

HUMAN RESOURCE MANAGEMENT STYLES AND EMPLOYEE PERFORMANCE IN PRIVATE INSTITUTIONS IN KABALE MUNICIPALITY: A CASE STUDY OF AFRICAN COLLEGE OF COMMERCE AND TECHNOLOGY, KABALE

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Abstract: *The study established the effect of human resource management styles on employee performance in African College of Commerce and Technology, Kabale. It was guided by objectives which were; to analyze the relationship between transformational management style and employee performance in African College of Commerce and Technology, Kabale, to establish the effect of participatory management style on employee performance in African College of Commerce and Technology, Kabale and to assess the relationship between autocratic management style and employee performance in African College of Commerce and Technology, Kabale. The study used a case study design supported by both qualitative and quantitative research approaches. The study used a sample size of 67 respondents who were both randomly and purposively selected. Questionnaires and interview guide were used in data collection. Data were analysed using descriptive and inferential statistics with the help of Statistical Package for social Sciences version 22.0. The findings of the study revealed a significant positive relationship between transformational management style and employee performance in African College of Commerce and Technology (.987**, p=.000). Findings indicate that a significant positive correlation between participatory management style and employee performance in African College of Commerce and Technology was .950**. Findings showed that autocratic management style and employee performance are correlated (.976**). The study concluded that there is a positive significant relationship between transformational management style and employee performance in African College of Commerce and Technology (.987**, p=.000). The study established that participatory management style and employee performance in African College of Commerce and Technology have a significant positive relationship (.950**). The study concluded that a significant positive relationship exists between autocratic management style and employee performance (.976**). This implies that application of autocratic management style increases employee performance. The study recommends that the supervisors should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations. Supervisors should understand the values of the followers and try to build their departmental/ unit's business strategies, plans, processes and practices that will likely to improve the wellbeing of staff. Respect for individuals is also very key in building a positive relationship between management and employees for improvement in performance.*

Keywords: Human resource management styles; Employee performance, transformational management style, participatory management style, autocratic management style

INTRODUCTION

Recently, management has used direct communication as a new, successful management strategy. In a study on management styles and their effects on worker performance in Pakistan's health sector, Rassol (2015) found that transformational management styles have a more favorable impact on worker performance than transactional leadership. They discovered that transformational management can function more effectively in an atmosphere that is extremely organic and competitive advantages are the main focus. The findings of their study also revealed that transactional management style had a less significant effect on job performance than transformational management style.

According to Watson (2013), human resource management styles are the different styles used by the manager to influence the employees so that they will strive willingly toward the achievement of organizational goals. The concept can also be enlarged to imply not only willingness to work with zeal but also willingness and confidence.

Employee performance is a building block of an organization and must be annualized by organizations. Performance is a major multi-dimensional construct aimed to achieve results and has strong links to strategic goals of an organization (Mwita, 2013). To enhance the performance of an employee, his/her dependence upon the management which is operative, has a definite status (Bass, & Berson, 2013).

Researchers from all around the world disagree on the impact of human resource management style on employee performance. The impact of leadership philosophies on employees' performance is one of the questions that requires a thorough response in terms of managing a business. Depending on the person in charge, performance has changed in many industries. The management may have an impact on how well or poorly their employees perform. It should be mentioned, nevertheless, that employee attitudes regarding

their jobs play a role in the organization's performance as well. Additionally, according to numerous reports, the type of organization leader in place has a significant impact on how well people perform in many firms in Uganda (Babatunde, 2012).

African College of Commerce and Technology is a private institution that was founded in 1986. Business, management, entrepreneurship, technical, and information and communication technology courses are its main areas of emphasis. The university is situated in Uganda's Kabale District. Under the name African College of Commerce, the institution was founded and given its commission as a business education provider. The institution had a strong start with qualified staff and a large student body until 2019, when both the staff count and the student body decreased. This issue was linked to weak management that did not value its employees, which resulted in a high labor turnover rate.

Statement of the Problem

Employees' performance in African College of Commerce, Kabale has been deemed to be ineffective, as indicated by employee turnover, diminished dedication and workplace absenteeism. Since 2019, the college has lost more than 40 employees, therefore the organization now depends on fresh hires (Human Resource Records, 2022). Low pay and a lack of strategic interventions with particular human resource management approaches to certain scenarios were blamed for the failure to reach performance goals. This study was done to determine the degree to which employee performance is impacted by human resource management styles at African College of Commerce and Technology, Kabale.

