LEADERSHIP COMPETENCIES AND QUALITY OF EMPLOYEES IN SELECTED BRANCHES OF HASS COMPANY KAMPALA, UGANDA

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Master of human resource Management

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DECLARATION A

"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."

Adam Ali Mohamed

02/08/2012

DATE

DECLARATION B

"I confirm that the work reported in this research was carried out by the candidate under my supervision."

DR. Ibrahim Yahaya

2ND August, 2012

DATE:

DEDICATION

This piece of work has been dedicated to the Almighty Allah as He has enabled me to achieve this great success in this noble task. It is also dedicated to my beloved Parents who supported me financially and morally and my beloved brother Dr. Ahmed Ali Mohamed (hammi) for their sacrifice, love and support as I pursued this thesis.

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ABSTRACT

The purpose of this study was to investigate leadership competencies and quality of employees in selected branches of Hass Petroleum Company in Kampala, Uganda. The study particularly sought to establish how leadership competencies influences, the quality of employees of the target company. The study was prompted by the overwhelming employees' attrition in most private companies in Uganda. In gathering the information, the research study employed both primary and secondary sources, questionnaire. The primary source was mainly the distributed questionnaires, and the secondary sources were the library work and internet explorer. The study used for Descriptive design (comparative and correlation as research design. The target population of the research was 204 and using simple random sampling sample of 135 respondents from five different branches of the target company. This study was guided five research objectives such as 1) to determine the demographic characteristics of respondents 2) to determine the level of leadership competencies 3) to determine the level of employees' quality 3) to establish if there is significant relationship between the target variables and finally 5) to establish if there is significant difference between the target variables and then the researcher extracted from above objectives the research questions. Tables were used in organizing the data, SPSS and excel application software were the tools employed to analyze and interpreting the collected data. From the findings of the study, it was revealed that leadership competencies and quality of employees up to an extent influence each other. As the analysis of this research showed if the leadership competencies are administrated well enough the quality of employees would be affiance. During the analysis the researcher founded that mostly the leaders in Hass company train, motivate, communicate, delegate, monitor, compensate, appraise and evaluate the quality of their employees. But still they need to improve some areas such as employee induction, career opportunities, personal development, fringe benefits and etc. for improving the quality and competency of their employees.

CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background of the Study

Leadership competencies are leadership skills and behaviors that contribute to superior performance. By using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders. Essential leadership competencies and global competencies have been defined by researchers. However, future business trends and strategy should drive the development of new leadership competencies. While some leadership competencies are essential to all firms, an organization should also define what leadership attributes are distinctive to the particular organization to create competitive advantage.

In the course of developing an Army leadership competency framework focused on the Future Force (up to year 2025), the authors examined several existing U.S. military and civilian leadership competency frameworks.

We conclude that leadership competency modeling is an inexact science and that many frameworks present competencies that mix functions and characteristics, have structural inconsistencies, and may be confusing to potential end users. Recommendations are provided to improve the methods and outcomes of leadership modeling for the future, stevens (2003).

Leadership is defined as a process of influencing people and providing environment for them to achieve team or organizational objectives, stevens (2003).Effective leaders help groups of people define their goals and find ways to achieve them. According to Donetal (2001) Leadership is process of developing ideas and vision, leaving by the values that support ideas and vision influencing others to embrace in their own behavior, and making hard decisions about people and other resources.

The modern concept of competencies traces back to the work of psychologist David McClelland (1973). McClelland was increasingly concerned about the widespread use of intelligence and related aptitude tests, which he viewed as too far removed from practical outcomes. He suggested that competencies—outcomes-relevant measures of knowledge, skill, abilities, and traits and/or motives—should be adopted as a more useful approach to aptitude measurement. Although competencies have been in use ever since, their popularity gained considerable momentum in the United States in the early 1990s, partly in response to the accelerated pace of change that many organizations were facing. The notion of positions as a static set of roles and responsibilities was giving way to the idea that positions could be more useful if described in general terms, allowing greater flexibility for their adaptation to changing organizational needs. Journal of Healthcare Management 51:1 January/February 2006
job design and analysis methods, while helpful in creating position specifications, were far less useful if the jobs themselves were constantly evolving.

Competency modeling, while less rigorous, had two key advantages. First, it involved more general and thus more flexible descriptions of job requirements.
Second, because competency descriptions were more general, they could more easily be made universal and thus could be tied to corporate strategy. The latter goal led to the concept of organizational-level or "core" competencies, a concept articulated in the widely cited article by Prahalad and Hamel (1990). The subsequent explosion in competency activity brought along considerable confusion about appropriate practice. A tremendous variety of approaches were being used, but little definitive guidance existed, and there was even less of an evidence base to inform practitioners. In 1997, the Society of Industrial/Organizational Psychologists commissioned a task force to study the science and practice of competency modeling, with the goal of providing greater clarity and guidance.

This effort did not result in an authoritative definition. Instead, it suggested a breadth of definitions to be used, none of which appeared to be a gold standard Schippman et al. (2000).

For application in healthcare leadership, the following can be used as working definitions for competency-related concepts:

Competencies: characteristics of employees with behavioral implications that are thought to be associated with successful performance of their *job*

Core competencies: competencies thought to be associated with the success of an *organization*

Competency model: a collection of competencies associated with successful performance

Competency modeling: a systematic process for identifying and articulating competencies at either the individual or organizational level.

Furthermore, employees Quality itself has been defined as fundamentally relational: 'Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied needs.

Employee referral is an internal recruitment method employed by organizations to identify potential candidates from their existing employees' social networks. An employee referral scheme encourages a company's existing employees to select and recruit the suitable candidates from their social networks. As a reward, the employer typically pays the referring employee a referral bonus. Recruiting candidates using employee referral is widely acknowledged as being the most cost effective and efficient recruitment method to recruit candidates and as such, employers of all sizes, across all industries are trying to increases the volumes they recruit through this channel.

Proponents of employee referral schemes claim the benefits to be an improved candidate quality, 'fit', and retention levels, while at the same time delivering a

significant reduction in recruitment expenditure. However, there are a number of potential drawbacks. One of the greatest concerns tends to be that relying too heavily on employee referrals could limit diversity in the workplace, with new staff recruited in the likeness of existing employees. But, provided that there is already a diverse workforce in place this ceases to be such an issue.

The introduction is where you to welcome the employee to your company as well as describe the company, its mission, values and beliefs. It can even describe some of your long term goals. You don't need to recreate your business plan in the handbook, just provide a few key statements so that the employee has the opportunity to learn about the company. You will want to describe in general terms the employee's role in fulfilling the mission of the business.

Many businesses write the introduction as a welcome letter to employees. The remainder of the introduction contains a statement of the company's values and beliefs, its goals, an overview or history of the company, and the equal opportunity employment affirmation.

The Hass Petroleum group is a regional oil marketing company that has fully fledged operations in East Africa and the Great Lakes countries of Kenya, Uganda, Tanzania, Sudan, Rwanda, Burundi and the Democratic Republic of Congo. The group headquarters is located in Nairobi.
Hass Petroleum Uganda Ltd is registered and licensed in Uganda to import and market Petroleum products, operate service stations and wholesale petroleum products through the government depot in Jinja and Kampala.
Retrieved May 5,2012 from Hass petroleum Company, http:// www.hass petroleum.com
They import both refined and crude petroleum products through the port of Mombasa. They are also a member of the Kenya Pipeline Company, which offers storage and offloading facilities throughout Kenya. Currently, they command 10% market share in

the region. So, this study has been explored the leadership competencies and quality of employees in selected branches of Hass in Kampala, Uganda.
Retrieved May 5,2012 from Hass petroleum Company, http:// www.hass petroleum.com

Statement of the Problem

This thesis was exploring the impact of leadership competencies on qualities of employees in Hass Petroleum Company in Kampala, Uganda. Hass Company suffers unskilled labor force which is mostly related to lack of leadership competencies which is inability to adapt changes, poor communication, creative and innovation, lack of decisiveness, unawareness of external realities, flexibility and influence and these characteristics can motivate or otherwise the employees of the company. Therefore, these problems costs Hass company to lose large amount of money and hinder smooth going of the business activities, this thesis was examined the extent that this missing leadership competencies affects the quality of employees in selected branches of Hass Petroleum Company in Kampala, Uganda.

