

## **INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE STAFF BURNOUT IN MASAKA DISTRICT LOCAL GOVERNMENT; A CROSS SECTIONAL STUDY.**

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### **ABSTRACT.**

#### **Background:**

The study aims to examine the influence of leadership style on performance staff burnout in Masaka District Local Government.

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#### **Methodology:**

Using a cross-sectional study design, data were collected from a total of 128 respondents using a closed-ended questionnaire and interview guide. Results revealed that; the most predominant leadership style that was exhibited by leaders at MDLG was the democratic style; staff in MDLG were faced with poor working conditions; and staff in MDLG were faced with an ineffective reward system.

#### **Results:**

majority 77 (60.2%) of the respondents were male while only 51(39.8%) were female. This indicates that the majority of employees at MDLG are male. Results indicated that leadership style is negatively significantly related to burnout of employees. The study found that the most dominant leadership style that is exhibited by leaders in MDLG is the democratic style. On the whole, the respondents felt that their supervisors involved staff in decision-making, superiors explained instructions to superiors, and supervisors kept staff informed about everything that affected their work.

#### **Conclusion:**

The study concluded that the more effective the leadership styles the less the burnout. there is a significant negative relationship between leadership style and the performance of staff burnout, suggesting that the more effective the leadership styles, the less the performance of staff burnout. This implies that staff burnout can be reduced when leaders at MDLG adopt more effective leadership styles, namely the democratic leadership style.

#### **Recommendations:**

The study recommends leadership training and coaching programs to improve leader performance. Since the democratic leadership style puts much focus on creating harmony and increasing the well-being of the employees, the line managers at the MDLG should be encouraged to adopt this style.

**Keywords:** *Influence, Leadership style, Performance staff burnout, Masaka District Local Government*

*Submitted:2024-03-08 Accepted:2024-03-10*

### **BACKGROUND TO THE STUDY.**

In Uganda, several studies conducted in different settings (private and public) have shown a higher percentage of employee burnout. Obwor's (2007) study on the causes of staff burnout at the AIDS Information Center (AIC) found that many staff left the AIC gradually year after year. For example, in 2003, the average employee burnout was 4.9% and increased to 5.1% in 2004, and 5.9% in 2005, and from January 2006 to September 2006, employee burnout increased to 6.2%. According to the author, burnout was not limited to a long employment relationship but was also noticeable among recruits. The Uganda Railway Corporation has experienced staff attrition in recent years at 15% per year due to layoffs, sick leave, and HIV/AIDS. In Uganda, labor exhaustion has been aggravated by the

abundance of the labor market, and the liberalization of the economy, which has led to the emergence of a competitive labor market, which gives workers the freedom to choose their jobs and gives the organization the independence to recruit labor according to its needs. Warner and Zhu (1995). High inflation raised the cost of living, which led to labor mobility in search of better income. The Ugandan government's lack of a minimum wage policy encourages mobility. The challenge of modern management is how can organizations attract, develop, and retain the workforce. The significant increase in the frequency of employee burnout in Masaka District Local Government indicates to management that employee burnout is significantly high and requires urgent attention to this study.

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Organizations experience employee burnout from time to time, which may have some effect on the organization. performance This problem seems to be rampant in local governments and Masaka district has experienced some degree of staff burnout which has been a major problem in the area. A study of the archives of the Human Resources Department of the Masaka District Municipality shows that employees voluntarily left at an average of 8.8% per year. Despite staff incentives, staff burnout has remained high for the past three years and is threatening the operations of Masaka District Local Government. The district launched several initiatives aimed at reducing employee complaints by providing benefits and improving the work environment, strengthening results-oriented management to improve management styles. However, these measures do not seem to help solve employee burnout. Unfortunately, the more employees voluntarily leave, the more the remaining employees become demoralized and leave as well. Therefore, the district must bear the high cost of replacement in terms of recruitment, training, and salary. As a result, the quality of work deteriorates and the delivery of services is disrupted. As if that were not enough, the newly hired workers need a long time to learn the procedures, which is why most of the district's production is delayed. Therefore, the study sought to assess the organizational factors that influence employee burnout in the form of layoffs and departures, which are essentially the main staff turnover in Masaka District.