General Objective

The general objective of the study was to establish the effect of human resource management styles on employee performance in private institutions in Kabale Municipality.

Specific Objectives

- i. To analyze the relationship between transformational management style and employee performance in African College of Commerce and Technology, Kabale.
- ii. To establish the effect of participatory management style on employee performance in African College of Commerce and Technology, Kabale.
- iii. To assess the relationship between autocratic management style and employee performance in African College of Commerce and Technology, Kabale.

METHODS

Research Design

This study employed a case study research design supported by both qualitative and quantitative research approaches. The design was used because it helped to focus on a single unit study and also helped the researcher in getting in-depth knowledge of a wide problem with limited resources. Quantitative approach was used because it helped to build a broader picture by adding depth and insights to numbers while qualitative approach was preferred because it helped in gathering description data from respondents.

Study Population

A study population is that one affected by the problem under investigation and enables generalization of the findings to the entire population and leads to the selection of a sample that would not destroy the characteristics of the elements of the entire population. The study population considered was 80.

Sample Size Determination

The researcher used a sample of 67 respondents which was reached using Israel Glen (2012) formula $n = \frac{N}{1 + N(e^2)}$ where N is the target population, n is the sample size, e is the level of precision (0.05)

$$n = \frac{80}{1 + 80(0.05^2)} = \frac{80}{1 + 80(0.0025)} = \frac{80}{1.2} = 67$$

Sampling Techniques

This is a technique where sampling units are selected randomly to avoid bias. Simple random sampling was applied to select 65 respondents. This technique was used because it helped the researcher to select respondents to provide data for quantitative analysis because the population was large. Purposive sampling was also used to select the Principal and human resource manager.

Data Collection Methods

Self-administered questionnaires were used to collect primary data from staff in order to ensure organized procedures and control of the scope of responses within the objectives and research questions of the study. Interviews were used to gather data from the Principal and human resource manager of African College of Commerce and Technology, Kabale because they helped the researcher in getting first-hand information, clarify the questions by using the appropriate language, clear doubts and establish rapport and probe more information from the respondents.

Data Analysis

Frequency counts of the responses were obtained to generate descriptive information about the respondents that participated in the study to generate trend of findings. This involved the use of descriptive statistics such as mean and standard deviation. According to Mugenda and Mugenda (2003), descriptive statistics help to summarize large quantities of data whilst making the report reader friendly. Data was analysed using descriptive statistics and inferential statistics using Statistical Package for Social sciences version 22 and presented using frequency tables. The data from the interviews on the other hand was read carefully. Thereafter, the responses were slightly edited for grammatical correctness, coherence, chronology and precision and presented as quotations.

RESULTS AND DISCUSSION

Response rate

The researcher first determined the response rate and administered 67 questionnaires and only 50 were retrieved from respondents fully field which indicated a response rate of 75 percent and this was sufficient enough.

Transformational Management Style and Employee Performance in African College of Commerce and Technology, Kabale

The table below shows descriptive statistics on transformational management style and employee performance;

Table 4.1: Descriptive Statistics on Transformational Management Style and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational management style increases employee effort, satisfaction and overall employee performance	50	1	5	3.12	1.534
Transformational management style exerts effective results in employee performance because it motivates employees to go beyond their ordinary expectations with high morale and reach planned goals easily	50	1	5	2.92	1.536
Transformational management style improves on team work, self-motivation and trust among employees hence easily reach the organizational target	50	1	5	2.92	1.536
Transformational management style enables organizations to better satisfy employees	50	1	5	3.18	1.548
Valid N (listwise)	50				

Source: Primary Data, 2021

Table 4.1 indicates that most of the respondents agreed that transformational management style enables organizations to better satisfy employees as shown by a mean value of 3.18 and the standard deviation of 1.548 shows a higher variation in responses. This implies that if African College of Commerce and Technology applied transformational management style, employees performed better.

Transformational management style increases employee effort, satisfaction and overall employee performance was agreed by majority of the respondents since the mean score was 3.12. The standard deviation of the item was 1.534 meaning that there was higher variation in results from respondents.