Purpose of the Study

The reasons why this study is proposed are as follows;

To test the hypothesis of no significant relationship between leadership competencies and quality of employees

To bridge the gaps identified in the related studies

To validate existing information about leadership competencies and quality of employees based on the theory to which this study is based

To generate new information based on the findings of this study

Research Objectives

General:

To correlate leadership competencies and quality of employees in selected branches of Hass company, Kampala Uganda.

Specific:

1. To determine the demographic profile of the respondents in terms of: age, gender, level of educational qualification, position in the company and number of years in present position.
2. To determine the extent of leadership competencies in selected branches under the flowing constructions:

   2.1. Integrity/Ethics.

   2.2. Visioning/Strategy.

   2.3. Results Focus.

   2.4. Judgment.

   2.5. Passion/Optimism.

   2.6. Building the Team.

   2.7. Cares For/Develops Others.

   2.8. Accountability.

3. To determine the level of quality of employees in selected branches under the flowing constructions:

.1 Honesty.

.2 Effective.

.3 Productivity.

.4 Loyalty.

3.5 Efficiency.

3.6 Activity.

3.7 Culture.

4. To establish if there is a significant relationship between the levels of leadership competencies and quality of employees in selected branches of Hass Company in Kampala, Uganda.
5. To establish if there is a significant difference level of leadership competencies and quality of employees in selected branches of hass company in Kampala Uganda.

Research Questions : This study was sought to answer:

1. What is the demographic profile of the respondents in terms of: age, gender, highest educational qualification, and rank in the company, position in the company and number of years in present position?
2. What is the level of leadership competencies in selected branches under study?
3. What is the t level of quality of employees in selected branches under study?
4. Is there a significant relationship between the levels of leadership competencies and quality of employees in selected branches in Kampala, Uganda?
5. Is there a significant difference level of leadership competencies and quality of employees in selected branches of Hass Company in Kampala Uganda?

Hypothesis of the study

Null Hypothesis

Ho: There is no significant relationship in the levels of leadership competencies and quality of employees in selected braches of has company in Kampala, Uganda

Scope of the study

Geographical scope:

The research environment of this study would be within the selected branches of Hass Petroleum Company in Kampala, Uganda.

Content scope:

The confines of this study in terms of content are on the constructs of Leadership competencies, various perspectives of leadership, relationship in terms of leadership competencies and quality of employees the male and female and cause and effect relationship between leadership competencies and quality of employees.

Time scope:

The data has been collected from February to October 2012

Theoretical Scope

The research is been guided by **Great Man Theories** for leadership competencies, Carlyle, (1849), this theory says: leaders are exceptional people, born with innate qualities, destined to lead.

And **trait theory** for leadership competencies,(1864), which is says: qualities associated with leadership exist in abundance and continue to be produced.

Significance of the Study

The information acquired from this research has considerable benefits to various bodies and institutions as under mentioned.

To Hass Company the Hass Company shall use the study outcome in identifying a better approach to employees' quality by identifying their level of leadership competency, and that will enable them to improvise productivity, behavior change and developing better contingent leadership styles.

Scholars; the study findings are helpful to those under taking management as a course and practitioners; it shall act as a source of information (secondary data) in their attempt to undertake research in the same topic.

Policy makers; in attempt to making leadership policy guidelines, it shall help policy makers to effectively develop a strategies to deal with employees quality in their organizations and policies that would not only be consistent but flexible.

Researcher; The Study would important because it will contribute to the researcher's fulfillment of requirements for the award of Masters Degree in human resource management

Academics and future researches; The study would provide up to date literature for academicians and other stakeholders who are keen on to know more about leadership competency and quality of employees.

Operational Definitions of Key Terms

For the purpose of this study the flowing terms are defined as they are used in this study.

Leadership: Leadership is defined as a process of influencing people and providing environment for them to achieve team or organizational objectives.

Competencies: Are the characteristics of employees with behavioral implications that are thought to be associated with successful performance of their *job*

Leadership competencies: is group of competencies linked to leadership excellence in specific organization and also leadership competency supports the organization's vision and strategy by providing formwork by which organization can select, develop, and evaluate leaders.

Quality: Quality itself has been defined as fundamentally relational: 'Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied needs.'

Employees: is an internal recruitment method employed by organizations to identify potential candidates from their existing employees' social networks.

Employee's quality: is a rating system used in most corporations to determine the abilities and output of an employee. Quality is divided into five components: Planning, monitoring, developing, rating and rewarding.

The Center for Creative Leadership (CCL): is an exclusive focus on leadership education and research and unparalleled expertise in solving the leadership challenges of individuals and organizations everywhere. We equip clients around the world with the skills and insight to achieve more than they thought possible through creative leadership.

CHAPTER TWO

LITERATURE REVIEW OF THE STUDY

CONCEPTS, IDEAS, AND OPINIONS FROM EXPERTS/ AUHTORS

Leadership Competencies

A focus on leadership competencies and skill development promotes better leadership. However, skills needed for a particular position may change depending on the specific leadership level in the organization. By using a competency approach, organizations can determine what positions at which levels require specific competencies. Researchers at the Center for Creative Leadership have identified some essential leadership competencies that are consistent among organizations. They divide the overall structure into competencies for leading the organization; leading the self and leading others in the organization

When selecting and developing leaders, HR professionals should consider the competencies that the individual possesses and compare those to the ones that need further development for success in a leadership role. By looking at his/her current competencies and comparing those to the skills necessary to fill a leadership position, organizations can make bet. (Briscoe and Hall, 1999).

THE PURPOSE OF LEADERSHIP COMPETENCIES

Behavioral scientists and organizational development professionals seek to improve individual and group work processes through the application of systematic procedures and research-based principles. Job analysis techniques, and to a lesser extent competency modeling, have long been used to establish the requirements of jobs and positions throughout organizations and provided input to selection, training, and management practices. Knowledges, skills,abilities, other characteristics (KSAOs), tasks and functions, and more recently competencies have become the building blocks of leadership selection and development processes.

Competencies have become a more prevalent method of identifying the requirements of supervisory, managerial, and leadership positions, rather than job or task analysis techniques, because they provide a more general description of responsibilities associated across these positions (Briscoe and Hall, 1999).

Employees want information about what they are required to do (or confirmation of what they think they are supposed to do) in their jobs or positions. The operative word here is 'do'.

They typically do not want to know what they are supposed to 'be'. This simple representation of leadership requirements helps us establish a context for evaluating leadership competencies and frameworks/models.

Those that are stated only as traits, characteristics, or in attribute terms are, in our estimation, less valuable than those that are stated in task, function, and behavioral terms, Briscoe and Hall (1999).

However, models that address both aspects of leadership may prove to be more valuable to more individuals.

The purpose in establishing competencies for leaders should be to better define what Functions leaders must perform to make themselves and others in their organizations effective, Briscoe and Hall (1999).

Many competency definitions include reference to clusters of knowledges, skills, abilities, and traits that lead to successful performance (Newsome, Catano, Day, 2003). Yet competency labels are typically expressed in either process or functional terms. This can lead to confusion as to what competencies actually represent for leadership and organizations. Competency frameworks or models should serve as the roadmap to individual and organizational leader success.

The value of competencies is in providing specific or at least sample actions and behaviors that demonstrate what leaders do that makes them successful. Therefore the end goal of all frameworks or models should be to provide measurable actions and behaviors associated with leadership functions. Functions are a step removed from this goal, while KSAOs, traits, and attributes are yet another step removed, Briscoe and Hall (1999).