The purpose of this study is to investigate the effect of management style on employee burnout in Masaka District Local Government.

## METHODOLOGY.

### Research Design.

According to Kombo and Tromp (2006), a research design can be thought of as the structure of the research. It is the glue that holds all the elements in the research project. Amin (2005) further states that a research design is a plan for carrying out a research project. It involves a detailed plan and methods of systematically and scientifically

obtaining the data to be analyzed. The study was carried out using a cross-sectional design. The design was employed because it enabled the collection of data at once (Mbaaga, 2000).

The study also adopted both quantitative and qualitative approaches. A quantitative approach was adopted because the study intended to determine the organizational factors influencing staff burnout. Such an endeavor could best be achieved when a quantitative approach is used because it allows for collecting numeric data on the observable individual behavior of samples and then subjecting these data to statistical analysis to determine how the variables are related (Amin, 2005). A qualitative approach was also adopted; this was aimed at enabling the researcher to capture data that was left out by the quantitative approach.

### Study Population.

Population is the entire set of individuals or objects having a common observable characteristic about which generalization of research findings was made (Mugenda & Mugenda, 1999). For this research, the study population comprised staff in Masaka District Local Government. In total, the population of the study constituted 143 potential respondents who included the following; 6 Heads of Department, 12 Senior Officers, 35 former staff, and 90 junior staff.

#### Sample Size and Selection

Mugenda and Mugenda (2003) define a sample as a small group obtained from the accessible population. The subgroup was carefully selected to be representative of the whole population with the relevant characteristics. The researcher determined the sample size using a table by Krejcie and Morgan (1970) as cited by Amin (2005) where a population of 143 potential respondents would require a sample size of 128 respondents. The study targeted heads of departments, senior officers, junior officers, and former officers. The heads of department were purposively sampled because they had the information the researcher needed while other respondents were randomly sampled to ensure that data were free from bias.

**Table 1: Selection of Sample Size from the Population.**

Target Category	Population	Sample	Sampling Technique
Heads of department	6	5	Purposive Stratified random sampling
Senior officers	12	10	Stratified random sampling
Former staff	35	30	Stratified random sampling
Lower staff	90	83	Stratified random Sampling
Total	143	128	

*Source: Masaka District Principal Personnel Office*

## Sampling Techniques and Procedures.

Sampling is the process of selecting several individuals for a study in such a way that the individuals selected represent the larger group from which they were drawn. Spasford (2001) argued that sampling allows more time for a study the information obtained is more detailed and it gives more accurate data compared to the whole population. The selected group enabled the researcher to gain information about the population (Sekaran, 2003). Collin (1999) advised that it is not feasible to gather detailed information about all the persons involved which requires sampling with some principled decisions about who, where, when, and what to be studied. The researcher used purposive and simple random sampling procedures. Sekaran (2003) suggested that purposive or judgment sampling involves the choice of subjects who are advantageously placed or in the best position to provide the information required.

## Data Collection Methods.

A multi-approach method was employed to collect data. According to Saunders et al (2000), a multi-approach method enables triangulation to take place and ensures that the data are telling “what you think they are telling you.” The method also enabled the researcher to overcome the weakness of a single method. The researcher used both primary and secondary data. Primary data was obtained using a questionnaire supplemented by interviews of the key formats while secondary data was found from the internet, books, and journals.

