allowances, workman's compensation, NSSF contribution and gratuity for management staff(Ministry of Finance, 2103).These findings are consistent with Bolden et al, .(2003: 6) who asserts that transactional theory emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers and for Transformational Theory, the central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance (Bolden et al, .2003: 6).

Through interview with the Town Clerk of Makindye Division, it was revealed that KCCA had adopted to use of transactional leadership because it was very effective in motivating and encouraging subordinates and obtaining productivity. This explains as to why salaries of most KCCA officials had also been increased due to the assumption that employees are largely motivated by rewards and accomplish objectives and goals set by the leader. It was evident that some leaders practiced transactional Leadership, also known as managerial leadership, focuses on the role of supervision, organisation, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments. This finding is in line with Theory Y is which is a participative style of management which "assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives". It is management's main task in such a system to maximize that commitment (Tim Hindle 2003 cited in Ramesh *et al.,* 2013: 716). In addition, the town clerk of Makindye Division has also been exceptional in enhancing employee performance. This finding was supported by the Great Man Theories which contend that belief that leaders are exceptional people, born with innate qualities, destined to lead. (Abdikarin*et al.,* 2013:4).

In assessment of democratic leadership style, this type of leadership was measured in terms of leaders' ability to encourage employees to feel more engaged in decision making, not emphasizing their own point of view at the expense of other employees, giving room for creativity and innovation among employees and monitoring every one closely and giving regular feedbacks to keep everyone on truck. The majority of employees indicated that leadership in KCCA encouraged employees to feel more engaged in decision making (72.5% responses). This was a participative leadership style (part of democratic leadership style) where participative leadership involves efforts by a leader to encourage and facilitate participation by others in making important decisions (Yukl, 2010, p. 137). In organizations, it is often necessary to involve others in the process of decision making in order to get decisions approved and implemented. Participative leaders not only guide group members but also participate actively in the group and acknowledge inputs from group members when making decisions and solving problems. Given that no leader can be a specialist in all fields, decisions reached in this way are

more effective and precise. The issue of how much authority others are given to depends on the manager's preferences and attitudes, as well as on the nature of decision being made. Nevertheless, the most important thing to note here is that leadership in KCCA to some extent wereparticipative and contributed to employee performance.This result is line with earlier research (Bass, 1997; Mullins, 1999;Abdikarin et al 2013;Bizhan et al, 2013).

Regarding the relationship between autocratic leadership style and employee performance, one senior manager from Lubaga Division said indicated that autocratic leadership can work well for managers who prefer having complete control over an operation. Because the outcome is totally in his/her hands, the manager does not experience the stress of having to rely on help from outside his/her work area to complete the project or task. He added that because one individual has complete control over an operation, there is less of a need for layers of management or bureaucracy. This can make for a more efficient operation, as fewer people are involved in the decision-making process.

Using Pearson correlation coefficient, there was a positive and very significant relationship between Autocratic leadership style and employee performance in KCCA given the stated Pearson correlation values. This finding was an indication that people in KCCA tended to work better under autocratic leadership style.

In assessment of consultative leadership style about half of the KCCA leadership listened closely to the ideas of those employees although there was lack of a culture of speaking up in their team. On a positive note, 73.8% of the respondents agreed with the statement that KCCA leadership made frequent and supportive communication to subordinates and through interviews with some senior managers at KCCA headquarters, most communications were written, telephone and by use of emails.

Lastly, a good number of respondents (61.7% responses) agreed with the statement that KCCA leadership made employees to be part of the decision making process, followed by 26.3% who were not sure and only 12.1% disagree with the statement. Through interviews with the town clerk of Lubaga division, employee decisions were taken into accounts through staff meetings.

The results here are a manifestation that there was a positive and significant relationship between consultative leadership style and employee performancegiven the positive Pearson correlation values which are far greater than 0.01 level (the significance level).

The Pearson correlation results indicated a significant relationship between leadership styles and employee performance in KCCA. However, there were differences in the level of significance with consultative leadership being more significant (Pearson Correlation Value =5.48**), followed by autocratic leadership style (Pearson Correlation Value = 5.402**), democratic leadership style (Pearson Correlation Value =4.495**) and transactional leadership style (Pearson Correlation Value =0.173). These results concur with the findings presented in the regression model depicting a significant relationship between leadership styles and employee performance in KCCA. Based on this finding, the researcher rejected the null hypothesis and accepted the alternative one, hence there is a significant relationship between leadership styles (transactional, democratic, autocratic, participative and consultative) and employee performance in the KCCA.

A critical analysis of the above results is a manifestation that employees of KCCA worked following the behaviours of their leaders, a confirmation that of the views of McGregor, who states that "Man is a wanting animal and as soon as one of his needs is satisfied, another appears in its place. McGregor urged companies to adopt Theory Y. Only it, he believed, could motivate human beings to the highest levels of achievement. Theory X merely satisfied their lower-level physical needs and could not hope to be as productive (Ramesh *et al.,* 2013: 716).

The results further indicated that motivating leaders enhanced performance and this is supported within the context of Maslow's hierarchy of needs, transactional leadership works at the basic levels of need satisfaction, where transactional leaders focus on the lower levels of the hierarchy. Transactional leaders use an exchange model, with rewards being given for good work or positive outcomes. Conversely, people with this leadership style also can punish poor work or negative outcomes, until the problem is corrected. One way that transactional leadership focuses on lower level needs is by stressing specific task performance (Hargis et al, 2000 cited in

McCleskey 2014:358). Transactional leaders are effective in getting specific tasks completed by managing each portion individually.

On a whole it can be said that these findings from KCCA are in agreement with the Fiedler's contingency theory that postulates that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impinge on the situation. For example, in a highly routine (mechanistic) environment where repetitive tasks are the norm, a relatively directive leadership style may result in the best performance, however, in a dynamic environment a more flexible, participative style may be required (Bolden et al., 2033:8).