Leadership competency modeling has been in vogue for several decades but the methods for developing these models and the content are as varied as the organizations for which they have been developed. Briscoe and Hall (1999) identify four principal methods for developing competencies and Newsome, Catano, and Day (2003) present summaries of competency definitions and the factors affecting their outcomes.

Framework for Leadership Competencies

Leadership Competencies at a high level can be seen in those that know how to take charge, lead, motivate and succeed. A leader is defined as a person who guides or is in charge of commanding or inspiring others. This role is a very important position in an organization, however big or small. Not just anyone can be a leader.

Good coaches and mentors are the result of a never ending process of improving oneself to become a more effective leader. The process of by which a person or a leader influences other people to complete an objective and guide the whole organization into attaining the desired goal is called leadership.

Based on the Glasgow City Council Leadership Competency Framework, competency is defined as the underlying characteristic that leads to superior performance in an individual's job, Briscoe and Hall (1999).

Although this framework was originally made for the Glasgow City Council, its concepts with proper adaptation can be applicable to leadership roles at any level of service in any organization.

These leadership competencies can further be broken down into levels to provide a clearer image of what the competency is. The different levels would correspond to the different complexity required by the job. The cumulative levels can be as few as three to as many as six. Steve Arneson; (2008).leadership style(1st ed).California,USA.

The fifteen identified leadership competencies are further broken down into three clusters:

Personal Qualities, Setting Direction and Delivering the Service.

The first cluster of Personal qualities of the leaders is what is needed to answer the demands of the job. The five competencies under this first cluster are self-belief, self-awareness, self-management, drive for improvement and personal integrity

The second cluster of setting direction aims to provide a clear path to the goal using the following five competencies: seizing the future, intellectual flexibility, broad scanning, contextual smartness and drive for results. Steve Arneson; (2008).leadership style(1st ed).California,USA.

The third cluster is delivering the service and this pertains to providing leadership not just within the organization but also with partnership organizations to be able to provide the expected outcome. Steve Arneson; (2008).leadership style(1st ed).California,USA.

There are also five leadership competencies and they are leading change through people, holding to account, empowering others, effective and strategic influencing and working effectively with others.

If a leader of any organization can study and adapt these fifteen leadership competencies in leading an organization, he or she would definitely become a more effective and admired leader who will bring success to the organization.

In their 2001 book *The Leadership Machine*, Michael Lombardo and Robert Eichinger presented a leadership competency framework that included 67 competencies. Yes, you read that right – 67. That's a lot of competencies for us to master! Based on extensive research, the list covers the universe of leadership competencies, from "price of admission" skills like ethics and integrity to competitive differentiators such as business judgment and decision quality. The list is so exhaustive that when the authors examined over 100 corporate leadership competencies, they found that 85% of those competencies could be found in their framework. Leadership may be a complex animal, but it certainly has been well examined and classified.

They have a lot of respect for their smart work (Lombardo and Eichinger's research,) and enjoy dipping into the list when we need ideas for leadership competencies.

Michael Lombardo and Robert Eichinger.(2001). *The Leadership Machine.USA.*

There are eight important skills in the leadership competency and they are as follows:

Integrity/Ethics – this is the foundation; you must tell the truth and do the right thing

Visioning/Strategy – leaders need to point the way and develop compelling plans

Results Focus – leaders must have a bias for action and be relentless about getting things done

Judgment - a great differentiator – it seems you either have it or you don't

Passion/Optimism – who doesn't want to work for someone who exudes positive energy?

Building the Team – great leaders hire and surround themselves with great talent

Cares For/develops others – people flock to leaders who have a reputation for growing talent

Accountability - leaders have to accept and create a culture of accountability .

Michael Lombardo and Robert Eichinger.(2001). *The Leadership Machine.USA.*

Quality of employees

Most employers seem to agree that good employees display qualities such as dependability, punctuality, initiative, a positive attitude toward the job, ability to get along well with others, flexibility, motivation, organization, and an ability to perform assigned duties. And most individuals preparing to enter the workforce would look at this list of expectations and find it reasonable, (Bass, 1997; Mullins, 1999).

Does anyone plan to start a job or career unmotivated, disorganized, and under-prepared? Of course not! The problem is that the qualities and behaviors listed above are automatically assumed by employers; they constitute minimum expectations. Most companies do not provide programs to train their new employees on how to develop loyalty, project a good attitude, or show up on time each day. And why would they?

Students who graduate from high school or college possess these attributes and more, don't they?

More and more frequently, employers are complaining about the work ethic of new employees and are surprised at the degree to which they lack the basic skills and behaviors necessary to succeed in their jobs. Employees are not showing up to work on time (or, in some cases, not showing up at all), not willing to perform the tasks assigned to them, and not taking the initiative to look around and see what needs to be done. Often these same individuals have portrayed themselves in interviews as dependable, flexible, and willing to take initiative.

Paulus, etal (1996).qualities of employees.(2nd ed). Oxford press, UK.

Ten qualities of employees

There are many qualities of employees which Based upon research, the following are the most important personal qualities and attributes that employers expect to see on applicants' CVs:

1. **Communication skills:** includes all levels of communication such as verbal/speaking, interacting with people, writing and expressing themselves clearly.
2. **Team player skills:** this refers to working with others in a group, sharing information, helping each other when facing a problem, properly dividing tasks between team members, etc.
3. **Leadership skills:** this skill is vital because it shows that you are a visionary, you can lead others (and yourself) and take responsibility whenever things go wrong. It means that you do not need someone to spoon-feed you or hold your hand on a daily basis in order for you to do your job!

4. **Attention to detail:** this is a very important attribute; an employer looks whether you can pay attention to small details such as silly spelling mistakes, badly formulated sentences, not finishing a design until completion, etc.
5. **Enthusiasm and personal drive:** no employer wants to employ a person who takes forever to do the most trivial of tasks and sighs deeply whenever asked to do something. They are more interested in people who are enthusiastic about what they do; completing tasks with excellence and always looking forward to the next one.
6. **Initiative:** this means that you think outside of the box; you come up with things rather than sit and wait until things come to you. You are a starter. Not a follower.
7. **Management and organizational skills:** in the majority of cases, projects and tasks fail because of mismanagement. Proper management of time, resources and focus can really do wonders in the work place.
8. **Ability to handle pressure and meet deadlines:** although stress levels and pressure vary from one job to another (e.g. compare a surgeon with a cleaner), there ***will*** always come a time in every job in which you'll have it extremely busy. Will you crack under the pressure or stay calm and carry out your tasks efficiently? Employers look for the latter.
9. **Willing to learn:** no one knows it all. Some people *think* they do, but they don't. Employers are looking for people that are willing to learn and develop their skills and qualities further.
10. **Flexibility:** Can you handle new situations? Can you adapt to whatever circumstances you are presented with? Can you complete a task in more than just one way? If you can, you are officially a flexible employee.

Paulus, etal (1996).qualities of employees.(2nd ed). Oxford press, UK.

Employee quality and Leadership

Ultimately it is the individual employee who either performs, or fails to perform, a Task. In order for an organization to perform an individual must set aside his personal Goals, at least in part, to strive for the collective goals of the organization (Cummings And Schwab, 1973).

In an organizational context, the very nature of performance is defined by the organization itself (Cummings and Schwab, 1973). Employees are of paramount importance to the achievement of any organization. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999).

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 (Wall, Solum and Sobol, 1992; Maritz, 1995). To have an effective organization, there must be effective and stimulating relations between the people involved in the organization (Paulus, Seta and Baron, 1996).

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Preliminary research undertaken by Booysen and Van Wyk (1994, in Swanepoel, et al., 2000) in a South African context found that outstanding leaders, in terms of effectiveness, are perceived to show a strong and direct, but democratic and participative leadership style, and are seen as agents of change and visionaries who

increase organisational performance.