Most of the respondents revealed that transformational management style exerts effective results in employee performance because it motivates employees to go beyond their ordinary expectations with high morale and reach planned goals easily as indicated by a mean value of 2.92. The standard deviation of 1.536 reveals that transformational management style did not exerts effective results in employee performance. Additionally, transformational management style improved on team work, self-motivation and trust among employees hence organizational target was disagreed by most respondents as indicated by a mean value of 2.92.

Participatory Management Style and Employee Performance in African College of Commerce and Technology

The findings in relation to the above objectives were presented below;

Table 4.2: Descriptive Statistics on Participatory Management Style and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Participatory management style helps in gaining employee commitment which enhances employee performance	50	1	5	3.36	1.535
Participatory management style persuades and considers the feelings of staff and encourages their involvement in decision making thus enhancing employee performance	50	1	5	3.18	1.548
Participatory management style involves motivating organizational members to do assigned work by ensuring that their welfare is well catered for	50	1	5	3.64	1.396
Participatory management style maintains high level of effectiveness, productivity, innovativeness and worker motivation which increases employees productivity	50	1	5	3.48	1.460
Valid N (listwise)	50				

Source: Primary Data, 2021

Findings in Table 4.2 shows a mean value of 3.64 indicating that most of the respondents agreed that participatory management style involved motivating organizational members to do assigned work by ensuring that their welfare is well catered for. The standard deviation of 1.396 shows a higher variation in responses for respondents who agreed. This implies that poor performance of staff was probably due to failure to include staff in decision making. Thus, African College of Commerce and Technology need to embrace participatory management style to motivates its staff for better performance.

Findings indicated that a mean value of 3.48 and a standard deviation of 1.460 explain that most of the respondents agreed with higher variation responses that participatory management style maintains high level of effectiveness, productivity, innovativeness and worker motivation which increases employees productivity. This implies that involving employees in decision making on matters affecting them motivate them leading to improved performance. Thus, the institution needs to consider every employee's ideas and value their contribution to the organization in order to achieve its goals.

The table also shows that participatory management style helps in gaining employee commitment which enhances employee performance had a mean value of 3.36 and the standard deviation of 1.535 meaning that majority of the respondents agreed. This implies that participatory management style leads to employee commitment to their work leading to increased performance.

Autocratic management Style and Employee performance

Descriptive statistics were used to present the findings regarding objective three as follows;

Table 4.3: Descriptive Statistics on Autocratic management Style and Employee performance

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are given few opportunities to give suggestions which demotivates him/her resulting into poor performance	50	1	5	3.00	1.498
Managers take full control and authority over subordinates causing low morale of employees	50	1	5	3.64	1.396
Autocratic management style promotes dictatorship with in organisations which reduces employee morale for improved performance	50	1	5	3.48	1.460
Valid N (listwise)	50				

Source: Primary Data, 2021

The findings in Table 4.3 shows that the highest mean score of 3.64 indicated that managers took full control and authority over subordinates causing low morale of employees. The standard deviation of 1.396 implies that the responses from the respondents was high.

Autocratic management style promotes dictatorship with in organisations which reduces employee morale for improved performance was agreed by most of the respondents as indicated by the mean value of 3.48 and the standard deviation of 1.460.

Furthermore, the mean of 3.00 shows that employees were given few opportunities to make suggestions which demotivates him/her resulting into poor performance. This implies that employee labour turnover was attributed to failure by the management to give opportunities to staff to give their suggestion. Thus, the College needs to enhance performance of its staff and reduce turnover rate by allowing staff to give their suggestions.

Table 4.4: Descriptive Statistics on Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Employees produce results in time	50	1	5	2.84	1.530
Labour turnover has reduced	50	1	5	2.70	1.488
Employees work overtime	50	1	5	3.24	1.559
Employees accept to take up extra responsibilities	50	1	5	3.14	1.552
Valid N (listwise)	50				

Source: Primary Data, 2021

Findings indicates that the mean of 3.24 means that most of the respondents agreed that employees work overtime. Since majority of the respondents agreed, it implies that most employees work overtime though the results do not easily help in achievement of institutional goals.