## Survey Questionnaire Method.

A questionnaire is a tool comprising a set of questions to which respondents record their answers usually in written form. According to Mugenda and Mugenda (1999), Questionnaires are used to obtain important information about the population and ensure a wide coverage of the population in a short time. In this study, the Likert scale questionnaire was subdivided into five sections i e the background information of the respondents, leadership and staff burnout, rewards and staff burnout, working conditions, and staff burnout. The questionnaires were administered to staff in MDLG who included heads of departments, senior officers, junior officers, and former staff. The questionnaire was a more plausible tool for data collection in this study because;

- Questionnaires are filled at the respondent's convenience and this increases the chance of getting valid information and avoids hasty responses
- Questionnaires with personal administration with on-the-spot collection are advantageous in that they produce quick results within a stipulated time

- Questionnaires offer greater assurance of anonymity and the assumption here is that it will enhance honesty in answering
- The target sample can give sensitive information without fear as the identity is not needed on the questionnaire (Amin,2005)

## Interview Method.

In this study, the researcher conducted a face-to-face interview with the help of an interview guide with the heads of departments. This permitted the researcher to obtain in-depth data regarding leadership, rewards, and working conditions as organizational factors influencing staff burnout. Heads of departments were asked about their perception of the problem under study. Amin (2005) advises that conducting interviews is the only sure way the researcher can get the opinions of the key informants who have busy schedules and may lack ample time to fill out the questionnaire. It was also the quickest technique for collecting data because questions could be repeated clearly to the respondents so that they comprehend better.

## Documentary Reviews.

The researcher reviewed documents to enrich the study. This was done through documentary review using organizational documents such as records from the human resource files, rules and regulations, policies, and other relevant documents in the archives and the internet.

## Data Collection Instruments.

### Questionnaire.

The study employed a questionnaire as a tool of data collection. The questionnaire had six sections. Section A dealt with the demographic characteristics of the respondents, section B focused on leadership style, and Section C dealt with working conditions. Opinion on rewards was covered in Section D, while Section E was concerned with staff burnout. The questionnaires were closed-ended. Closed-ended questions were developed to help respondents make quick decisions; in addition, closed-ended questions helped the researcher to code the information easily for subsequent analysis and narrow down the error gap while analyzing data as observed by Sekaran (2003).

### Interview Guide.

An unstructured interview guide was used as a tool for collecting in-depth information from the key informants. The guide had a list of topical issues and questions to be explored in the course of conducting the interviews. The

guide was drawn with questions soliciting the perception of the key informants regarding the organizational factors affecting staff burnout at MDLG. The interview guide was used to provide in-depth data which was not possible to obtain when using self-administered questionnaires (Mugenda & Mugenda, 1999; Kakoza, 1999).

### Validity and Reliability.

#### Validity of the Research Instrument.

According to Amin (2005), the validity of the instruments is the appropriateness of an instrument to measure what it is supposed to measure and this aims at ensuring that the content, construct, the lengths of the instrument are agreeable with the factors being measured. Sekaran (2003), states that validity ensures the stability of the scale to measure the intended concept. This can include; clarity in content, criteria, and the language used. In this study, both qualitative and quantitative instruments were pre-tested for their validity.

To ensure the validity of the instruments in the study, the questionnaire was given to three expert judges who scored the relevance of each item on the questionnaire in providing answers to the research question. After this, a Content Validity Index CVI was calculated using the

formula  $CVI = \frac{\text{No of Item declared valid by the judges}}{\text{Total No of items on the questionnaire}}$

Total No of items on the questionnaire

The overall CVI was 0.9 meaning that the items on the tool were asking relevant questions (Amin, 2005).

#### Reliability.

According to Mugenda and Mugenda (2003), reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Amin (2005) suggests that in educational settings, reliability may be defined as the internal consistency or stability of the measuring device over time. The researcher discussed the instrument with the supervisor and with one social researcher. The comments from these people helped the researcher to improve the tool before it was finally approved by the supervisor.

According to Mugenda & Mugenda(2003) pretesting the instruments enhances their reliability and validity. The number of individuals in the pretest should be small, between 1% and 10% of the sample size. The reliability test of the instruments was done by pretesting the instruments. A small sample of 10 people which is about 10 % of the sample size was selected at random and given the questionnaire to complete.

