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Leadership Styles and Organizational Performance: The Impact on Namisindwa District Local Government in Uganda

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Abstract

This study examines the relationship between different leadership styles and the overall performance of the Namisindwa District Local Government in Uganda. Understanding the influence of leadership on organisational results is crucial, considering the significant role that local governments play in service delivery and community development. The results demonstrate that transformational leadership has a crucial role in fostering creativity and motivating employees, which ultimately leads to enhanced service delivery and increased community satisfaction. Transactional leadership, which focuses on providing incentives and sanctions, has been shown to improve administrative efficiency and accountability. Participative leadership promotes a feeling of ownership among workers, which improves decision-making processes and job satisfaction. The study emphasises the significance of an adaptable leadership strategy that is customised to address the particular requirements and difficulties of the local government setting. This study utilises a combination of qualitative approaches to investigate the impact of transformational, transactional, and participatory leadership styles on the efficiency, effectiveness, and overall performance of the local government and adds to the expanding pool of information on public sector leadership in Uganda, providing valuable insights into the successful use of various leadership styles to enhance organisational performance in local government contexts. This highlights the need for leadership development programmes that provide leaders with the necessary abilities to adjust their leadership approach to meet the changing requirements of public service delivery. The study's consequences have a broader scope than only Namisindwa District. It offers significant insights for other local governments in Uganda and comparable situations worldwide, intending to improve their organisational performance via strategic leadership.

Keywords

Leadership styles, Namisindwa district local government, Organizational performance, Public Management, Service Delivery

INTRODUCTION

Leadership is one of the most important factors that determines the success of any organisation, and this is particularly applicable to the local governments in Uganda and other countries. It is possible for how officials of the local government decide to exercise their leadership to have a major influence on the overall success of the organisation. In addition to offering a diverse array of services, local governments have a direct and observable influence on the lives of their constituents daily. As a result of the need for high-quality public services, a protracted period of economic austerity, and an increase in the decentralisation of activities to the local level in several nations, several local governments have been challenging and reconsidering their roles and the services they provide (Vos & Voets, 2022). Leadership styles which are implemented within local governments in Uganda have a significant impact on the overall performance of the

organisation as well as the quality of the public services that are provided. This is because the public sector in Uganda is a dynamic environment. This interaction between leadership and performance is especially noticeable in the context of Namisindwa Local Government, which is an area that acts as a microcosm to analyse the influence of different leadership paradigms on the results of local government and development. This introduction lays the groundwork for a more in-depth investigation of how different types of leadership—ranging from authoritarian and democratic to transformational and laissez-faire—influence how local government operations in Namisindwa, Uganda is carried out, as well as their efficiency, effectiveness, and overall success. Leadership within local government settings is a key factor influencing organizational performance and extension, the well-being of the communities they serve. The district is situated in eastern Uganda bordering Kenya from the west, east and Bududa from the northwest and Namisindwa is not exceptional (Lamunu & Wanyenya, 2021).

Namisindwa, with its one-of-a-kind socio-economic and cultural milieu, is an excellent case study for investigating the association between leadership behaviours and the accomplishments of an organisation. An approach to leadership that is not only adaptable but also inclusive and forward-thinking is required to properly address the difficulties and possibilities that the district faces in terms of governance, service delivery, and local development. Therefore, the study of leadership styles in Namisindwa is not only an academic endeavour but rather a very practical one. This is because the efficiency of the local government in Namisindwa is crucially dependent on the capacity of its leaders to motivate, engage, and guide their teams towards common goals.

Within the context of Namisindwa Local Government, the purpose of this paper is to investigate the intricacies of how various leadership styles manifest themselves in terms of organisational performance. Through an understanding of these dynamics, it seeks to provide insights that could be used to inform leadership development, policy formulation, and the implementation of governance strategies that are tailored to enhance the district's capacity to meet the needs of its population, thereby contributing to Uganda's broader developmental aspirations. We are embarking on a journey to discern the essence of successful leadership within the unique context of Namisindwa through this research. Our goal is to shed light on the routes that lead to attaining excellence in local governance and community development.