Maccoby (1979, in Botha, 2001) concludes that the need of firms to flourish in the world of escalating competitiveness, of technological advances, of altering government regulations and of changing employee attitudes, requires an advanced level of leadership more than ever before. His views further demonstrate the importance of leadership in the business arena. According to Bass (1997), in the modern business environment much research has proved that leaders make a difference in their subordinates' performance, and also make a difference as to whether their organisations succeed or fail. Furthermore Kotter (1988) argues for the ever-increasing importance of leadership in organisations, because of significant shifts in the business environments, such as the change in competitive intensity and the need for more participation of the total workforce.

Leadership is perhaps the most thoroughly investigated organisational variable that has a potential impact on employee performance (Cummings and Schwab, 1973).

Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions, and relationships.

Cummings and Schwab (1973) mention the connection between leadership traits or leadership behaviours and employee performance. However, they stress that the literature was not based on empirical evidence and therefore has become discredited over time (Cummings and Schwab, 1973; Fiedler and House, 1988).

There is agreement in the literature (Maritz, 1995; Bass, 1997) that leadership is a critical factor in the success or failure of an organisation; excellent organizations begin with excellent leadership, and successful organisations therefore reflect their Leadership. Leaders are effective when the influence they exert over their subordinates Works towards achieving organizational performance (Jones and George, 2000).

Furthermore, leadership is often regarded as the single most critical success factor in the success or failure of an institution (Bass, 1990:8). Dimma (1989) believes that leadership is undoubtedly the critical determinant of the success of an organisation, and thus determines organizational performance in the competitive global market.

Theoretical Perspectives

A review of the leadership literature reveals an evolving series of 'schools of thought' from "Great Man (1849)" and "Trait (1864)" theories to "Transformational" leadership (see table). Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership.

Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life

Related Studies

The Center for Creative Leadership(ccl), which based on USA conducted a research study to determine if the current level of and type of leadership skills are sufficient to meet organizational needs.

The project was designed to address the following questions:

What leadership skills and perspectives are critical for success now and in the future?

How strong are current leaders in these critical skills and perspectives?

How aligned is today's leadership strength with what will be the most important skills and perspectives in the future?

A leadership gap or deficit may have one of two causes: when leaders are focused on the right competencies, but haven't sufficiently mastered them, or when leaders are not focused on the right skill areas. The first is a matter of degree; the second is a matter of substance. Either can be a problem in both the short- and long-term.

Organizations (and individual leaders) want to avoid a discrepancy between areas of strength and areas of need; however, the data from the CCL study indicate that organizations today are experiencing a current leadership deficit and can expect a leadership gap in the future.

Key findings of the The Center for Creative Leadership study:

Seven leadership skills are consistently viewed as most important now and in the future.

They are: leading employees, strategic planning, inspiring commitment, managing change, and resourcefulness, being a quick learner, and doing whatever it takes.

Leaders lack the skills they need to be effective today. Of the "top five" needs — inspiring commitment, strategic planning, leading people, resourcefulness, and

employee development — only resourcefulness is considered be a "top ten" skill. This is what The Center for Creative Leadership calls "the current leadership deficit."

Leaders are not adequately prepared for the future. Today's leadership capacity is insufficient to meet future leadership requirements. The four most important future skills — leading people, strategic planning, inspiring commitment, and managing change — are among the weakest competencies for today's leaders. The leadership gap, then, appears notably in high-priority, high-stakes areas. Other areas where there is a significant gap between the needed and existing skill levels are: employee development, balancing personal life and work, and decisiveness.

Quality of Working Life and Related Concepts

Whilst there has, for many years, been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life.

However, more complex models of an individual's experience in the workplace often appear to be set aside in an Endeavour to simplify the process of trying to measuring "stress" or some similarly apparently discrete entity. It may be, however, that the consideration of the bigger, more complex picture is essential, if targeted, effective

action is to be taken to address quality of working life or any of its sub-components in such a way as to produce real benefits, be they for the individual or the organization.

Quality of working life has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye,(1990) concluded that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

Whilst quality of life has been more widely studied, quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its core constituents.

It is argued that the whole is greater than the sum of the parts as regards quality of working life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace.

This consideration of quality of working Life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements. Elizur and Shye,(1990).

Therefore there is no such research conducted before in hass Petroleum Company about leadership competencies and quality of employees.

CHAPTER THREE
METHODOLOGY

Research Design

The study was used Descriptive design (comparative and correlation) using a quantitative approach to investigate as a research design to identify on how the leadership competency and quality of employees in selected HASS branches, Kampala, Uganda. It will allow the researcher to investigate the situation of the target population.

Research Population

The study has been conducted among (5) selected HASS branches in Kampala. Namely by HASS kisinye, HASS bakuli, HASS nalakolonga, HASS Entebbe, and HASS Natete in Kampala, Uganda. The research targeted population would be 150 employees in selected branches with 30 respondents each. The target populations would be the ordinary employees, administrators; and supervisors. Because, these figures are most involved group in the company's activities.

Sample size

Sample size is the process of selecting members of a population to be included in a sample (Paul, 1997) Sampling also is the process of choosing elements from a population in such way that the sample elements selected represented whole population Amin, (2005).

The sample size of the study consists of 135 from 203 of target population.

Source: sloven's formula n= N/1+N(a)2

203÷1+203(0.05)2 = 135

Table 3.1 Respondents of the Study

	Total target Populatio n	**Sample size**					**Total Sample size**	
etrol :ations		Mana gers	supervi sors	Other	managers	Supervisors	other	
alokulong	40	6	10	24	3	5	19	27
senyi	40	6	10	24	3	5	19	27
atete	40	6	10	24	3	5	19	27
akuli	40	6	10	24	3	5	19	27
ntebbe	40	6	10	24	3	5	19	27
otal	**203**							**135**

Sampling Procedure

The purposive sampling has been utilized to select the respondents based on the flowing criteria:

1. Male or female respondents in any branch in Hass petroleum include in the study.
2. Managers of each branch in Hass company under study.
3. Supervisors of each branch in Hass company under study.
4. Other employees of each branch in Hass company under study.

From the chosen on the inclusion criteria, systematic random sampling was used to finally select the respondents with consideration to compute minimum sample size.

Research Instrument

There was two sets of questionnaires Leadership competency-None standardized, quality of employees –standardized would be used in the study. The study has been used standard self administered questionnaire which was close ended in nature to collect the required data on a Leadership competency and quality of employees in HASS branches, Kampala, Uganda.

Validity and Reliability of the Instrument

The reliability of the research instruments was concern with the extent to which the research instrument yields the same results. Questionnaire has been pretested on five people who are not respondents in the study. A structured and self administered questionnaire has used throughout the research to ensure that respondents fill the same questionnaire and the instrument provides the required information.

Data Gathering Procedures

The following data collection procedures have been implemented:

A. Before the administration of the questionnaire

The researcher was requested for an introduction letter from the School of Postgraduate Studies and Research addressed to the authorities of the universities under study for him to be permitted to conduct the study. The letter was containing the criteria for selecting the respondents and the request to be provided with the list of target population.

After approval, the requested list of respondents provided to the researcher by the selected Hass branches, has been used by the researcher to guide his in identifying the participants of the study. Pre-testing of the instrument on leadership competency was follow.

The researcher was prepared the questionnaires and convenes with his selected research assistants to discuss and brief them on the sampling techniques and data gathering procedures.

B. During the Administration of the questionnaire

Specifically, the researcher and his assistants has been seriously particular in requesting the respondents the following: (1) to sign the informed consent ;(2) to answer all questions hence should not leave any item unanswered; (3) to avoid biases and to be objective in answering the questionnaires.

The researcher and his assistants were trying retrieving the questionnaires within two weeks from the date of distribution.

All questionnaires retrieved have been checked if completely filled out.

C. After the Administration of the questionnaire

The data collected has been organized, collated, summarized, statistically treated and drafted in tables using the Statistical Package for Social Sciences (SPSS) version 16.