Employees accepted to take up extra responsibilities was indicated by a mean value of 3.14 and a standard deviation of 1.552. The implication of the findings is that employees accept more responsibilities but do not perform well. Additionally, Employees produce results in time was disagreed by majority of the respondents since the mean value was 2.84.

Labour turnover has reduced was disagreed by majority of the respondents as indicated by a mean of 2.70. The findings imply that more staff were forced to leave the college due to poo management style.

Correlation between Transformational Management Style and Employee Performance

The relationship between transformational management style and employee performance was determined using Pearson rank correlation and the following were the findings

Table 4.5: Correlation between Transformational Management Style and Employee Performance

		Transformational Management Style	Employee Performance
Transformational Management Style	Pearson Correlation	1	.987**
	Sig. (2-tailed)		.000
	N	50	50
Employee Performance	Pearson Correlation	.987**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Source: Primary Data, 2021

The results in Table 4.5 indicate that the relationship between transformational management style and employee performance in African College of Commerce and Technology was statistically significant and positively correlated (.987**, p=.000). The findings mean that a positive change in transformational management style improves on employee performance.

Regression Analysis

Table 4.6: Model Summary of Transformational Management Style and Employee Performance

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.987 ^a	.974	.973		.24134

a. Predictors: (Constant), Transformational Management Style

Results in Table 4.6 indicates that the transformational management style accounts for 97.3% of the variation in performance of lecturers in selected Private Universities in Kampala (Adjusted R² = .973). However, the model failed to explain 2.7% of the variations in employee performance. This implies that there could be other factors that influence employee performance in African College of Commerce, Kabale which are not explained by this regression model.

Table 4.7: Analysis of Variance on Transformational Management Style and Employee Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.684	1	104.684	1797.255	.000 ^b
	Residual	2.796	48	.058		
	Total	107.480	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transformational Management Style

According to the F and Sig statistics or values in Table 4.7, the regression model is statistically significant because the sig. value (.000b) less than 0.05, indicating that transformational management style has a significant influence on employee performance in African College of Commerce and Technology. The high residual sum of Sum of Squares (2.796) indicated that the model does not explain the disparities in performance of employees in African College of Commerce, Kabale implying that there could be other factors that explain for a higher proportion of the variation in employee performance in the College.

Table 4.8: Transformational Management Style and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.043	.077		.551	.584
	transformational Management Style	.968	.023	.987	42.394	.000

a. Dependent Variable: Employee Performance

According to regression coefficient in Table 4.8; transformational management style has a positive significant relationship with employee performance in African College of Commerce, Kabale since the Beta Value (.987) is positive and its corresponding Sig. value (.000) is less than 0.05. The Beta value indicates that one unit improvement in transformational management style results into .987 increases in an employee performance. This is supported by B = .968, p=0.000. The results imply that a unit change in transformational management leads to a positive change in performance of employees by the rate of .968.

Table 4.9: Correlation of Participatory Management style and Employee Performance

		Participatory Management Style	Employee Performance
Participatory Management Style	Pearson Correlation	1	.950**
	Sig. (2-tailed)		.000
	N	50	50
Employee Performance	Pearson Correlation	.950**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Table 4.9 indicates that the Pearson product moment correlation coefficient of participatory management style and employee performance in African College of Commerce and Technology was .950**. This shows that there is a significant positive relationship between participatory management style and employee performance in African College of Commerce and Technology.

Regression Analysis

Table 4.10: Model Summary of Participatory Management Style and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.902	.900	.46862

a. Predictors: (Constant), Participatory Management Style

Findings in table 4.9 shows that participatory management style accounts for 90% of the variation in employee performance in African College of Commerce and Technology as indicated by the Adjusted R² = .900). However, the model did not explain 10% of the variations in performance of employees. This assumes that there are other aspects that influence employee performance in African College of Commerce and Technology which are not explained by this model.

Table 4.11: Analysis of Variance on Participatory Management Style and Employee Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	96.939	1	96.939	441.419	.000 ^b
	Residual	10.541	48	.220		
	Total	107.480	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Participatory Management Style

From Table 4.11, the F and Sig. values, shows that the regression model is statistically significant because the sig. value (.000b) is less than 0.05, representing that participatory management style has a significant relationship with employee performance in African College of Commerce and Technology. The high residual sum of Sum of Squares (10.541) indicated that the model does not explain the variations in employee performance and there could be other reasons that describe the proportion of the difference in employee performance in the college.