5.1.3 Research Question 3: How does emotional resilience affect leadership styles in KCCA?

On the effect of emotional resilience on leadership styles, the key finding was that leadership behaviours are significantly influenced by emotional resilience. This was established via a correlation matrix generated with emotional resilience as the independent variable and leadership styles as the dependent variables. Overall this finding affirms earlier studies on the subject, directly or indirectly.The literature demonstrates that there is a direct relationship between the stress of the leader's job and his or her ability to maintain resilience in the face of prolonged contact with adversity (Ledesma, 2014).

In order to establish how emotional resilience affects leadership styles in KCCA,.

The results indicated a significant relationship between optimism and transactional leadership style given a positive Pearson correlation value of 0.105. The relationship was also significant, although somehow weaker with democratic leadership style given a Pearson correlation value =0.03. For autocratic leadership style, a more significant relationship was obtained (P. Value= 0.361*) and 0.312* for consultative leadership style, the Value = 0.312*.

Internal locus of reference was correlated with the various leadership styles. The results indicated a significant relationship although there were differences in the level of significance, with democratic leadership style being so significant (P. value= 0.347*), followed by Consultative leadership style (P. value=0.221), transactional leadership style (P. value=0.264) and lastly

(autocratic leadership style (P. value=0.012). On a whole, there was a significant relationship between internal locus of reference and the various leadership styles. The sense of humor as a variable indicating emotional resilience was also correlated with leadership styles and the results further indicated a significant relationship. Based on the results in the table above, the researcher rejected the null hypothesis and accepted the alternative one, that is, there is a significant relationship between emotional resilience and leadership styles in KCCA

In other words people who are leaders will need to be resilient, but not all resilient people will be leaders (Bhaggie, 2010:6).Milan (2008:2), quotes Bennis (1987; cited in Thach et al., 2007), that there are a few leadership competencies that have been proven time and again as mandatory for effective leadership. These include the competency clusters of vision and goal-setting, interpersonal skills, self-knowledge and technical competence regarding the specifics of the business in which the leader works.

Coleman (2009) conducted a study on leadership and emotional resilience and pointed out that emotional Resilience is made up of the following characteristics, that is, self-Awareness which involves 'the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others, self –Regulation, 'the ability to control or redirect disruptive impulses and moods' and 'the propensity to suspend judgment to think before acting, motivation which implies 'a passion to work for reasons that go beyond money or status' and 'a propensity to pursue goals with energy and persistence, empathy 'the ability to understand the emotional makeup of other people' and 'skill in treating people according to their emotional reactions and social Skill which involves proficiency in managing relationships and building networks' and 'an ability to find common ground and build rapport.

In a nutshell, leadership calls for physical, emotional and intellectual energy (Harris 2007; West-Burnham 2009; Allen 2009, cited in Steward 2013:5). Flintham (2003: 22) identifies the need for school leaders to have 'high levels of emotional resilience'. Definitions of resilience include references to persisting in the face of difficulty; maintaining hope against the odds; being optimistic; being courageous; having inner resourcefulness; showing the capacity to recover quickly from setbacks; having moral purpose.

Emotional resilience was closely correlated to work effectiveness on self-report measures. Any differences found in work effectiveness across demographics, industry and geography are primarily driven by emotional resilience. The key finding indicated that improving emotional resilience is an important strategy for improving work productivity.

5.2 Conclusions

This study investigated the relationship between emotional resilience, leadership styles and employee performance in KCCA. From the preceding discussion of the results the following conclusions can be inferred.

1. Effect of emotional resilience affects employee performance in KCCA?

Although the field of emotional resilience is rather new research strongly supports its relationship with employee performance. This research on KCCA reports that motional resilience is closely associated work productivity in the public sector.Therefore,improving emotional resilience in the public sector organizations is not only possible, it makes good sense.

2. Effect of leadership styles on employee performance
There was no one best leadership identifiable in the literature. However, in this studya combinationof transactional and transformational leadership seem to be suitable to KCCA as these two styles, not only augment each other.This combination would be conducive to creation of a proactive approach to developing resilience in both leaders and individual employees in KCCA.
3. Effect of resilience affect leadership styles in
In this study overall result showed a strong association between resilience and performance. It can be inferred that higher levels of resilient behaviours lead to better management of challenges and adversity.This would imply that in order to be successful a public sector manager shouldpose and apply resilience based skills and the more he/she does so the more likely they are to perform better.

5.3 Key contributions

This study has demonstrated empirically that organizations that have emotionally resilient employees and led by mangers with appropriate mix of transactional and transformational behaviours are more likely to enhance employee performance in the public sector, It is the first study to do so in Uganda and represents the first steps to integrate resilience and management styles into public sector management research and practice in Uganda. This study is distinct in what could be characterized as a novel understanding of emotional resilience for management practice.The research is one of the rare to date, which has sought to introduce the concept of workplace emotional resilience as an independent variable into public sector management practice. In addition, the results of the study provide substantive support for the broader hitherto claim that theoretical claim that resilience and leadership styles are key skills for managers and is an important, if not critical component in performance.

5.4 Recommendations

In relation to the major findings and conclusion of this study, the following recommendations are forwarded to overcome the problems investigated in the study of the relationship between leadership styles, emotional intelligent and employee performance of KCCA.

From objective one (01), it was evident that emotional resilience had a significant impact on staff performance. This situation calls for the leaders to be aware of the significance of emotionally resilience   and emphasize transactional type of style. There is need for capacity building programs that enhance employee resilience.

Results from objective two (02) indicate that leadership can impact on employee performance. The recommended leadership styles are transactional, transactional, participatory and democratic. The leaders in KCCA need capacity building programs to enhance their leadership skills for as to improve on employee performance.

It is also recommended that the Authorities in the Human Resource Management should identify gaps at individual and organizational levels and design appropriate training and development programs that are appropriate for organizational effectiveness and employee performance.