The purpose of this article is to investigate the various leadership styles and the influence that these styles have on the performance of organisations within the setting of Ugandan local government structures. Hence, Local governments in Uganda have the responsibility of delivering vital services, including education, healthcare, and infrastructure development, to their communities. The efficacy of these services is predominantly contingent upon the leadership style exhibited by the local government officials.

LITERATURE REVIEW

A key component of every organization's success is its leadership. It is the capacity to persuade and mentor people towards the accomplishment of shared aims and objectives. In view of Raptis et al., (2021), Effective leadership entails guiding individuals with creativity and vision. The effectiveness of leadership styles employed by officials within local government can significantly shape the district's ability to address the diverse needs of its purpose, allocate resources efficiently, and foster community development. Similarly, adding value to the local grassroot which Bolatito (2022) described as the capacity of local government administration to deliver public services in a more efficient and effective manner, in accordance with constitutional obligations, while also upholding social values such as democratic dividend, inclusive participation of the masses, transparency, and accountability. Hence, leadership is one of the most important tools used by organizations to manage employees' performance since mankind's creation and is still being applied to date. The role of leaders in guaranteeing effective performance and motivational satisfaction plays a vital responsibility in guaranteeing efficient functioning inside an organisation. Their actions, choices, and behaviours have a substantial influence on the overall performance and productivity of the team or firm under their leadership. Competent leaders can inspire, encourage, and provide guidance to their team members to accomplish shared goals and objectives. They cultivate a conducive work atmosphere, promote cooperation, and enable their staff to excel. These leadership behaviours play a crucial role in nurturing and promoting productivity and success in an appropriate work environment such as the local government (Alobeidli et al., 2024). The success and achievement of an organisation are often linked with the efficacy of its leader. A leader assumes a pivotal position in directing, incentivizing, and instilling inspiration in their team to accomplish shared goals and objectives. Aliekperova & Aliekperov (2023), argued that effective leadership is a blend of aptitudes, characteristics, and actions that empower a leader to exert influence and guide their team towards achieving success. A competent leader can cultivate a favourable organisational culture, stimulate creativity, formulate strategic judgements, and adeptly handle problems. The efficacy of a leader ultimately has a substantial influence on the overall performance and triumph of the organisation. Leadership effectiveness is often measured by various factors such as communication skills, decision-making abilities, emotional intelligence, vision setting, strategic thinking, adaptability, integrity, and the ability to inspire and motivate others. A successful leader can create a shared vision, build trust among team members, empower individuals to contribute their best efforts and lead by example. Effective leaders also demonstrate resilience in the face of adversity, remain focused on long-term goals, and continuously seek opportunities for growth and improvement (Sevilla-Vallejo, 2023). The leadership style chosen by leaders in public administration has a considerable impact on the operational dynamics and success of local governments. The correlation between the leadership style of administrators and the efficacy of service delivery and governance is particularly significant in Namisindwa District Local Government in Uganda. This article examines the influence of different leadership styles on

the organisational performance of Namisindwa District. It provides insights into the possible strategies to improve governance and service delivery in the area. As examined by Bolatito & Mohamoud (2024), the relationship between leadership and organisational performance is a crucial determinant in all workplaces, including Uganda. The correlation between these two factors is highly interdependent, as the level of job satisfaction may significantly impact an employee's performance, and vice versa at Namisindwa District Local Government in Uganda.

Leadership Styles in Local Government

Local government plays a big role in implementing policies, managing resources, and delivering essential services to the public. Therefore, Leadership within these LGs must navigate complex challenges, balancing the demands of the public, community engagement, and efficient allocation of resources (Mussagulova, 2020). Leadership styles in local government refer to the approaches and methods that leaders in municipal, county, or regional governments use to guide and manage their organizations. Local government leaders play a crucial role in shaping policies, making decisions, and overseeing the delivery of public services to residents within their jurisdiction. Various leadership styles can be observed in local government settings, each with its strengths and weaknesses. Understanding these leadership styles is essential for effective governance and ensuring the efficient operation of local government entities (Ramolobe, 2023).