**Table 2: Cronbach Alpha Reliability Coefficients for the study Variables.**

Variable	Anchor	Cronbach Alpha
leadership	5 point	0.732
Working conditions	5 point	0.651
Rewards	5 point	0.925
Staff burnout	5 point	0.811

*Source: Primary Data 2017*

In all tests, the Cronbach Alpha coefficient was found to be above 0.5. A high-reliability coefficient indicates the high reliability of the instruments (Amin,2005). A perfectly reliable instrument has a reliability coefficient obtained in the ranges of 0.67 to 0.88 for all items. The reliability coefficient reflects the extent to which a test is free from error variance (Amin, 2005). Using the Cronbach coefficient test, a value of 0.8876 means that 88.76% of the items in the questionnaire were consistent and reliable implying that they are related to each other. Cronbach Alpha test was appropriate because it included the items that had several possible answers each of which was given a different weight. The interview guide was pretested on supervisors and MMS participants to ensure that the questions were clear and understood. After pre-testing, inconsistencies in questions were corrected; ambiguous questions were modified and clarified to ensure that the research questions were clear, and understood, and asked the intended questions that would provide answers to be used to conclude the relationships.

#### Procedure of Data Collection.

The researcher obtained an introduction letter from Kampala University, which was presented to the Chief Administrative Officer to allow her to carry out research in the organization. Questionnaires were distributed to interviewees after being stratified and randomly selected according to departments. These were distributed to the respondents by the researcher who ensured that the questionnaires were completed and returned for analysis. An ample time of about one week was given to the respondents to enable them to complete the questionnaire with the right information. In case of delays, reminders were made through phone calls and even physical visits to explain the urgency. After data collection, data was analyzed using SPSS, a report was written and submitted to UMI for examination.

**Data Analysis.**

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Data analysis is the process of bringing order and meaning to the mass information gathered. Sekaran (2003) noted that after data has been obtained through questionnaires, interview guides, and other secondary sources it needs to be analyzed. After collecting raw data using the above instruments, editing, coding, and categorizing of the data was done. Editing was intended to detect and as far as possible eliminate errors in the data collected from interviews, to achieve completeness, accuracy, and uniformity. The data were then categorized into qualitative and quantitative data.

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**Qualitative Data.**

After carefully checking data to eliminate errors, the data were merged and analyzed through content analysis (thematic analysis). Here the researcher analyzed different themes and sub-themes one at a time. There was also quoting of respondent’s views verbatim to give their actual feeling about the issues raised.

**Quantitative Data.**

In this, basically after editing and coding, quantitative data was directly entered into the Statistical Package for Social Scientists (SPSS). From here, both descriptive and

inferential analyses were made. In the descriptive analysis, frequency tables, percentages, graphs, and charts, were generated to summarize the findings generally. The inferential analysis was also made in the form of correlations and was used to study the relationship between variables.

**Measurement of Variables.**

The variables in the questionnaire were measured using the five (5) point Likert Scale. According to Sekaran (2003), it is designed to examine how strongly subjects agree or disagree with statements on a 5-point scale with the following anchors, Strongly Agree (SA) – 1, Agree, (A) – 2, Not Sure (NS) – 3 Disagree – 4, Strongly Disagree (SD) – 5.

The respondent selected the response that best described their reaction to the statement. The response categories were weighed from 1 – 5 and averaged for all items. An interval scale was used to measure the age bracket, while a nominal scale was used for categorizing the variables in the questionnaire (Amin, 2005).

**RESULTS.**

**Response rate.**

The response rates to the study are presented in Table 3.

**Table 3: Response Rates.**

Target Category	Target Sample	Actual Response	Response Rates
Heads of department	5	5	100%
Senior officers	10	10	100%
Former staff	30	30	100%
Lower staff	83	83	100%
Total	128	128	100%

All the 128 respondents who were selected to participate in the study responded amounting to a response rate of 100%. With a high response rate, the researcher feels confident that the findings of the study are representative of the actual population and can be generalized to the other employees who did not participate in the study (Sekaran, 2003).