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Government should allocate resources to advocate strengthening capacity of leaders to transform KCCA. To this end, the Authority organizes experience sharing programs with other organizations which have best practices in Transformational-Transactional leadership.

Concerning the effect of leadership styles and emotional resilience as indicated in objective three (03),to this effect, the Authority should identify the gaps that affect the proper implementation of the current employee performance evaluation system. In addition, Ministry of civil service needs to assess the strength and weakness of the existing employee performance evaluation system prepared for the entire civil service organization.

5.5 Limitations of the study

The present findings must be cautiously interpreted considering, in the first instance that it is based on a single case. In assessing the validity of the findings, it should be noted that theLikert scale based instrument which was needs to be revisited in light of new developments.

5.6 Implications for further research.

The purpose of this study was to conceptualizing the antecedents of leadership style emotional resilience and employee performance and its recommended that further studies be done in the following areas.

- **Conceptualizing and measuring employee performance and examining the antecedents of leadership style and personality attributes Kampala capital city authority**
- **Emotional quotient, leadership style and employee performance in other parts of Uganda.**
- **Increasing employee resilience in employee performance in related upcoming cities.**
- **Fostering resilience and vulnerability adoption and adjustment for employees in KCCA.**

The study provides a starting point for further research on emotional resilience and leadership behavioursin relation to public sector performance. This study has drawn on literature resilience generally, originating from the fields of psychology and medicine and having principally a

fortigenic approach. It is therefore hoped that future research will incorporate widely used public sector performance indicators absenteeism,turnover,commitment, accountability. Such utility analysis will help to address the dearth empirical data that exists today.

It is suggested that the study could be extended to a larger qualitative study of public sector organizations. This would not only build on existing knowledge of the impact of emotional resilience and leadership behaviors in the public sector workplace but also help to contribute to existing strategies for resilience building in practice.

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APPENDIX I: QUESTIONNAIRES FOR KCCA STAFF

This study is an investigation of the relationship between Emotional Resilience, leadership Styles and Organizational Performance with reference to KCCA in Uganda. You are kindly requested to cooperate in this important study as your involvement has been based on simple random selection.

You are selected to give viable information that will be analyzed to help policy makers and other authorities concerned with the employees performance on how to better the general performance of the KCCA. The information will be kept confidential. The questionnaire contains both open and close-ended questions in order to capture all necessary information.

✓ Tick the appropriate answer

SECTION A: BACKGROUND INFORMATION

1. Sex of respondent   Male ☐   Female ☐

2. Age of the respondent

   15 – 20 ☐   21 – 25 ☐   26 – 40 ☐   Above 40 ☐

3. What is your level of education?

   Certificate ☐   Diploma ☐   Degree ☐   None ☐

4. What is your marital status?

Married ☐   Widowed ☐   Divorced ☐   Not married ☐

5. For how long have you worked in the KCCA? -------------------- Years

6. In which department do you work in KCCA? E.g. Administration & Human Resource, Gender and Community Services, Engineering and technical services, Public health and Environment
----

7. What is your position/ Rank/ level? E.g. Management Staff, Ordinarily employees, -------------
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EMOTIONAL RESILIENCE SELF ANALYSIS QUESTIONNAIRE

For each statement, please rate yourself on the following scale

SA= Strongly Agree

A= Agree

NS = Not Sure

D = Disagree

SD = Strongly Disagree

EMOTIONAL RESILIENCE

	Emotional Awareness	SA	A	NS	D	SD
EA1	I am able to recognize my emotions which may my performance					
EA2	I try not to lose control when I am angry with my fellow employees					
EA3	I am able to express my emotions in an appropriate manner in my organization					
	Perseverance	SA	A	NS	D	SD
P1	I am able to perform consistently when under pressure by my supervisors					
P2	I am able to deal with challenge or criticism from my fellow employees					
P3	I regulate my work/life balance in order to be resilient at my workplace					
	Optimism	SA	A	NS	D	SD
O1	I provide recognition and encouragement to my fellow employees					
02	I feel I am more productive and hence can help other					

		SA	A	NS	D	SD
	employers grow and lead to attainment of KCCA goals					
03	I am inspired by the possibility of doing good work and teamwork					
	Internal Locus of Reference					
IL1	I believe I can control events that affect the clients in the organisation					
IL2	I believe I am are more loyal and punctual at my workplace					
IL3	I see myself as a committed worker of KCCA					
	Sense of humor	SA	A	NS	D	SD
SH1	I believe people enjoy working with me					
SH2	I help build trust with others at my workplace					
SH3	I feel I am more approachable by my fellow employees					

LEADERSHIP ASSESSMENT QUESTIONNAIRE

	Transactional leadership style	SA	A	NS	D	SD
TL1	Leadership in KCCA dislikes change					
TL2	Leadership in KCA is based on interaction between leader and employees					
TL3	Leadership in KCCA is quick in recognizing and rewarding performance					
TL4	Leaders in KCCA believes in making all the decisions and expecting employees to simply follow instructions					
	Democratic leadership style	SA	A	NS	D	SD
DL1	Leadership in KCCA encourages employees to feel more					

		SA	A	NS	D	SD
	engaged in decision making					
DL2	Leadership in KCCA does not emphasize their own point of view at the expense of other employees					
DL3	Leadership in KCCA gives room for creativity and innovation among employees					
DL4	Leadership in KCCA monitors every one closely and give regular feedbacks to keep everyone on truck					
	Autocratic leadership style	SA	A	NS	D	SD
AL1	KCCA leadership requires little or no advice from employees					
AL2	KCCA leaders make the decisions without consulting employees					
AL3	KCCA leaders dictate all the work methods and processes					
AL4	Employees are rarely trusted with decisions or important tasks					
	Consultative leadership style	SA	A	NS	D	SD
CL1	KCCA leadership listens closely to the ideas of those employees who disagree with them in the organization					
CL2	KCCA leadership has a culture of speaking up in their team					
CL3	KCCA leadership makes frequent and supportive communication to subordinates					
CL4	KCCA leadership makes employees to be part of the decision making process					