Data Analysis

Data collected was organized and analyze using SPSS application software and percentage statistics to present the findings of the research on charts, tables, graphs. Coding the data, or labels that have been attached to the 'raw' data; categorizing these codes, to identify ways in which the codes can was group into categories; identifying themes and relationship between the codes or categories of data, then the researcher developed concepts in arriving at some generalized statements, patterns and themes that have been identified in the data (SWOT), Strength, Weakness, Opportunity and Threats has been applied if it is assumed necessary.

Mean Range	Interpretation
3.26---4.00	very good
2.51---3.25	Good
1.76---2.50	Fair
1.50---1.75	Poor

Ethical Considerations

To ensure utmost confidentiality for the respondents and the data provided by them as well as reflect ethics practiced in this study, the following has been done:

1. All questionnaires have been coded to provide anonymity of the respondents
2. The respondents have been requested to sign the informed consent
3. Authors quoted in this study has been recognized through citations and referencing
4. Presentation of findings have been generalized

Limitations of the Study

The researcher was claim an acceptable (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study:

1. Testing: Differences in conditions and time when the data was obtained from respondents by different persons on different days at different hours. This has been minimized by orienting and briefing the research assistants on the sampling techniques and data gathering procedures.
2. Instrumentation: The research instrument on ethical leadership is not standardized. A validity and reliability test has been done to produce a credible research tool.

3. Mortality: The calculated number of respondents may not be reached considering the fact that some questionnaires may not be returned due to circumstances within the respondents and beyond the control of the researcher. The researcher was endeavored to attain the appropriate number of respondents for reasons of representativeness.

4. Extraneous: variables which have beyond the researcher been not have controlled over the extraneous variables such as honesty of the respondents, personal biases and descriptive nature of the design.

5. Attrition: 25 questionnaires were not retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

PROFILE INFORMATION OF THE RESPONDENTS

This thesis presents of the background information of the respondents who participate in the study. The purpose of this background information was set up the profile of the respondents and indicates the distribution of the population of the study.

In addition to that, the first objective of the study was to determine the profile of the respondents in terms of Age, Gender, Qualification, Experience and positions to examine what categories the majority of the respondents are on top form in. information of this objective was analyzed under the question "What is the profile of the respondents in terms of age, gender, qualification, experience, and positions?"

Table 2

Profile of the Respondents

Profile of the respondents	Frequency	Percentage (%)
Gender		
Male	69	62.7%
Female	41	37.3%
Total	**110**	**100%**
Marriage status		
Single	48	43.6%
Married	62	56.4%
Total	**110**	**100%**
Age		
29-39	52	47.3%
40-49	35	31.8%
50>	23	20.9%
Total	**110**	**100%**
Education		
Secondary	15	13.6%
Diploma	25	22.7%
Bachelor	35	31.8%
Master	35	31.8%
Total	**110**	**100%**
Positions		
Manager	27	24.5%
Supervisors	30	27.4%
Other	53	48.1%
Total	**11o**	**100%**

Source: primary data, 2012

Table2 indicated the different categories were involved in the study 62.7% were male and 37.3% were female in the total respondents, and it is clear that these five selected branches were dominated male or the popular of the respondents are male. Also the results indicating that there were more male than female individuals working Hass Company in Kampala.

The study showed that 43.6 of respondents were single, while 56.4 of the respondents of Hass Company were marriage so the marriage dominated the single.

The findings of the study showed that 47.3% of the respondents belonged at the age of 29-39, 31.8 % of the respondents are the age 40-49, and 20.9% of the respondents are the age 50>. This finding suggested that organization staff were of diverse age of groups. The diversity in age of staff implies that the staff would have different values for their performance.

Table 2 showed that the first group of the respondents has secondary school which represents 13.6% of the respondents, the second group of the respondents is diploma holders which stand for 22.7%of the respondents; the findings of the study indicated that the respondents which are bachelor degree holders made up 31.8% of the respondents; the fourth group of the respondents has master degree which represents 31.8% of the respondents and mostly they are the managers of the organizations.

From the findings the researcher observed that the managers of the selected branches of Hass Company are master degree holders which showed that they have skills, knowledge, experience and competence to handle the operations and activities of the entire organization. This is indicating and also evidencing that the organization attracted and retained highly educated employees who perform their duties well.

The findings indicate that there is high employee retention in selected branches of Hass Company in Kampala, Uganda. If the researcher tends the position of the respondents the result indicates that the 48.1% of the respondents are ordinary employees of the organization, while 24.5% of the respondents are managers and

27.4%of the respondents are supervisors. Therefore the finding shows the majority of the respondents of selected branches of Hass Company are ordinary employees.

Table 3

Level of leadership competencies

INDECATORS	MEAN	INTERPRETATION	RANKING
INTERGITY/ETHICS			
ethics of leaders evokes a sense of pride for the company and improve its image in the eyes of the employees	3.64	Very good	1
our managers always tell the truth and do the right thing.	3.47	Very good	3
I have trusts and confidence in my boss.	3.50	Very good	2
VISIONING/ STRATEGY			
Leaders need to point the way and develop compelling plans	3.22	Good	2
our leaders always influence and inspire us to accomplish the goals and objectives of our organization.	3.25	Good	1
Our leaders have clear sense to hierarchy, know who the bosses are, who to talk to, what the organizational objectives and how the organization works.	3.25	Good	1
RESULTS FOCUS			
our managers always evaluate the tasks to meet the organizational goals.	2.97	Good	1
Leaders must have a bias for action and be relentless about getting things done.	1.53	Fair	2
JUDGEMENT			
our bosses have the ability to set best standards of behaviors.	3.29	Very good	2
Leaders always make right decision in organizational goals.	3.35	Very good	1
PASSION/OPTIMISM			
There is clear communication from top management to lower management.	3.26	Very good	1
Managers always inform us our feedback on the tasks.	3.24	Good	2
TEAM BUILDING			
I am always influence by my supervisors to effective decision	3.19	Good	4

by our team.			
our bosses have the ability to set best standards of behaviors through coaching and team building	3.28	Very good	1
our managers always improve through Achievement Orientation.	3.24	Good	2
Great leaders hire and surround themselves with great talent.	3.23	Good	3
DEVELOPS OTHER/ CARES FOR			
Leaders always have a reputation for growing talent	3.17	Good	3
Managers always delegate the tasks in to their subordinates.	3.23	Good	2
Managers usually motivate the employees in particular task.	3.33	Very good	1
ACCOUNTABILITY			
Leaders always accept and create a culture of accountability.	3.27	Very good	2
I am always influenced by my supervisors to effective decision by our team	3.19	Good	4
Leaders always encounter employees who are not able to meet the performance that is expected of them.	3.28	Very good	1
Leaders always improve the best approaches towards resolving issues in work performance.	3.24	Good	3
Mean index	3.92	Very good	

Source: primary data 2012

The table 3 exposed that the mean and standard deviation of the ethics of leaders evokes a sense of pride for the company and improve its image in the eyes of the employees. (3.64 very good) which indicates the majority of the respondents agreed that the both manager, supervisors and other employees of selected branches of hass company, were responded that the leaders have good ethical behavior that reveals the organization is very strong because they have well educated and skilled both manager, supervisors and also other employees toward to the capability to perform their duties.

The table 3 showed that the mean and standard deviation (3.47very good) that represents the Some of managers always tell the truth and do the right thing, this mean shows the majority of the respondents agreed that the managers of the company always treats to tell truth and this review of managers are highly have for their empowerment in selected branches of Hass company Kampala Uganda.

The table 3 indicated that the mean of that I have trusts and confidence of my boss is (3.50 very good) which means that majority of the respondents agreed that the other employees of the selected branches of Hass company have honest flexible, empathy, because they have strong reliability and performance in the organization.