Impact of Leadership Styles on Organizational Performance

Leadership styles play a crucial role in shaping the organizational culture, employee morale, and overall performance of a company. Different leadership styles have varying impacts on organizational performance, influencing factors such as employee motivation, productivity, job satisfaction, and ultimately the success of the organization. Understanding the impact of leadership styles on organizational performance is essential for businesses to manage their teams and achieve their strategic goals effectively. Various leadership styles have been identified and studied in the context of local government. These include transformational, transactional, laissez-faire, and servant leadership. Each of these styles has its own unique characteristics and approach to leading and managing employees as follows;

- i. Transformational leadership:** this involves inspiring and motivating teams to attain elevated levels of performance. Within the realm of local government, adopting this approach can result in heightened levels of creativity, enhanced staff involvement, and improved overall performance of the organisation. According to Kareem (2023), Transformational leaders can promote a common vision and provide staff with the authority to bring about good change in the organisation.
- ii. Transactional Leadership:** Transactional leaders prioritise establishing explicit expectations and providing rewards to staff who successfully achieve predetermined objectives. Although this approach can guarantee responsibility and effectiveness in the functioning of local government, it may not always foster innovation or sustainable development. Mandala et al. (2024), viewed this as crucial to ensuring employees work efficiently to earn more motivation and meet the targeted responsibility necessary for efficient performance at the Namisindwa District Local Government in Uganda. Transactional leadership may effectively ensure compliance and achieve short-term objectives, but its influence on long-term organisational success may be restricted. This style tends to prioritise the preservation of the existing state of affairs rather than actively promoting innovation or motivating people to achieve their maximum capabilities.
- iii. Servant Leadership:** Servant leaders place the needs of their team members as a top priority and actively strive to promote their growth and welfare. Implementing this strategy in local government may cultivate a culture of cooperation, confidence, and staff contentment, ultimately resulting in enhanced organisational effectiveness. This enhances teamwork, promotes excellence, enables improved communication and high levels of commitment to the team members and inspirations (Awaale, 2024). Servant leaders focus on empowering employees, building strong relationships, and fostering a collaborative work environment. This style of leadership has been associated with higher levels of employee satisfaction, trust, and commitment, leading to improved organizational performance through enhanced teamwork and communication.
- iv. Democratic leadership:** this is characterised by the involvement of employees in decision-making processes, where their participation and views are sought before making crucial choices. The use of this participatory approach has the potential to improve staff morale and dedication inside local government organisations, resulting in more favourable results achieved via collective accountability. In local government settings in Uganda, Voityk (2023), seeks democratic leaders to seek input from stakeholders, promote transparency, and encourage participation in decision-making processes. By involving employees and community members in governance processes, democratic leaders can build consensus, foster accountability, and enhance organizational performance. Applying these insights to Namisindwa District, democratic leadership could enhance stakeholder engagement and accountability in local governance, potentially leading to improved service delivery outcomes. Conversely, the autocratic leadership style, with its centralization of decision-making authority, may limit employee involvement and innovation, negatively impacting organizational performance (Koeswayo et al., 2024).
- v. Laissez-Faire Leadership:** Laissez-faire leaders offer little advice to their teams, allowing employees the autonomy to make autonomous judgements. Although this strategy has the potential to foster independence and innovation in some situations, it might result in inefficiencies or a lack of guidance in local government environments where clear direction is crucial. Hundie & Habtewold (2024), agreed that the laissez-faire

leadership style, which involves less oversight and grants staff a significant amount of autonomy, has been linked to worse organisational performance in situations that need tight collaboration and clear guidance. In the distinctive context of Namisindwa District, where strategic advice and supervision play a vital role in ensuring efficient local administration, a laissez-faire leadership approach may lead to inefficiencies and the failure to meet the requirements of the people.