The first part of the findings attempts to examine the Socio-Demographic characteristics of respondents. A brief personal profile of the respondents, including age, gender, marital status, and highest level of education is provided in this section.

**Demographic Characteristics.**

**Sex of the Respondents.**

**Table 4: Frequency Distribution of Respondents' Sex.**

Gender	Frequency	Percent
Male	77	60.2
Female	51	39.8
Total	128	100

*Source: Primary data 2017*

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According to Table 4, the majority 77 (60.2%) of the respondents were male while only 51(39.8%) were female. This indicates that the majority of employees at MDLG are male. Traditionally in most societies in Uganda, men are the breadwinners. Male employees are therefore likely to

leave an organization with poor pay for better-paying jobs that can enable them to take care of their families.

### Marital Status of Respondents.

**Table 5: Distribution of Respondents by Marital Status.**

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Marital Status	Frequency	Percent
Divorced	14	10.9
Married	67	52.3
Single	39	30.5
Widowed	8	6.3
Total	128	100

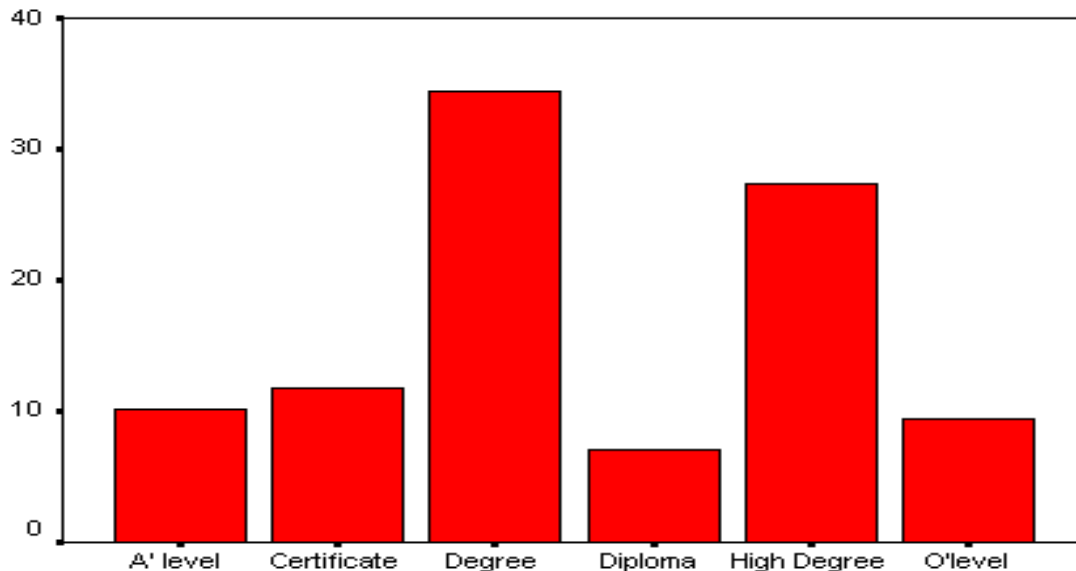
*Source: Primary data 2017*

Table 5 shows that the majority (67 or 52.3%) of the respondents were married, 39(30.5%) were single, followed by 14(10.9%) who were divorced and 8(6.3%) who were widowed. The above findings suggest that most of the employees at the MDLG are married people who

have families to take care of and may leave the organization if they are not adequately paid.

### Education Level of Respondents.

**Figure 1 presents the distribution of respondents by education level.**



*Source: Primary data 2017*

Figure 1 shows that 40% of the respondents were degree holders while those with higher diplomas were 30%. The lowest number of respondents were those with certificates at 10.3%. The results show that most of the employees at MDLG have the minimum academic qualifications required to perform their duties. They are therefore likely

to look for better opportunities elsewhere if the pay and working conditions at the organization are not good enough.