EMPLOYEE PERFORMANCE ASSESSMENT QUESTIONNAIRE

	Commitment to work	SA	A	NS	D	SD
CW1	I am proud of being a KCCA employee and to build a career here					
CW2	I am dedicated to improving my performance at KCCA					
CW3	I am devoted to work on tasks assigned in KCCA					
CW4	I am committed to support the goals of the organization					

	Innovativeness	SA	A	NS	D	SD
IN1	I am able to overthrow my outdated decisions for better ones					
IN2	I am able to create a climate in which many ideas can created and shared					
IN3	I actively seek new viewpoints and give people choice to take risks					
IN4	I decide to deliberate about improvement, rather than just hope for the best					
	Teamwork	SA	A	NS	D	SD
TM1	People within my group or department cooperate with each other rather than compete					
TM2	My supervisor encourages cooperation to achieve targeted goals					
TM3	I build relationships and work with other people using a number of important skills					
TW4	I respect different opinions, customs, and individual preferences					
	Client care	SA	A	NS	D	SD
CC1	I maintain regular communication with clients I serve in KCCA					
CC2	I value the clients I serve in KCCA as important					
CC3	I attend to clients demands with ought delay					
CC4	I keep clients' records with confidentiality					
CC5	Our vision and mission are geared towards enhancing clients' satisfaction					
	Time management &Accomplishment of tasks	SA	A	NS	D	SD
TM1	I Make sure that all my tasks are accomplished in time					
TM2	I value time as a resource in all my work activities in KCCA					
TM3	I feel I use my time effectively to attain organizational goals					

TM4	I tackle difficult or unpleasant tasks without postponement					
TM5	I always plan my work activities to achieve deadlines					

Thank you so much

INTERVIEW GUIDE TO SELECTED MANAGEMENT STAFFS

This study is an investigation of the relationship between Emotional Resilience, leadership Styles and Organizational Performance with reference to KCCA in Uganda. You are kindly requested to cooperate in this important study as your involvement has been based on simple random selection.

You are selected to give viable information that will be analyzed to help policy makers and other authorities concerned with the employees performance on how to better the general performance of the KCCA.

1. What is your department in KCCA?E.g. Administration & Human Resource, Gender and Community Services, Engineering and technical services, Public health and Environment

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Emotional Resilience

2. How are you ableto control your emotions and those of your employees?

Control of your emotions:

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3. Control of emotions of your employees:

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4. What are the impacts ofyour emotions on other employees' performances?

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5. How do you ensure that you express your emotions in an appropriate manner?

Perseverance

6. How do you act when faced with a tough decision including staff issues?

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7. How do you ensure that you perform consistently when under pressure?

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8. How do you ensure that you deal with challenge or criticism at workplace?

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9. How do you regulate your work/life balance in order to be resilient?

Optimism

10. What factors make you pleasant with your work?

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11. How do you ensure recognition and encouragement of your fellow employees?

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12. How do you ensure that your fellow employees are more productive?

Internal Locus of Reference

13. How do you ensure that individual believes / behavior are not guided by fate, luck, or other external circumstances?

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14. What makes you more loyal if you think so?

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15. What drives you to be a committed worker?

Sense of humor

16. Why do you think people enjoy working with you?

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17. What makes you enjoy working with others?

Leadership Styles

18. Why do you think KCCA leadership (if true) dislikes change?

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19. How do you recognize and reward performance?

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20. How do you ensure that there is interaction between leadership in KCCA and employees?

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21. How do you ensure that employee feel more engaged in decision making?

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22. How do you ensure that leadership in KCCA does not emphasize their own point of view at the expense of other employees?

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23. What mechanisms have you put in place to enhance creativity and innovation among employees?

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24. How do you monitor every one closely and also give regular feedbacks to keep them on truck?

Commitment to work

25. Are you proud of being a KCCA employee and to build a career here? Please explain

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26. Are you dedicated to improve your performance? Please explain

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27. Are you devoted to work on tasks assigned? Please explain

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28. Are you committed to support the goals of the organization? Please explain

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29. Are you aware of the costs involved with the leaving the organization? Please explain

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Innovativeness

30. How are you able to overthrow outdated decisions?

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31. How are you able to create a climate in which many ideas can reach their potential?

Teamwork

32. How do you ensure that people within your group or department cooperate with each other rather than compete?

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33. How does your supervisor encourage cooperation to achieve targeted goals?

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34 How do you build relationships and work with other people?

Client care

35. How do you maintain regular communication with KCCA clients?

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36. How do attend to clients demands without delay?

Time management & accomplishment of tasks

37. How do you ensure that your tasks are accomplished in time?

38.How do you plan your work activities to achieve deadlines?

Thanks for your contribution

APPENDIX III: SAMPLE SIZE DETERMINATION TABLE

Sample size determination by Morgan and Krejcie

Population size	Sample size	Population size	Sample size	Population size	Sample size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	280	100000	384

Source: Morgan and Krejcie (1970)

Activity	Year 2014/2015								
2014	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	JULY	AUG
Proposal submission	■								
Mobilizing and Reviewing existing data		■							
Data collection			■	■	■				
Data Entry				■	■	■			
Data Analysis and write up						■	■	■	
Supervisor (s) Review	■	■	■	■	■	■	■	■	
Submission of Dissertation									■

APPENDIX V

Budget Proposal

Key activity	Amount(Ugshs)
Transport	2,000,000
Stationery	2,000,000
accommodation	4,000,000
Feeding	12,000,000
Communication	2,000,000
Printing and binding	4,000,000
Data collection	6,000,000
Compilation	3,000,000
Contingencies	5,000,000
Total	**40,000,000**

CURRICULUM VITAE OF LT COL FRANCIS J ONGIA AS AT SEPTEMBER, 2016

ARMY NO : Ro/7244

RANK : Lt Col

NAMES : John Francis Ongia

ADDRESS : C/O UPDF Headquarters
P.O Box 3798 Kampala- Uganda.