The table 3 also exposed that the mean of the Leaders need to point the way and develop compelling plans in selected branches of Hass company is (3.22 good) which stand for that the majority of the respondents were agreed that the selected branches of Hass company have a strong of the leaders got suitable develop compelling plans so the organization's plan is somehow and it may bring or create a fine productivity, and well performance in leadership competencies.

The table 3 showed that the mean of the leaders always influence and inspire us to accomplish the goals and objectives of our organization is (3.25 good) which represents that the majority of the respondents both other employee and supervisors were agreed that they feel happy because of the respect from their leaders.

The table 3 showed that the mean our leaders have clear sense to hierarchy, know who the bosses are, who to talk to, what the organizational objectives and how the organization works is (3.25 good) which represents that the majority of the respondents were agreed that the leaders of the organization fair respect to their subordinates , so this view cause to the organization better productive.

The findings of table 3 indicated that the mean of our managers always evaluate the tasks to meet the organizational goals is (2.97 good) which represents that the respondents were agreed that the selected branches have good evaluation that the managers can exploited to attain full empowerment and it increase employee's accountability and responsibility of the organization.

The findings of table 3 showed that the mean of the Leaders must have a bias for action and be relentless about getting things done is (1.53 poor) which represents that the respondents were not agreed that the majority of the managers, other employee,

and supervisors respond that the leaders make equal actions to the employees and their relating about getting the things done and they have strong direction policy and procedure towards the employee monitoring.

The findings of table 3 showed that the mean of that our bosses have the ability to set best standards of behaviors is (3.29 very good) which represents the majority of the respondents were agreed that the selected branches have strong stander behavior which may affect the employees how to get an adherence because of their beliefs of the organization.

The findings of table 3 indicated that the mean of the Leaders always make right decision in organizational goals is (3.35 very good) which the respondents were agreed that the selected organizations have excellent decision making to achieve the organizational goals because it makes good business sense.

The findings of the table 3 indicated the mean there is clear communication from top management to lower management is (3.26 very good) which represents the respondents were agreed that there is very clear communication between the top and lower managers in selected branches of Hass company.

The findings of table 3 indicated that the mean of Managers always informs us our feedback on the tasks is (3.24 good) which represents that the majority of respondents were agreed that the managers, other employees, and supervisors of Hass company have a nice relationship about feedback of the tasks.

The findings of the table 3 showed that the mean of I am always influence by my supervisors to effective decision by our team is (3.19 good) which represents that the most of respondents were agreed that the supervisors have influence by their other employees in terms of team work.

The findings of table 3 showed that the mean of our bosses have the ability to set best standards of behaviors through coaching and team building is (3.28 good)

which represents that ma majority of respondents were agreed that the bosses have true couching and team building to their staff.

The findings of table 3 indicated that the mean of our managers always improve through Achievement Orientation is (3.24) which replicates the majority of respondents were agreed there is good improvement of orientation in selected branches of Hass company.

The findings of table 3 showed that the mean of Great leaders hire and surround themselves with great talent is (3.23 good) which represents that the majority of the respondents were agreed that there is fine talent with their leaders in selected branches of Hass company.

The findings of table 3 indicated that the mean of Leaders always have a reputation for growing talent is (3.17 good) which replicates that the majority of the respondents were agreed that the leaders have reputation for growing talent in selected branches of Hass company.

The findings of the table 3 showed that the mean of Managers always delegates the tasks in to their subordinates is (3.23 good) which stands for the majority of the respondents were agreed that their managers delegate the tasks to their subordinates.

The findings of table 3 spelled out that the mean of Managers usually motivates the employees in particular task is (3.33 very good) which Characterizes the majority of the respondents were agreed that the managers motivate their employees in particular task.

The findings of table 3 identified that the mean of Leaders always accepts and creates a culture of accountability is (3.27 very good) which represents that the majority of respondents were agreed that the leaders have great culture of accountability in selected branches of Hass company.

The findings of table 3 specified that the mean of I am always influenced by my supervisors to effective decision by our team is (3.19 good) which represents that the majority of the respondents were agreed that the employees influenced by the supervisors to effective decision making as team work.

The findings of table 3 showed that the mean of Leaders always encounter employees who are not able to meet the performance that is expected of them is (3.28 very good) which replicates that the majority of respondents were agreed that the leaders encounter inability to perform the employees in desired way.

The findings of table 3 indicated that the mean of Leaders always improves the best approaches towards resolving issues in work performance is (3.24 good) which stands of the majority of respondents were agreed with some doubts that leaders improve the best approaches towards resolving issues in work performance.

The mean index indicated that the level of the effectiveness of the job opportunities as very good (**mean index** 3.92). Thus, it can be deduced that the hass company has very good leadership competencies.

Table 4

Level of quality of employees

Indicators	MEAN	INTERPRETATION	RANKING
EFFECTIVNESS			
I am always prepares and get ready if my supervisor asks me for certain opinion.	3.46	Very good	1
I always have actual trends across voice, e-mail, chat, text, social media and work items to help organizations plan.	3.20	Good	3
Our manager leads us to ensure that organization is meeting service level agreements.	3.37	Very good	2
Our manager always knows our skills if do or don't possess the right customer service representative.	3.19	Good	4
HONEST			
Our managers always help us to keep our reputation.	3.17	Good	2
Our managers ask us our potential to provide our family or friend who can vouch for our integrity.	3.31	Very Good	1
EFFECIENCY			
I always work hard or try to advance	3.27	Good	1
As an employee of this company, I enjoy my job and met my expectations from the company.	3.13	Good	2
I never hesitate to adopt change and try to be on track.	3.04	Good	3
PRODUCTIVITY			
As manager I always arrange one-on-one meetings with each employee.	3.17	Good	3
Our managers always recognize our impact.	3.23	Good	2
Our manager always avoids ignoring our high performance.	3.30	Very good	1
LOYALTY			
I am trusted and loyal to the company even where do not satisfy my needs.	3.34	Very good	1

I always committed the success of the organization and believe that working for this organization is the best option.	3.32	Very good	2
CULTURE			
Consistently learn more about my job from my company and those who need my service (customers).	3.33	Very good	1
I always write every job description including their responsibility and task supports pursuit of the corporate mission and vision.	3.28	Very good	2
I always build human resources and operating policies around the mission, vision and shared core values of the organization.	3.24	Good	3
ACTIVITY			
if my boss assigns me to do actively, I submit it before or on time in a desired way	3.16	Good	2
Our supervisor create Connection provides us and organization with a comprehensive variety of discounted our programs.	3.20	good	1
Mean index	3.80	Very good	

Source: primary data 2012

The findings of table 4 indicated that I am always prepares and get ready if my supervisor asks me for certain opinion as the mean (3.46 very good) which replicates that the respondents tells us there is much flexible coworker between the employees and their supervisors in selected branches of ass company. In that view the researcher knows the level of quality of employees of Hass Company so this view creates great performance of the organization.

The findings of table 4 showed that the mean of I always have actual trends across voice, e-mail, chat, text, social media and work items to help organizations plan is (3.20 good) which represents that the majority of the respondents were agreed that there some good actual trends across network to help the organization plan.

The findings of table 4 indicated that Our manager leads us to ensure that organization is meeting service level agreements as the mean (3.37 very good) which indicates that the respondents tells us there is real cooperation between employees and managers in selected braches of hass company .

The findings of table 4 revealed that the mean of Our manager always knows our skills if do or don't possess the right customer service representative is (3.19 good) which replicates that the majority of the respondents were agreed that managers do fair of employee monitoring in selected branches of hass company .

The findings table 4 showed that the mean of our managers always help us to keep our reputation is (3.17 good) which represents that the majority of the respondents agreed that the managers keep the employee dignity.

The findings of table 4 showed that the mean of our managers ask us our potential to provide our family or friend who can vouch for our integrity is (3.31 very good) which represents the respondents were agreed that the managers of Hass company ask their employees about their potential.