### Age Groups of Respondents.

**Table 6: Distribution of Respondents by Age Groups.**

Age Group	Frequency	Percentage
20-30 years	16	12.5
31-40 year	54	42.2
41-50 years	58	45.3
Total	128	100

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Table 6 shows that the majority 58 (45.3%) of the respondents were in the age group of between 41 and 50 years of age, followed by those in the age group of between 31 and 40 who were 54(42.2%). Those in the age group of between 20 and 30 years constituted the least proportion at 16 (12.5%). The results suggest that most of the employees at MDLG are within their productive age group. Employees within the 20-40 age group are in the exploration stage of their careers and are susceptible to changing jobs.

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**How does Leadership style Influence the Performance of staff Burnout?**

In this sub-section, the researcher was interested in establishing the opinions of the respondents as regards the leadership styles that are exhibited by the leaders at MDLG. The findings are summarized in Table 7.

**Table 7: Respondents' Opinions on Leadership Style.**

	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
My supervisor involves staff in decision-making	50	39.1%	21	16.4%	12	9.4%	16	12.5%	29	22.7%
My supervisor solicits input from staff	29	22.7	55	43.0	6	4.7	10	7.8	28	21.9
My supervisor gives reasons for instructions	31	24.2	37	28.9	16	12.5	25	19.5	19	14.8
My supervisor keeps staff informed about everything that affects their work	31	24.2	47	36.7	8	6.3	25	19.5	17	13.3
My supervisor does not consult staff nor allow them to give input	26	20.3	61	47.7	11	8.6	18	14.1	12	9.4
My supervisor expects staff to obey orders without receiving an explanation	57	44.5	39	30.5	9	7.0	15	11.7	8	6.3
My supervisor trusts the staff	34	26.6	45	35.2	11	8.6	16	12.5	22	17.2
My supervisor gives freedom to staff	56	43.8	31	24.2	5	3.9	22	17.2	14	10.9
My supervisor empowers staff to determine their goals	47	36.7	32	25.0	9	7.0	25	19.5	15	11.7
My supervisor gives staff all authority	12	9.4	16	12.5	9	7.0	54	42.2	37	28.9

Source: Primary Data 2017

**Key**

N= Number

%= Percentage

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The researcher was interested in finding out whether supervisors involve staff in decision-making, Table 7 above indicates that more than half of the respondents (71 or 55.5%) agreed that supervisors involve subordinates in decision-making, 28 (35.2%) disagreed while only 12(9.4%) were not sure. The results indicate that supervisors at the MDLG involve junior staff in decision-making. This indicates that the democratic leadership style is highly practiced by most leaders in the MDLG. Involving employees in decision-making enhances employee ego involvement with the job and commitment which in turn translates into improved job satisfaction and the desire to stay with the organization.

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The researcher was further interested in finding out whether superiors solicit inputs from staff in the course of decision-making. Table 7 above indicates that 84(65.7%) of the respondents agreed that superiors solicit input from staff in the course of decision-making, 6(4.7%) were not sure and 38(29.7%) disagreed. This indicates that democratic leadership style is highly practiced by leaders in the organization. Soliciting employee input in decision-making enhances employee ego involvement which in turn translates into job satisfaction and continued service to the organization.

When the respondents were asked to comment on the statement that their supervisor gives reasons for instructions, more than half (53.1%) agreed, 16(12.5%) were not sure and 44(34.3%) disagreed. This means that the leadership style that is exhibited by the leaders at the MDLG is largely democratic and is likely to translate into increased job satisfaction which reduces employee intention to leave the organization.

The researcher was interested in finding out if supervisors keep staff informed about everything that affects their work. Table 67 above indicates that 78(60.9%) of the respondents were in agreement with the statement that supervisors keep staff informed about everything that affects their work, 8(6.3%) were not sure while only 42(32.8%) disagreed. The result suggests that leaders at the MDLG effectively provide job-related information to their subordinates. Effective communication is likely to keep employees informed about their performance at work, this leads to increased job satisfaction and reduced intention to quit.