EMAIL : Ongia077714930@yahoo.com
onjofr@gmail.com
Contacts::+256 776714930, +256 702714930, 711778701

CIVIL EDUCATION : Ph D Student of Public Administration and
Management at Kampala International
University 26 January 2011 – Nov 2014.

: Masters in Human Resource Management
At Kampala International University 2010.

: psc (Degree in Military Science) At
Armed Forces Command and Staff College (AFCSC-JAJI)/
Ahmadu Bello University –Zaria-Nigeria 2007.

: Post Graduate Diploma in Procurement
and Logistics Management at Makerere University 2012.

: Management Training Course Ahmadu Bello
University – Nigeria 2007.

: Diploma in Business Studies (UDBS).
Institute of Accountancy and
Commerce – Kampala-Uganda 1996

: Diploma in Computer Science
Makerere University – Kampala- Uganda 2001

: Certificate In Finance Management
Makerere University. 1997

MARITAL STATUS : Married with five children

Date of Entry in the NRA/UPDF : 1987

Date of Commissioning : 1993

Military Courses Attended:

1. Netherlands Defense Orientation Course 19, at the Netherlands Defense College at The Hague - 2009
2. Security Stability Transition and Reconstruction (SSTaR), At George Marshal Center- in Garmisch- Germany - 2009
3. Post Graduate Diploma in Strategic Studies, at Nasser Higher Military Academy- Egypt - 2008
4. Internal Security / Low Intensity Conflict Course- Nigeria 2006-2007
5. Senior Command and Staff (psc) at AFCSC- JAJI -Nigeria 2006 – 2007
6. Junior Command and Staff, Jinja – Uganda 2005

7.   Diploma In Defense Resource Management, (Americans) Nairobi 1999

8.   Company Commander's Course, (TMA) Tanzania   1998

9.   Combat Life Saver Course (Americans), Jinja – Uganda   1993

10.   Officer Cadet at Royal Military Academy Sand Hurst-UK 1992 -1993

Appointments Held:

 1. Seconded to Presidents Office under Operation Wealth Creation in charge Amolatar District
from August 2014 to date

2. Seconded to the Ministry of Internal Affairs as Coordinator on National Security Information
System (NSIS) 28 November 2013 to August 2014

3. Director of Ex-gratia, Disability and Compensation, office of the Chief of Pension, Gratuity
and Survivor Benefits 12 Jan 2013 to 28 November 2013

4. Director of Administration, office of the Chief of Personnel and Administration- UPDF Ghqs
Mar 2012 to Jan 2013.

5. Member of the Defence Council- UPDF Mar 2012 to date.

6. Member of the National Organizing Committee (NOC) Mar 2012 to 12 Jan 2013.

7. Staff Officer Inspectorate, office of the Deputy Chief of Defence
        Forces (UPDF) Jan 2012 to Mar 2012.

8. Staff officer, office of the Joint Chief of Staff (UPDF) Sept 2011 to Jan 2012

9. Research Officer - MOD   Sept 2010- Aug 2011

10. Chairman Ex-Servicemen Verification Committee   2008- 2010

11. Director of Personnel -Uganda Peoples Defence Forces   2009- 2010

12. Director of Administration (UPDF)   2007 -2009

13. Co Secretary to the Commission and Promotion Board   2007- 2010

14. Co Secretary to the High Command (UPDF)   2005- 2010

15. Co Secretary to the Defence Council (UPDF)   2005-2010

16.   Member of the Defence Council   2005-2010

17.   Director of Personnel (UPDF   2005 -2006

18.   403 Brigade Administrative Officer   2004 -2005

19.   Anti-Stock Theft Unit Administrative Officer   2003 –2004

10.	Division Finance Officer (DFO) 2 Infantry Division	1999 – 2003
21.	Officer in Charge of Accounts – Military Police	1996 –1997
22.	Officer in Charge of Accounts – Jinja Zone	1997- 1998
23.	Platoon Commander at School of Infantry	1993- 1995
24.	Instructor at the School of Infantry (UPDF)	1993- 1995
25.	Counter Intelligence Officer .5 Infantry Division	1988- 1992
26.	Intelligence Staff, Directorate of Military Intelligence	1987-1988

Promotion History:

Joined the NRA/Uganda Peoples Defence Forces (UPDF)	1987
Commission to Second Lieutenant	1993
Confirmation to rank of Lieutenant	1995
Promotion to the rank of Captain	1998
Promotion to the rank of Major	2002
Promotion to the rank of Lieutenant Colonel	2007

Languages:

1. English
2. Kiswahili
3. Luo
4. Luganda/Bantu

REFEREES :

1. Hon CrispusKiyongaFormer Minister of Defense 0782798581 or 0712798581
2. Gen KatumbaWamala Chief of Defence Forces 0776441144
3. Maj Gen James Mugira Managing Director of Luwero Industries 0772462301 or 0712462301

APPENDIX VII SPSS Output

Gender of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	174	72.5	72.5	72.5
	2	66	27.5	27.5	100.0
	Total	240	100.0	100.0	

Age of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20	16	6.7	6.7	6.7
	21-25	79	32.9	32.9	39.6
	26-40	85	35.4	35.4	75.0
	Above 40	60	25.0	25.0	100.0
	Total	240	100.0	100.0	

level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cerificate	28	11.7	11.7	11.7
	Diploma	96	40.0	40.0	51.7
	Degree	116	48.3	48.3	100.0
	Total	240	100.0	100.0	

marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	114	47.5	47.5	47.5
	Widowed	38	15.8	15.8	63.3
	Divorced	15	6.2	6.2	69.6
	Not married	73	30.4	30.4	100.0
	Total	240	100.0	100.0	

how long have you worked in the KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2	94	39.2	39.2	39.2
	3-5	91	37.9	37.9	77.1
	5-7	45	18.8	18.8	95.8
	Above 7	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

which department do you work in KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration and Human Recoure	120	50.0	50.0	50.0
	Gender and community services	47	19.6	19.6	69.6
	Engineering and technical services	38	15.8	15.8	85.4
	public health and Environment	35	14.6	14.6	100.0
	Total	240	100.0	100.0	

position/ Rank/ level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management staff	92	38.3	38.3	38.3
	Ordinarily Employees	148	61.7	61.7	100.0
	Total	240	100.0	100.0	