Racheal et al., (2024) that leadership styles may be categorised into several sorts, such as authoritarian, democratic, transformational, transactional, and laissez-faire which are applicable and used in Uganda by Farmer Organizations. Every style has distinct qualities and consequences for the functioning of an organisation. Autocratic leaders exercise autonomous decision-making with little input from subordinates, which might result in prompt decision-making but at the expense of employee happiness. In contrast, Democratic leaders actively engage workers in the decision-making process, which cultivates a feeling of ownership and drive. However, this participatory approach may sometimes result in delayed decision-making. Transformational leaders inspire and encourage people to surpass their expectations and embrace change, whereas transactional leaders concentrate on providing regular, performance-based incentives and penalties. Finally, laissez-faire CEOs use a non-interventionist style, allowing staff the autonomy to make choices, which may foster creativity but also result in a possible lack of organisation.

Factors that impact the effectiveness of leadership in local government

The efficacy of leadership in local government contexts, particularly in developing nations such as Uganda, has generated significant scholarly and practical attention. This article examines the several elements that impact the efficacy of leadership in local governments, specifically in the context of Namisindwa District Local Government in Uganda to identify the key factors that determine leadership performance in these specific contexts.

- 1) **Organisational Culture:** the efficacy of various leadership styles can be influenced by the prevailing organisational culture of a local government entity. To achieve positive results, leaders must ensure that their approach is in line with the prevailing values and conventions of the organisation. The cultural environment in which local governments function has a considerable influence on the efficacy of leadership. The study conducted by Serwajja et al. (2024) examines the influence of socio-cultural dynamics in Ugandan society, which are characterised by community values, respect for authority, and conventional hierarchies, on the expectations and behaviours of leaders in local governments. The study indicates that leaders who adapt their leadership approaches to conform to local cultural norms are often more successful in rallying community support and advancing developmental objectives.
- 2) **Employee Engagement:** Employees who are actively involved and committed to their work are more likely to excel and make significant contributions towards achieving organisational objectives. Leadership styles that prioritise communication, recognition, and support may effectively boost employee engagement in local government contexts.
- 3) **Resource Allocation:** Local governments frequently function under the limitations of budgetary restrictions and finite resources. Leaders must efficiently distribute resources to support their teams' endeavours and ensure maximum performance despite these obstacles.
- 4) **Stakeholder Relationships:** Developing robust stakeholder connections is essential for local government leaders, encompassing community people, other government agencies, and elected politicians. Efficient communication and cooperation may have a beneficial effect on the functioning of an organisation.
- 5) **Organisational Structure:** The structural characteristics of local governance are essential in determining the efficacy of leadership. Lubega (2019) states that the bureaucratic nature of local government organisations in Uganda frequently restricts leaders' ability to be flexible and responsive. Nevertheless, leaders who possess the ability to skillfully traverse these systems imaginatively and cultivate a climate of originality within the limitations of bureaucracy are more inclined to improve the overall effectiveness of the organisation. Hence, Umara & Hotal (2024) claimed that supportive leaders contribute to efficacy leaders, foster cultural innovation and ultimately contribute to effective organisational structure. Ultimately, leadership styles have a substantial impact on the overall functioning of local government organisations. Leaders may generate excellent outcomes for their organisations by comprehending the influence of various leadership techniques and taking into account aspects such as organisational culture, employee engagement, resource allocation, and stakeholder relationships.
- 6) **External Environment:** Leadership effectiveness in local governments is substantially influenced by the external environment, which encompasses political, economic, and social issues. The research conducted by Begadze (2022) highlights the difficulties that leaders in Ugandan local governments encounter as a result of political meddling, scarce resources, and social demands. Leaders that exhibit adaptation and resilience, utilising external networks and collaborations, have been proven to be more successful in navigating these hurdles and achieving organisational success.
- 7) **Leadership Development and Capacity Building:** Investing in leadership development and capacity-building projects has been seen as crucial for improving leadership effectiveness in local governments. Nalubega (2023) underscores the significance of ongoing training and development programmes for local government leaders in Uganda, contending that these initiatives provide leaders with the essential expertise and understanding to tackle the intricate challenges of governance and development in their respective areas.

METHODOLOGY

The article aims to examine the influence of leadership styles on organisational performance using explanatory research, with a specific focus on qualitative methodology. This approach allows for a thorough investigation into how various leadership approaches impact the efficiency and effectiveness of organisations. This method typically entails investigating the complex interplay between leadership behaviours, organisational culture, and performance results.