When the respondents were asked if their supervisors do not consult staff nor allow them to give input, the majority 87(68%) disagreed with the statement, 11(8.6%) were not sure while only 40(23.5%) agreed. The results suggest that most of the leaders at the MDLG practice consultative leadership which allows employee participation in the running of the organization. This style of leadership is likely to lead to reduced performance staff turnover since the employees feel valued and recognized by the organization.

When the respondents were asked whether supervisors expect staff to obey orders without receiving an

explanation, three-quarters (96 or 75%) disagreed, 9 (7%) were not sure and 23(18%) agreed. This means that the majority of the leaders at the MDLG practice a democratic leadership style rather than an authoritative style. Supervisors whose leadership style emphasizes consideration and concern for employees generally have more satisfied workers than authoritative supervisors.

The researcher was further interested in finding out whether the supervisors in the organization trust staff. Table 7 above indicates that 79(61.8%) agreed with the statement that supervisors trust staff, 11(8.6%) were not sure, while 38(29.7%) disagreed. The results suggest that most of the leaders at the MDLG have built relationships of trust with their subordinates, this is likely to lead to increased job satisfaction, job performance, and reduced performance staff burnout.

When asked whether their supervisors give freedom to staff, only 36(28.1%) agreed, 5(3.9%) were not sure, while 87(68%) disagreed. This suggests that a laissez-faire leadership style is not practiced by leaders at the MDLG. This has two contradicting implications. Lack of freedom may reduce employee performance and satisfaction since people enjoy working with minimum supervision. The other implication is that there is no room for employees to make their own decisions which may be risky for the organization.

When asked if their supervisors empowered their subordinates to determine their own goals, only 40(31.2%) of the respondents agreed, 9(7%) were not sure and the majority (79 or 61.7%) disagreed. This means that most of the leaders at MDLG do not empower their subordinates to make their own decisions. This is likely to lead to a lack of autonomy on the side of staff, which may translate into reduced job satisfaction and increased staff burnout.

When the respondents were asked if their supervisors give their subordinates all authority, the majority 91(71.1%) disagreed, 9(7%) were not sure and only 10(28%) agreed. This means that a laissez-faire leadership style is hardly practiced by leaders in the organization. Although a laissez-faire leadership style creates an environment of freedom, it is likely to lead to disorganized interests and frustration leading to performance staff burnout.

From the above findings, it can be deduced that the leadership style at the MDLG is largely democratic. This leadership style may lead to increased job satisfaction and reduced turnover. The findings from the quantitative analysis are supported by key informants who were also of the view that the most predominant leadership style was the democratic style. One of the key informants had this to say:

*“Most supervisors in the district practice democratic leadership style of leadership, because this is not a military establishment where orders are shouted out. In case any leaders practice autocratic leadership style that is a personal issue and not policy”* (Interview with Key Informant, Masaka).



## DISCUSSION.

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### Leadership style and performance staff burnout in Masaka District Local Government.

The study found that the most dominant leadership style that is exhibited by leaders in MDLG is the democratic style. On the whole, the respondents felt that their supervisors involved staff in decision-making, superiors explained instructions to superiors, and supervisors kept staff informed about everything that affected their work. It was also established that leaders do not expect their subordinates to obey orders without receiving an explanation. It was further established that leaders trusted their subordinates. The study further found that the laissez-faire leadership style was not frequently practiced by leaders in the organization since supervisors rarely give staff the freedom to staff to act the way they want and to make their own decisions. Results from correlation analysis revealed that leadership style is significantly negatively related to staff burnout.

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The current study sought to determine the influence of leadership style on performance staff burnout. The first hypothesis of the study was derived from the first study objective. The hypothesis stated, "Leadership style has a significant influence on performance staff burnout". In a bid to verify this hypothesis, several questions were asked to the respondents to get their perceptions about the leadership style employed by supervisors at the organization. Based on the computed frequency counts and percentage for items under leadership style, it was found that the most predominant leadership style practiced by supervisors in the organization is the democratic leadership style.