Table 4.12: Regression Coefficient on Participatory Management Style and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.352	.172		-2.048	.046
	Participatory Management Style	.976	.046	.950	21.010	.000

a. Dependent Variable: Employee Performance

The regression coefficient in Table 4.12 indicates that participatory management has a positive significant relationship with employee performance in African College of Commerce since the beta value (.950) is positive and its corresponding Sig. value (.000) is less than 0.05. The beta value indicates that one unit improvement in participatory management results into .950 increases in one's performance. This is supported by B = .976, p=0.000. The results signify that a unit change in participatory management leads to a positive change in employee performance by the rate of .976.

Table 4.13: Correlation on Autocratic Management Style and Employee Performance

		Autocratic Management Style	Employee Performance
Autocratic Management Style	Pearson Correlation	1	.976**
	Sig. (2-tailed)		.000
	N	50	50
Employee Performance	Pearson Correlation	.976**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Findings in table 4.13 shows that a significant positive relationship exists between autocratic management style and employee performance (.976**). This means that depending on a particular situation, the application of autocratic management style increases employee performance.

Regression Analysis

Table 4.14: Model Summary on Autocratic Management Style and Employee Performance

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.976 ^a	.953	.952		.32362

a. Predictors: (Constant), Autocratic Management Style

From Table 4.14, the Adjusted R Square of .952 indicates that autocratic management style predicted 95.2% of the variation in employee performance in African College of Commerce and Technology while 4.8% can be explained by other factors which are not indicated in this model.

Table 4.15: Analysis of Variance on Autocratic Management Style and Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.453	1	102.453	978.279	.000 ^b
	Residual	5.027	48	.105		
	Total	107.480	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Autocratic Management Style

Results in Table 4.15 show that the regression model is statistically significant because the sig. value (.000b) is less than 0.05, which indicates that autocratic management style has a significant influence on employee performance in African College of Commerce and Technology, Kabale. The high residual sum of Sum of Squares (5.027) suggests that the model does not explain the variations in employee performance implying that there could be other reasons that explain the fraction of the difference in performance of employees.

Table 4.16: Regression Coefficient on Autocratic Management Style and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.362	.116		-3.116	.003
	Autocratic Management Style	1.028	.033	.976	31.277	.000

a. Dependent Variable: Employee Performance

Results on regression coefficient in Table 4.16 specify that autocratic management style has a positive significant influence on employee performance. This is because the beta value (.976) is positive and its corresponding Sig. value (.000) is less than 0.05. The beta value indicates that one unit improvement in autocratic management style results into .976 increases in employee performance. This is supported by B = 1.028, p=0.000. The results mean that a unit change in autocratic management style leads to a positive change in performance of employees by the rate of 1.028.

Conclusion

The study concluded that there is a positive significant relationship between transformational management style and employee performance in African College of Commerce and Technology (.987^{**}, p=.000). The findings mean that a positive change in transformational management style improves on employee performance.

The study established that participatory management style and employee performance in African College of Commerce and Technology have a significant positive relationship (.950^{**}). This implies that an improvement in participatory management improves on employee performance.

The study concluded that a significant positive relationship exists between autocratic management style and employee performance (.976^{**}). This implies that application of autocratic management style increases employee performance.

Recommendations

The supervisors should have sense of innovation and also encourage followers to seek more opportunities and possibilities, not just achieve performance within expectations.

Supervisors should understand the values of the followers and try to build their departmental/ unit's business strategies, plans, processes and practices that will likely to improve the wellbeing of staff. Respect for individual is also very key in building a positive relationship between management and employees for improvement in performance.

Supervisor's authoritative management style will decrease employee performance. So they should try to avoid this type of leadership style. Contrarily, supervisors should clarify expectations and provide goals and standards to be achieved for the followers. They should not wait until the problems become more serious and then act/ take action they should monitor performance on timely basis.

Whenever a problem arises, supervisors should try to intervene into the issues as soon as possible. Supervisors should respond to urgent questions and make decisions promptly and precisely. They should not be afraid of getting involved in problem solving.

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