I am able to recognize my emotions which may my performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	70	29.2	29.2	29.2
	Agree	111	46.2	46.2	75.4
	Not sure	24	10.0	10.0	85.4
	Disagree	20	8.3	8.3	93.8
	Strongly disagree	15	6.2	6.2	100.0
	Total	240	100.0	100.0	

I try not to lose control when I am angry with my fellow employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	91	37.9	37.9	37.9
	Agree	79	32.9	32.9	70.8
	Not sure	25	10.4	10.4	81.2
	Disagree	20	8.3	8.3	89.6
	Strongly disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

I am able to express my emotions in an appropriate manner in my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	55	22.9	22.9	22.9
	Agree	100	41.7	41.7	64.6
	Not sure	25	10.4	10.4	75.0
	Disagree	30	12.5	12.5	87.5
	Strongly disagree	30	12.5	12.5	100.0
	Total	240	100.0	100.0	

I am able to perform consistently when under pressure by my supervisors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	35	14.6	14.6	14.6
	Agree	47	19.6	19.6	34.2
	Not sure	30	12.5	12.5	46.7
	Disagree	93	38.8	38.8	85.4
	Strongly disagree	35	14.6	14.6	100.0
	Total	240	100.0	100.0	

I am able to deal with challenge or criticism from my fellow employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	60	25.0	25.0	25.0
	Agree	92	38.3	38.3	63.3
	Not sure	40	16.7	16.7	80.0
	Disagree	20	8.3	8.3	88.3
	Strongly disagree	28	11.7	11.7	100.0
	Total	240	100.0	100.0	

I regulate my work/life balance in order to be resilient at my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	117	48.8	48.8	48.8
	Agree	49	20.4	20.4	69.2
	Not sure	25	10.4	10.4	79.6
	Disagree	34	14.2	14.2	93.8
	Strongly disagree	15	6.2	6.2	100.0
	Total	240	100.0	100.0	

I provide recognition and encouragement to my fellow employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	83	34.6	34.6	34.6
	Agree	82	34.2	34.2	68.8
	Not sure	20	8.3	8.3	77.1
	Disagree	30	12.5	12.5	89.6
	Strongly disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

I feel I am more productive and hence can help other employers grow and lead to attainment of KCCA goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	95	39.6	39.6	39.6
	Agree	98	40.8	40.8	80.4
	Not sure	15	6.2	6.2	86.7
	Disagree	16	6.7	6.7	93.3
	Strongly disagree	16	6.7	6.7	100.0
	Total	240	100.0	100.0	

I am inspired by the possibility of doing good work and teamwork

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	99	41.2	41.2	41.2
	Agree	104	43.3	43.3	84.6
	Not sure	27	11.2	11.2	95.8
	Disagree	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

I believe I can control events that affect the clients in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	42	17.5	17.5	17.5
	Agree	93	38.8	38.8	56.2
	Not sure	15	6.2	6.2	62.5
	Disagree	50	20.8	20.8	83.3
	Strongly disagree	40	16.7	16.7	100.0
	Total	240	100.0	100.0	

I believe I am are more loyal and punctual at my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	88	36.7	36.7	36.7
	Agree	87	36.2	36.2	72.9
	Not sure	20	8.3	8.3	81.2
	Disagree	25	10.4	10.4	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

I see myself as a committed worker of KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	82	34.2	34.2	34.2
	Agree	103	42.9	42.9	77.1
	Not sure	20	8.3	8.3	85.4
	Disagree	15	6.2	6.2	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

I believe people enjoy working with me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	87	36.2	36.2	36.2
	Agree	93	38.8	38.8	75.0
	Not sure	20	8.3	8.3	83.3
	Disagree	20	8.3	8.3	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

I help build trust with others at my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	85	35.4	35.4	35.4
	Agree	90	37.5	37.5	72.9
	Not sure	20	8.3	8.3	81.2
	Disagree	20	8.3	8.3	89.6
	Strongly disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

I feel I am more approachable by my fellow employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	76	31.7	31.7	31.7
	Agree	104	43.3	43.3	75.0
	Not sure	20	8.3	8.3	83.3
	Disagree	20	8.3	8.3	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

Leadership in KCCA dislikes change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	20	8.3	8.3	8.3
	Agree	20	8.3	8.3	16.7
	Not sure	15	6.2	6.2	22.9
	Disagree	125	52.1	52.1	75.0
	Strongly disagree	60	25.0	25.0	100.0
	Total	240	100.0	100.0	

Leadership in KCA is based on interaction between leader and employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	4.2	4.2	4.2
	Agree	60	25.0	25.0	29.2
	Not sure	15	6.2	6.2	35.4
	Disagree	95	39.6	39.6	75.0
	Strongly disagree	60	25.0	25.0	100.0
	Total	240	100.0	100.0	

Leadership in KCCA is quick in recognizing and rewarding performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	90	37.5	37.5	37.5
	Agree	80	33.3	33.3	70.8
	Not sure	20	8.3	8.3	79.2
	Disagree	30	12.5	12.5	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

**Leaders in KCCA believes in making all the decisions and expecting
employees to simply follow instructions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	95	39.6	39.6	39.6
	Agree	40	16.7	16.7	56.2
	Not sure	20	8.3	8.3	64.6
	Disagree	50	20.8	20.8	85.4
	Strongly disagree	35	14.6	14.6	100.0
	Total	240	100.0	100.0	