Explanatory research seeks to elucidate the causal connection between leadership styles and organisational success by examining the reasons and mechanisms behind their relationship. The study focuses on comprehending the intricate and subtle interactions and perceptions that form the basis of the impact of different leadership styles on organisational results, using a qualitative technique. Qualitative approaches often include case studies, interviews, focus groups, and observations, which provide profound insights into organisational dynamics, employee motivations, leadership effectiveness, and cultural influence.

This methodology enables researchers to collect comprehensive and intricate data that may unveil the fundamental processes by which leadership styles have a direct or indirect influence on organisational success at Namisindwa District Local Government. An example of a leadership style that focuses on inspiring and motivating people is transformational leadership. This style may be studied to understand its impact on employee engagement, innovation, and the capacity of the organisation to change. Alternatively, one may analyse the effects of an autocratic leadership style on employee happiness, turnover rates, and organisational rigidity.

By prioritising qualitative components to study Namisindwa District Local Government, the study reveals nuances that quantitative data may fail to recognise, such as the significance of communication styles the Namisindwa District Local Government, perception of leadership, and the impact of emotional intelligence on leadership efficacy. This might result in more subtle and precise findings and suggestions for organisational leaders who are striving to strengthen their leadership style to boost Namisindwa District Local Government performance.

This study provides useful insights into the intricate correlation between leadership styles and organisational success at Namisindwa District Local Government, highlighting the significance of qualitative analysis in comprehending the extent and scope of leadership's influence on organisational results.

RESULTS OF THE FINDINGS AND DISCUSSION

Relationship between leadership styles and organisational performance

The relationship between leadership styles and organisational performance in Namisindwa District Local Government is a pivotal factor that may greatly influence the efficiency and effectiveness of the government's operations. Leadership styles pertain to the attitude that leaders use in their duties, decision-making, communication with subordinates, and team motivation. Various leadership styles have diverse impacts on organisational performance, since they may shape staff morale, productivity, work satisfaction, and overall success.

In the context of Namisindwa District Local Government, the choice of leadership style adopted by government officials can have a profound impact on the delivery of public services, governance, and overall development outcomes in the district. Effective leadership is essential for fostering a positive work environment, promoting accountability and transparency, ensuring efficient service delivery, and achieving organizational goals. Njiiri et al., (2021) noted that different leadership styles such as transformational leadership, transactional leadership, servant leadership, democratic leadership, autocratic leadership, and laissez-faire leadership can all have distinct effects on organisational performance.

- i. An examination of the relationship between leadership styles and organisational performance in the context of Namisindwa District Local Government (or similar local government units) can be conducted by considering various factors, such as the influence of leadership on employee motivation, strategic decision-making, resource allocation, and the overall efficiency and effectiveness of service delivery. Various leadership styles, including transformational, transactional, and participatory leadership, have a substantial impact on an organization's ability to fulfil its objectives and effectively address issues.
- ii. Transformational leadership refers to a leadership style that inspires and motivates followers to achieve their full potential and beyond their own expectations. Transformational leaders stimulate and encourage workers to surpass expectations by prioritising higher-level internal desires. Transformational leadership in a local government setting, such as Namisindwa District, has the potential to cultivate an environment of creativity, stimulate public service motivation, and enhance staff engagement. This might result in improved organisational performance by means of more efficient community services, heightened responsiveness to residents' demands, and the development of inventive solutions to local difficulties.
- iii. Transactional leadership
Transactional leadership is a leadership style that centres on the exchange of rewards and punishments between leaders and followers, depending on their performance. This style may impact organisational performance by establishing explicit norms and expectations. Within the public sector, this might result in enhanced operational processes, more responsibility, and better results in delivering services. Nevertheless, this particular approach may not be as efficacious in promoting innovation or adjusting to changing conditions.
- iv. Participatory Leadership
Participative (or democratic) leadership entails the leader including one or more workers in the process of making decisions. Within the framework of Namisindwa District Local Government, using this strategy has the potential

to enhance employee satisfaction by demonstrating that their viewpoints are esteemed, which might result in increased morale and productivity. Furthermore, the inclusion of varied viewpoints may lead to enhanced decision-making, which is especially advantageous in the intricate realm of local administration.