Democratic leadership style minimizes the rate at which workers may voluntarily leave an organization. This finding corroborates Johnson (2000) who observes that supervisors whose leadership style emphasizes consideration and concern for employees generally have more satisfied workers than supervisors practicing task structuring and concern for production. The finding is also in line with Harding (1998) who opines that the democratic leadership style is a cooperative participative style where the workforce is allowed to discuss issues and problems involved in the decision-making process. As a result, workers feel a sense of belongingness and feel better working for an organization. This according to Balunywa (1994) results in reduced staff burnout.

The democratic leadership style could partly explain why the findings of the study hypothesis revealed that leadership style leads to reduced staff burnout. This finding is in line with Mullins (1995) who argues that the democratic leadership style which he refers to as the

human relations approach is likely to lead to job satisfaction and group cohesiveness. As a result, this is likely to lead to job satisfaction, improved work performance, and reduced burnout. As such the implication for management at the MDLG is that it should encourage managers and supervisors to adopt the democratic leadership style if it is to reduce staff burnout. The findings of this study suggest a link between leadership style and performance staff burnout in local government. This finding has important implications for managers in the local government who should be aware of the influence of leadership style on staff burnout.

## CONCLUSIONS.

Empirical evidence from this study suggests that there is a significant negative relationship between leadership style and the performance of staff burnout, suggesting that the more effective the leadership styles, the less the performance of staff burnout. This implies that staff burnout can be reduced when leaders at MDLG adopt more effective leadership styles, namely the democratic leadership style.

## RECOMMENDATIONS.

Since the democratic leadership style puts much focus on creating harmony and increasing the well-being of the employees, the line managers at the MDLG should be encouraged to adopt this style. However, the leaders should be encouraged to align this style with the attainment of organizational goals and objectives if it is to have any impact on performance and reduce staff burnout. This can be achieved through leadership training and coaching programs.

peal against the assessment if they feel it is not fair.

## ACKNOWLEDGEMENT.

I would wish to acknowledge several people because this dissertation would not have been possible without their moral and technical support.

First, I sincerely acknowledge the invaluable guidance of my supervisor, Dr. Br. Mark Kiiza whose guidance and encouragement enabled me to complete this work.

I am heartily grateful to my lecturers, Mr. Ntambiye Vincent, Mr. Kibuuka Isma, and Mr. Nkugwa Asuman for their useful assistance both spiritually and with encouragement, and always may the almighty God reward you abundantly.

I am also indebted to Walusimbi Joe and Nyanzi Rashid whose constant and consistent encouragement enabled me to write and complete the research in good time.

Lastly, I am very grateful to my husband Mr. Kiwanuka Gabriel, and our children, Dan, Monica, and Hedwig who patiently accepted my preoccupation during the period of

research writing. May the Almighty God reward you abundantly.

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#### ACRONYMS.

**AIC:** Aids Information Centre  
**AIDS:** Acquired Immune Deficiency Syndrome  
**CAO:** Chief Administrative Officer  
**CIPD:** Chartered Institute of Personnel and Development  
**CVI:** Content Validity Index  
**DLGs:** District Local Governments  
**DV:** Dependent Variable  
**HIV:** Human Immunodeficiency Virus  
**HR:** Human Resource  
**ILO:** International Labor Organization  
**IV:** Independent Variable  
**BDLG:** Masaka District Local Government  
**MMS:** Masters in Management Studies  
**OECD:** Organization for Economic Cooperation Development  
**SPSS:** Statistical Package for Social Scientists  
**KU:** Kampala University  
**USA:** United States of America

#### SOURCE OF FUNDING.

The study was not funded.

#### CONFLICT OF INTEREST.

The author declares no conflict of interest

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**(ISSN: 2709-9997)**

**Publisher: SJC Publishers Company Limited**

**Category: Non-Government & Non-profit Organisation**

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