**Leadership in KCCA encourages employees to feel more engaged in
decision making**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	99	41.2	41.2	41.2
	Agree	96	40.0	40.0	81.2
	Not sure	20	8.3	8.3	89.6
	Disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

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Leadership in KCCA does not emphasize their own point of view at the expense of other employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	35	14.6	14.6	14.6
	Agree	143	59.6	59.6	74.2
	Disagree	32	13.3	13.3	87.5
	Strongly disagree	30	12.5	12.5	100.0
	Total	240	100.0	100.0	

Leadership in KCCA gives room for creativity and innovation among employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	69	28.8	28.8	28.8
	Agree	101	42.1	42.1	70.8
	Not sure	20	8.3	8.3	79.2
	Disagree	25	10.4	10.4	89.6
	Strongly disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

Leadership in KCCA monitors every one closely and give regular feedbacks to keep everyone on truck

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	61	25.4	25.4	25.4
	Not sure	59	24.6	24.6	50.0
	Disagree	80	33.3	33.3	83.3
	Strongly disagree	40	16.7	16.7	100.0
	Total	240	100.0	100.0	

KCCA leadership requires little or no advice from employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	28	11.7	11.7	11.7
	Agree	25	10.4	10.4	22.1
	Not sure	20	8.3	8.3	30.4
	Disagree	100	41.7	41.7	72.1
	Strongly disagree	67	27.9	27.9	100.0
	Total	240	100.0	100.0	

KCCA leaders make the decisions without consulting employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	25	10.4	10.4	10.4
	Agree	20	8.3	8.3	18.8
	Not sure	25	10.4	10.4	29.2
	Disagree	110	45.8	45.8	75.0
	Strongly disagree	60	25.0	25.0	100.0
	Total	240	100.0	100.0	

KCCA leaders dictate all the work methods and processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	69	28.8	28.8	28.8
	Agree	71	29.6	29.6	58.3
	Not sure	35	14.6	14.6	72.9
	Disagree	25	10.4	10.4	83.3
	Strongly disagree	40	16.7	16.7	100.0
	Total	240	100.0	100.0	

Employees are rarely trusted with decisions or important tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	79	32.9	32.9	32.9
	Agree	86	35.8	35.8	68.8
	Not sure	30	12.5	12.5	81.2
	Disagree	25	10.4	10.4	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

KCCA leadership listens closely to the ideas of those employees who disagree with them in the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	45	18.8	18.8	18.8
	Agree	67	27.9	27.9	46.7
	Not sure	28	11.7	11.7	58.3
	Disagree	60	25.0	25.0	83.3
	Strongly disagree	40	16.7	16.7	100.0
	Total	240	100.0	100.0	

KCCA leadership has a culture of speaking up in their team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	88	36.7	36.7	36.7
	Agree	87	36.2	36.2	72.9
	Not sure	25	10.4	10.4	83.3
	Disagree	20	8.3	8.3	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

KCCA leadership makes frequent and supportive communication to subordinates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	93	38.8	38.8	38.8
	Agree	97	40.4	40.4	79.2
	Not sure	20	8.3	8.3	87.5
	Disagree	15	6.2	6.2	93.8
	Strongly disagree	15	6.2	6.2	100.0
	Total	240	100.0	100.0	

KCCA leadership makes employees to be part of the decision making process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	80	33.3	33.3	33.3
	Agree	105	43.8	43.8	77.1
	Not sure	25	10.4	10.4	87.5
	Disagree	30	12.5	12.5	100.0
	Total	240	100.0	100.0	

I am proud of being a KCCA employee and to build a career here

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	80	33.3	33.3	33.3
	Agree	103	42.9	42.9	76.2
	Disagree	27	11.2	11.2	87.5
	Strongly disagree	30	12.5	12.5	100.0
	Total	240	100.0	100.0	

I am dedicated to improving my performance at KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	101	42.1	42.1	42.1
	Agree	65	27.1	27.1	69.2
	Not sure	30	12.5	12.5	81.7
	Disagree	25	10.4	10.4	92.1
	Strongly disagree	19	7.9	7.9	100.0
	Total	240	100.0	100.0	

I am devoted to work on tasks assigned in KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	85	35.4	35.4	35.4
	Agree	85	35.4	35.4	70.8
	Not sure	30	12.5	12.5	83.3
	Disagree	20	8.3	8.3	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

I am committed to support the goals of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	164	68.3	68.3	68.3
	Agree	61	25.4	25.4	93.8
	Not sure	8	3.3	3.3	97.1
	Disagree	7	2.9	2.9	100.0
	Total	240	100.0	100.0	

I am able to overthrow my outdated decisions for better ones

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	84	35.0	35.0	35.0
	Agree	76	31.7	31.7	66.7
	Not sure	30	12.5	12.5	79.2
	Disagree	25	10.4	10.4	89.6
	Strongly disagree	25	10.4	10.4	100.0
	Total	240	100.0	100.0	

I am able to create a climate in which many ideas can created and shared

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	54	22.5	22.5	22.5
	Agree	118	49.2	49.2	71.7
	Not sure	60	25.0	25.0	96.7
	Disagree	4	1.7	1.7	98.3
	Strongly disagree	4	1.7	1.7	100.0
	Total	240	100.0	100.0	

I actively seek new viewpoints and give people choice to take risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	85	35.4	35.4	35.4
	Agree	65	27.1	27.1	62.5
	Not sure	30	12.5	12.5	75.0
	Disagree	30	12.5	12.5	87.5
	Strongly disagree	30	12.5	12.5	100.0
	Total	240	100.0	100.0	

I decide to deliberate about improvement, rather than just hope for the best

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	53	22.1	22.1	22.1
	Agree	117	48.8	48.8	70.8
	Not sure	25	10.4	10.4	81.2
	Disagree	30	12.5	12.5	93.8
	Strongly disagree	15	6.2	6.2	100.0
	Total	240	100.0	100.0	