v. **Effect on Organisational Performance**

The impact of each leadership style on improving organisational performance in Namisindwa District Local Government is likely to be influenced by several factors, such as the organisational culture, the specific challenges and opportunities encountered by the local government, and the external environment. For instance, a leadership style that focuses on transformation may be very useful in facilitating change or tackling important obstacles, while a participatory approach may be essential in ensuring that choices are well-informed and backed by workers.

Furthermore, the correlation between different leadership styles and the overall effectiveness of an organisation may be influenced by variables such as the degree of employee empowerment, the clarity of the organization's vision and objectives, and the availability of resources. Leaders in the public sector must be versatile, capable of adopting many styles as needed, and constantly conscious of the ultimate purpose of serving the community effectively and efficiently.

Organizational Performance and Namisindwa District Local Government in Uganda

According to Felix Orikipte & Raphael Ejike Ewim (2024), An organisation can accomplish its aims and objectives efficiently and effectively by improving individual performance and, eventually, effective contributions may be made by organisations within the context of the safety culture. Hence, Organizational performance refers to the effectiveness and efficiency with which an organization achieves its objectives. In the context of Namisindwa District Local Government in Uganda, organizational performance can be assessed based on various factors such as service delivery, financial management, human resource management, and overall governance. The performance of a local government like Namisindwa District is crucial for ensuring the well-being and development of its constituents. The organizational performance of the Namisindwa District Local Government in Uganda plays a crucial role in the overall development and service delivery within the district.

The efficiency and efficacy of service delivery in Namisindwa District heavily depend on the leadership style of local government officials. The effectiveness and efficiency of the local government directly impact the quality of services provided to the residents, as well as the socio-economic development of the region. This is a crucial measure of their ability to fulfil the demands of their residents, efficiently manage resources, and successfully execute policies. The Namisindwa District Local Government in Uganda, similar to other local governments in developing nations, encounters a distinct array of obstacles and prospects that impact its organisational efficacy. The achievement of Namisindwa District Local Government, like other local government organisations, is impacted by a variety of variables. These factors encompass both internal operational features and external environmental variables, all of which have a role in determining the overall efficacy and efficiency of service delivery and governance. Gaining a comprehensive understanding of these elements is of utmost importance to formulate policies that can improve the local government's ability to successfully serve its people. The district needs a sophisticated leadership style that effectively manages the distinct socio-economic problems and possibilities. Here, we examine the crucial aspects that affect the success of Namisindwa District Local Government.

- i. **Leadership and Governance:** The development of Namisindwa District Local Government relies heavily on the presence of effective leadership and governance. The district's performance is greatly enhanced by political stability, effective governance, and transparent decision-making procedures. Effective and forward-thinking leadership motivates employees and stakeholders, producing a favourable work atmosphere that propels advancement.
- ii. **Management of Financial Resources:** The Namisindwa District Local Government must implement effective financial management procedures to ensure that it can function effectively. Important factors that affect the performance of the district include accurate budgeting, the collection of revenues, the management of expenditures, and the reporting of financial information. The capacity of the Namisindwa District Local Government to provide its inhabitants with critical services, such as healthcare, education, infrastructure, and social services, is a significant factor in determining the level of success that the government achieves. The residents of the community enjoy an improved quality of life as a result of the efficient delivery of services.
- iii. **The growth of Infrastructure:** The socio-economic growth of Namisindwa District needs to have enough infrastructure, which includes roads, water supply systems, power, and communication networks. An increase in economic growth and an improvement in living standards may be achieved by investments in infrastructure projects.
- iv. **Engagement of Stakeholders:** The success of Namisindwa District Local Government needs to engage with a wide variety of stakeholders, such as members of the community, organisations that are part of civil society, enterprises, and development partners. Effective decision-making processes and resource mobilisation efforts may be improved via the use of collaboration and partnerships. In the Namisindwa District Local Government, the recruitment, training, and retention of talented staff are significant aspects that determine the performance of the organisation. Human Resource Management is one of the most important components. The use of a skilled labour force guarantees the supply of services in an effective manner as well as the successful execution of plans and programmes.