The findings of table 4 showed that the mean of I always work hard or try to advance is (3.27 very good) which represents the majority of the respondents where agreed that the employees of Hass company work hard because of their position.

The findings of table 4 showed that the mean of as an employee of this company, I enjoy my job and met my expectations from the company is (3.13 good) which represents the majority of the respondents were agreed that the employees of Hass company enjoy their job and have high expectation from their company.

The findings of table 4 showed that the mean of I never hesitate to adopt change and try to be on track is (3.04 good) which represents the majority of the respondents were agreed that the employees of Hass not hesitate to adopt change and do well their work .

The table 4 showed that the mean of as manager I always arrange one-on-one meetings with each employee is (3.17 good) represents that the majority of the respondents were agreed that the managers of hass company somehow arrange the meeting with each employee.

The findings of table 4 indicated that the mean our managers always recognize our impact is (3.23 good) represents that the majority of the respondents agreed that the managers of hass company recognize the impact of their employees.

The findings of table 4 above indicated that the mean of Our manager always avoids ignoring our high performance is (3.30 very good) represents that the majority of the respondents agreed that the managers of hass company have never treat ignoring the high performance of their employees.

Table 4 indicated that the mean of I am trusted and loyal to the company even where do not satisfy my needs is (3.34 very good) which replicate that the respondents tells us the employees of hass company have trusted and loyalty to their company.

The findings of table 4 identified that the mean of I always committed the success of the organization and believe that working for this organization is the best option is (3.32 very good) which stands for the majority of the respondents were agreed that there is best ever employee commitment for the success of their organization.

The findings of table 4 specified that the mean of the consistently learn more about my job from my company and those who need my service (customers) is (3.33 very good) which is characterize the majority of the respondents were agreed that the employees have an extra knowledge from their customers.

The findings of table 4 showed that the mean of I always write every job description including their responsibility and task supports pursuit of the corporate mission and vision is (3.28 very good) which represents the majority of the respondents were agreed that the employees of hass company take the responsibility of their task.

The findings of table 4 indicated that the mean of I always build human resources and operating policies around the mission, vision and shared core values of the organization is (3.24 good) which replicates that the majority of the respondents were agreed that the human resource managers operate the policies and set the vision and mission of the organization.

The findings of table 4 showed that the mean of if my boss assigns me to do actively, I submit it before or on time in a desired way is (3.16 good) which stands for the majority of the respondents were agreed that the employees of Hass Company somehow submit on time if their boss assign them.

The findings of the table indicated that the mean of Our supervisor create Connection provides us and organization with a comprehensive variety of discounted our programs is (3.20 good) which represents that the majority of the respondents were agreed that there is fair connection between the subordinates and top managers of hass company

The mean index indicated that the degree of the quality as good (**mean index 3.80**). Thus it can be increased that the degree of quality of employees in selected branches of Hass Company was good.

Table5

Relationship between leadership competencies and quality of employees

Variables	Sample	Std.dev	r value	Sig.
Leadership competencies	110	.70711	.918	.000
Quality of employees	110	.70612		

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

Table 5 exposed that there is a relationship between leadership competencies and quality of employees in selected branches of Hass Company. The relationship between the two variables was strong positively correlated.

The level of significance was computed at 0.000 which is below the standard correlation level of 0.05 Where indicates significance relationship. Pearson correlations reading at .918 is an indicator of strong and positive relationship. In view of this output the null hypothesis was rejected, the alternative hypothesis was accepted leading to the conclusion.

Table 6

Regression Analysis between the Dependent and Independent Variables

Variables Regressed	Computed F-Value	r2	Interpretation	Decision on Ho
Leadership competencies and quality of employees	1.735	.965	Significant Effects	Rejected

From the table 6, it is clear that this model has good correlation as the r is significant effects (r=.965) and only 9.66% of the variation in leadership competencies is explained by quality of employees. The model is significant (F=1.735, P=0.000). The researcher concludes that there is sufficient evidence at the 0.05 level of significance, that the leadership competencies affect quality of employees.

The results suggest that leadership competencies have an effect on quality of employees in selected branches of hass branches.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study was guided by five objectives which comprised of these objectives (I)to identify the demographic characteristics of the respondents in terms of gender, Age, educations, (II) to determine the extent of leadership competencies in selected branches of Hass company.(III)to determine the level of quality of employees in selected branches of Hass company .(Iv)to establish if leadership competencies and quality of employees are significantly correlated.(v)to establish the relationship between leadership competencies and quality of employees in selected branches of hass company Kampala, Uganda .

The first objective of the study is used descriptive statistics results showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of population in the study. The result indicated that male dominated the whole company rather than female individuals working in selected branches of hass company Kampala, Uganda, and also the findings indicated that the diverse age among the staff of selected in selected branches, the difference ages from early stages to elders who have more information in the field of study and can offer practical information to the stud

The second objective was determine that the extent of leadership competencies in selected branches Based on the analysis of chapter four the findings exposed that the most of the respondents agreed that the leadership competencies are being highly effective in the organization contribution of selected branches as showed the mean (3.92 very good) which indicates the majority of the respondents agreed that the leaders of hass company are very effective, that reveals the organization is strong because they have well educated and skilled both manager, supervisors and other staff toward to the capability to perform their duties.

On the other side the selected branches are very good according to the stander deviation and mean on the other hand ethics of leaders evokes a sense of pride for the company and improve its image in the eyes of the employees (3.64 very good) which means that majority of the respondents agreed that the leaders in selected branches of hass company have good ethics and improvement, because they have strong reliability and performance in the organization.

Therefore, all the findings of the second objective revealed that the Table 3 indicated that managerial staff of this organization participates regular meetings to set best standards of decision making as the mean 3.35 indicated that the respondents tells us the managerial staff always participate the regularly meeting on the of organization, that showed us the mean indicated is very good. In that view the researcher knows the managerial staff of the organization always participate the general meeting or annual meeting in order to set policies and procedures because that created good performance of the organization.

The findings of the third objective declared that the table 4 indicated that non managerial staff of Hass Company participates the organizational growth in terms of communication as the mean of 3.20 indicated that the respondents have agreed that non managerial staff takes part the organizational growth, that classified that the mean indicated is good.

The fourth objective was analyzed in the SPSS so the researcher could estimate the st.dev value of the objective which indicates there is significant relationship between the variables.

Eventually the findings of the fifth objective specified that the regression of the variables was very strong as the SPSS analyzed.

Conclusion

This research found that leadership competencies and quality of employees up to an extent influence each other.

As the analysis of this research showed if the leadership competencies are administrated well enough the quality of employees would be affiance.

During the analysis the researcher founded that mostly the leaders in Hass company train, motivate, communicate, delegate, monitor, compensate, apprise and evaluate the quality of their employees.

But still they need to improve some areas such as employee induction, career opportunities, personal development, fringe benefits and etc.

However it seems that there is changing environment at Hass Company, although the researcher predicted that there is rapid improvement in the long run.

I hope all these issues, together with the most integrative of leadership Competencies and quality of employees provided in this thesis will stimulate curiosity and further research in this area.

RECOMMENDATIONS

Based on the findings in this study, the following recommendations have been suggested:

1. In order to mitigate the low performance of employees the managers of the company must positively address their challenges which are financial and technical to enhance the quality of their employees.

3. They should motivate the employees to participate in the activities and decision making of the company to create harmony

4. In order to increase employees' satisfaction, the management of the company should review the salary and individual contribution for rewarding accordingly

5. Management should always keep in mind that aligning individual needs with that of the company is crucial for the wellbeing both sides
6. There must Proper training and development for enhancing employee skills to enable the employees to performance in an effective and efficient way
7. Managers should delegate to their subordinates tasks which are time consuming and cost in effective
8. There must proper flow of information within the organization and to other key stakeholders of the company
9. Managers should create a health environment for improving employees' enjoyment of their jobs
10. And yet, there must career individual development strategies to prepare and promote higher positions in the company

Areas for further research

Leadership competencies and employees effectiveness

Leadership competencies and work conditions

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OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Date: 11th June, 2012

RE: REQUEST ADAM ALI MOHAMED MHR/33714/111/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Human Resource Management.