People within my group or department cooperate with each other rather than compete

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	50	20.8	21.3	21.3
	Agree	90	37.5	38.3	59.6
	Not sure	25	10.4	10.6	70.2
	Disagree	35	14.6	14.9	85.1
	Strongly disagree	35	14.6	14.9	100.0
	Total	235	97.9	100.0	
Missing	System	5	2.1		
Total		240	100.0		

My supervisor encourages cooperation to achieve targeted goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	53	22.1	22.1	22.1
	Agree	109	45.4	45.4	67.5
	Not sure	20	8.3	8.3	75.8
	Disagree	35	14.6	14.6	90.4
	Strongly disagree	23	9.6	9.6	100.0
	Total	240	100.0	100.0	

I build relationships and work with other people using a number of important skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	54	22.5	22.5	22.5
	Agree	107	44.6	44.6	67.1
	Not sure	25	10.4	10.4	77.5
	Disagree	30	12.5	12.5	90.0
	Strongly disagree	24	10.0	10.0	100.0
	Total	240	100.0	100.0	

I respect different opinions, customs, and individual preferences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	92	38.3	39.0	39.0
	Agree	114	47.5	48.3	87.3
	Not sure	15	6.2	6.4	93.6
	Disagree	6	2.5	2.5	96.2
	Strongly disagree	9	3.8	3.8	100.0
	Total	236	98.3	100.0	
Missing	System	4	1.7		
Total		240	100.0		

I maintain regular communication with clients I serve in KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	65	27.1	27.1	27.1
	Agree	105	43.8	43.8	70.8
	Not sure	35	14.6	14.6	85.4
	Disagree	19	7.9	7.9	93.3
	Strongly disagree	16	6.7	6.7	100.0
	Total	240	100.0	100.0	

I value the clients I serve in KCCA as important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	66	27.5	27.5	27.5
	Agree	133	55.4	55.4	82.9
	Not sure	30	12.5	12.5	95.4
	Disagree	4	1.7	1.7	97.1
	Strongly disagree	7	2.9	2.9	100.0
	Total	240	100.0	100.0	

I attend to clients demands with ought delay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	82	34.2	35.7	35.7
	Agree	87	36.2	37.8	73.5
	Not sure	30	12.5	13.0	86.5
	Disagree	25	10.4	10.9	97.4
	Strongly disagree	6	2.5	2.6	100.0
	Total	230	95.8	100.0	
Missing	System	10	4.2		
Total		240	100.0		

I keep clients' records with confidentiality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	104	43.3	43.3	43.3
	Agree	69	28.8	28.8	72.1
	Not sure	24	10.0	10.0	82.1
	Disagree	35	14.6	14.6	96.7
	Strongly disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

Our vision and mission are geared towards enhancing clients' satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	76	31.7	31.7	31.7
	Agree	112	46.7	46.7	78.3
	Not sure	43	17.9	17.9	96.2
	Disagree	5	2.1	2.1	98.3
	Strongly disagree	4	1.7	1.7	100.0
	Total	240	100.0	100.0	

I Make sure that all my tasks are accomplished in time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	93	38.8	38.8	38.8
	Agree	119	49.6	49.6	88.3
	Not sure	8	3.3	3.3	91.7
	Disagree	15	6.2	6.2	97.9
	Strongly disagree	5	2.1	2.1	100.0
	Total	240	100.0	100.0	

I value time as a resource in all my work activities in KCCA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	85	35.4	35.4	35.4
	Agree	134	55.8	55.8	91.2
	Disagree	16	6.7	6.7	97.9
	Strongly disagree	5	2.1	2.1	100.0
	Total	240	100.0	100.0	

I feel I use my time effectively to attain organizational goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	109	45.4	45.4	45.4
	Agree	102	42.5	42.5	87.9
	Not sure	23	9.6	9.6	97.5
	Disagree	3	1.2	1.2	98.8
	Strongly disagree	3	1.2	1.2	100.0
	Total	240	100.0	100.0	

I tackle difficult or unpleasant tasks without postponement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	80	33.3	33.3	33.3
	Agree	85	35.4	35.4	68.8
	Not sure	25	10.4	10.4	79.2
	Disagree	30	12.5	12.5	91.7
	Strongly disagree	20	8.3	8.3	100.0
	Total	240	100.0	100.0	

I always plan my work activities to achieve deadlines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	70	29.2	29.2	29.2
	Agree	96	40.0	40.0	69.2
	Not sure	14	5.8	5.8	75.0
	Disagree	33	13.8	13.8	88.8
	Strongly disagree	27	11.2	11.2	100.0
	Total	240	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I Make sure that all my tasks are accomplished in time	240	1	5	1.83	.913
I value time as a resource in all my work activities in KCCA	240	1	5	1.84	.887
I feel I use my time effectively to attain organizational goals	240	1	5	1.70	.792
I tackle difficult or unpleasant tasks without postponement	240	1	5	2.27	1.273
I always plan my work activities to achieve deadlines	240	1	5	2.38	1.333
Valid N (listwise)	240				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I value the clients I serve in KCCA as important	240	1	5	1.97	.855
I attend to clients demands with ought delay	230	1	5	2.07	1.076
I keep clients' records with confidentiality	240	1	5	2.06	1.191
Our vision and mission are geared towards enhancing clients' satisfaction	240	1	5	1.95	.854
Valid N (listwise)	230				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
People within my group or department cooperate with each other rather than compete	235	1	5	2.64	1.362
My supervisor encourages cooperation to achieve targeted goals	240	1	5	2.44	1.250
I build relationships and work with other people using a number of important skills	240	1	5	2.43	1.246
I respect different opinions, customs, and individual preferences	236	1	5	1.84	.936
I maintain regular communication with clients I serve in KCCA	240	1	5	2.23	1.133
Valid N (listwise)	231				