He is currently conducting a research entitled **"Leadership Competencies And Quality Of Employees In Selected Branches Of Hass Company In Kampala, Uganda."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)

KAMPALA INTERNATIONAL UNIVERSITY
PRINCIPAL
CHDR
P.O. BOX 20000, KAMPALA

NOTED BY:
Dr. Sofia Sol T. Gaite
Principal-CHDR

Appendix: Clearance from Ethics Committee

Date_____

Candidate's Data

Name_____

Reg. # _____

Course _____

Title of Study _____

_____

Ethical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

Results of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Member's _____

Appendix : Informed Consent

I am giving my consent to be part of the research study of Mr. Adam Ali Mohamed that will focus on Leadership competencies and quality of employees.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date_____

APPENDIX

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a master in human resource management candidate of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, **leadership competencies and quality of employees in selected branches of hass company** Within this context, May I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within seven days (7)?

Thank you very much in advance.

Yours faithfully,

Mr. Adam Ali Mohamed

Servicing New Frontiers

14th July, 2012

Kampala International University

P. O. Box 2000,

Kampala, Uganda.

RE: RESEARCH FOR ADAM ALI MOHAMED

In reference to your letter dated 11th June, 2012, we are pleased to accept Adam Ali Mohamed to conduct his research under the title **"LEADERSHIP COMPETENCIES AND QUALITY OF EMPLOYEEES IN SELECTED BRANCHES OF HASS PETROLEUM (U) LTD, KAMPALA, UGANDA."**

Any information given by Hass Petroleum (U) Ltd to you through this research is highly confidential and should not be misused.

We appreciate your efforts in exploring heights.

Sincerely yours,

For HASS PETROLEUM (U) LTD

Hass Petroleum (U) Ltd. Plot 705/6 Nalukolongo Masaka Rd. 14 JUL 2012 0752000778 P.O. BOX 28294 KAMPALA ADMINISTRATION

Hass Petroleum (U) Limited, Plot No. 705/6, Nalukolongo, Masaka Rd
A: P.O. Box 28294, Kampala, UGANDA
T: (+256-414) 273292 / 312 / 387/411 F: (+256-414) 273412
E: hasspetroleum@hasspetroleum.co.ug

Appendix: Questionnaire for Demographic Profile of Respondents

Section A: Questionnaire for demographic profile of respondents

Gender

Male ☐ female ☐

Marital status

Single ☐ married ☐

Age of the respondents:

20-39 years ☐

40-49 years ☐

50 years and above ☐

Educational level of respondents

Secondary school ☐

Diploma ☐

Under graduate ☐

Post graduate ☐

Position of the respondents

Manager ☐

Supervisor ☐

Other ☐

Section B: To determine the extent of leadership competency.

Direction: please indicate with the corresponding rating that best describes your response using the guide below;

Score	mode of response	description	interpretation
4	highly effective	you effective with no doubt	very good
3	effective	you effective with some doubt	good
2	ineffective	you ineffective with some doubt	fair
1	highly ineffective	you ineffective with no doubt	poor

1. Integrity/Ethics

__1.1 Ethics of leaders evokes a sense of pride for the company and improve its image in the eyes of the employees.

__1.2 our managers always tell the truth and do the right thing.

__1.3 I have trusts and confidence in my boss.

2. **Visioning/Strategy**

__2.1 Leaders need to point the way and develop compelling plans

__2.2 our leaders always influence and inspire us to accomplish the goals and objectives of our organization.

__2.3 Our leaders have clear sense to hierarchy, know who the bosses are, who to talk to, what the organizational objectives and how the organization works .

3. **Results Focus**

__3.1 our managers always evaluate the tasks to meet the organizational goals.

__3.2 Leaders must have a bias for action and be relentless about getting things done

4. **Judgment**

__4.1 our bosses have the ability to set best standards of behaviors.

__4.2 Leaders always make right decision in organizational goals.

5. **Passion/Optimism**

__5.1There is clear communication from top management to lower management.

__5.2Managers always informs us our feedback on the tasks.

6. **Building the Team**

__6.1 I am always influence by my supervisors to effective decision by our team.

__6.2 our bosses have the ability to set best standards of behaviors through coaching and team building.

__6.3 our managers always improve through Achievement Orientation.

__6.4 Great leaders hire and surround themselves with great talent.

7. **Cares For/Develops Others**

__7.1 Leaders always have a reputation for growing talent

__7.2 Managers always delegates the tasks in to their subordinates.

__7.3 Managers usually motivates the employees in particular task.

8. **Accountability**

__8.1 Leaders always accepts and creates a culture of accountability.

__8.2 Leaders always encounter employees who are not able to meet the performance that is expected of them.

__8.3 Leaders always improves the best approaches towards resolving issues in work performan

Section C: to determine the level of quality of employees.

Direction: please indicate with the corresponding rating that best describes your response using the guide below.

Score	Mode of response	Description	Interpretation
4	highly effective	you effective with no doubt	very good
3	effective	you effective with some doubt	good
2	ineffective	you ineffective with some doubt	fair
1	highly ineffective	you ineffective with no doubt	poor

1. Effective

____1.1 I am always prepares and get ready if my supervisor ask me for certain opinion.

__1.2 I always have actual trends across voice, e-mail, chat, text, social media and work items to help organizations plan.

__1.3 our manager leads us to ensure that organization is meeting service level agreements.

__1.4 our manager always knows our skills if do or don't possess the right customer service representative.

2. Honesty

__2.1 our managers always help us to keep our reputation.

__2.2 our managers ask us our potential to provide our family or friend who can vouch for our integrity.

3. Efficiency

__3.1 I always work hard or try to advance.

__3.2 as an employee of this company, I enjoy my job and met my expectations from the company.

__3.3 I never hesitate to adopt change and try to be on track.

4. Productivity

__4.1 as manager I always arranges one-on-one meetings with each employee.

__4.2 our managers always recognize our impact.

__4.3 our manager always avoids ignoring our high performance.

5. Loyalty

__5.1 I am trusted and loyal to the company even where do not satisfy my needs.

__5.2 I always committed the success of the organization and believe that working for this organization is the best option.

6. Culture

__6.1 I consistently learn more about my job from my company and those who need my service (customers).

__6.2 I always write every job description including their responsibility and task supports pursuit of the corporate mission and vision.

__6.3 I always build human resources and operating policies around the mission, vision and shared core values of the organization.

7. Activity

__7.1 if my boss assigns me to do actively, I submit it before or on time in a desired way.

__7.2 our supervisor create Connection provides us and organization with a comprehensive variety of discounted our programs.

Appendix : Curriculum Vitae

Personal data

Surname	: Adam
Other names	: Ali Mohamed
Sex	: Male
Date of birth	: 01/01/1982
Nationality	: Somali
Address	: Kisenyi
Mobile no	: 0791956262
E-mail	: hared_4@hotmail.com

OBJECTIVESAT

To be top manager including responsibilities of skilled and experienced professional.

EDUCATIONAL BACKGROUND

Period	Award	Institution
2011-to date	master degree	Kampala international university
2oo4-2005	degree	Islamic university in Somalia
2003-2004	"o" level	Abu-Bakar Alsadiq S. School
2002-2003	certificate of IT	Kasmo

EXPERIENCE

I have 2years of experience in Osama bin said as a teacher and 1 year in abu-bakar al sadiq as secretary 2 years in fair price forex Bureau cashier.

SKILLS

Good customer service skills.

Friendly and efficient reception skills.

Good administration and time management.

REFERENCES

Ali Hussein Barseye.

Managing director of fair price forex bureau.

Tel no. 0791226011.

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