- v. **Openness and Accountability:** It is necessary to maintain high levels of openness and accountability in all activities to accomplish the goals of encouraging good governance practices within Namisindwa District Local Government and establishing confidence with the community. When it comes to making decisions and conducting financial transactions, transparency is very necessary for success.
- vi. **Community Participation:** Residents are given more authority and the Namisindwa District Local Government is able to guarantee that their needs and priorities are taken into consideration when the community is involved in the decision-making processes and development projects. Community involvement helps to create ownership of initiatives and ensures their long-term viability.

In conclusion, the success of Namisindwa District Local Government is dependent on a number of factors, including effective leadership, sound financial management, service delivery capabilities, infrastructure development, stakeholder engagement, human resource management, transparency and accountability measures, and community participation. These factors are all interconnected and interdependent.

RECOMMENDATIONS AND STRATEGIES TO IMPROVE GOVERNANCE AND SERVICE DELIVERY

The choice of leadership style in Namisindwa District Local Government should be aligned with the organizational culture, goals, challenges, and workforce dynamics to maximize performance outcomes. Leaders need to assess the situational context and adapt their leadership approach accordingly to effectively address the needs of the organization and its stakeholders. According to Dominic Suta (2023), by understanding the relationship between different leadership styles and organisational performance indicators such as employee engagement, job satisfaction, productivity levels, financial performance, service quality, and stakeholder satisfaction, government officials can make informed decisions to enhance governance effectiveness in Namisindwa District. Significantly, effective leadership plays a critical role in shaping organizational performance in Namisindwa District Local Government. By recognizing the impact of different leadership styles on various aspects of organizational functioning and leveraging this knowledge to drive positive change and improvement initiatives, government officials can contribute to sustainable development outcomes and better service delivery for the residents of Namisindwa District.

To enhance governance and service delivery in Namisindwa District, Uganda, a comprehensive and multi-faceted strategy is necessary. The implementation of the following measures has the potential to greatly improve the efficiency, effectiveness, and responsiveness of local government services and governance processes in the district:

1. Enhancing Leadership Skills: Leadership Training: Establish and execute ongoing leadership development initiatives that specifically target adaptive leadership, ethical governance, and community involvement for elected officials and public workers. Advocate for Inclusive Leadership: Foster leadership approaches that embrace inclusivity and active involvement, ensuring that decision-making procedures include input from community stakeholders and address the different requirements of the district.

2. Facilitating and improving public involvement: Community Participation Platforms: Create and enhance platforms for community participation, such as town hall meetings, public forums, and digital platforms, to guarantee that the community's opinions are acknowledged and taken into account in the decision-making process. Feedback mechanisms: Create efficient feedback systems that enable individuals to report difficulties, offer comments on services, and propose enhancements, guaranteeing promptness and responsibility.

3. Enhancing Financial Administration: Implement transparent budgeting procedures that enable public examination and contribution, hence improving accountability in the allocation and use of monies.

4. Resource Mobilisation: Investigate novel methods for gathering resources, such as public-private partnerships, grants, and local income production projects, to enhance the financial capability for providing services. Continuous monitoring, local governments should practice monitoring and evaluation including regular feedback mechanisms and performance assessment can facilitate adaptive leadership strategies.

5. Allocating resources to the development and management of human capital: Capacity Building: Provide frequent training and capacity-building initiatives for public officials to improve their skills and effectiveness in delivering services. Motivation and Incentives: Establish a comprehensive framework of rewards to stimulate and inspire public workers, including commendation for exceptional performance, avenues for career progression, and appropriate compensation.

6. Utilising Technology: Implement e-governance systems to optimise administrative operations, enhance service delivery, and provide convenient access to government services for people, therefore establishing digital governance and employing data analytics to guide policy choices, assess and measure the effectiveness of government programmes, and enhance the allocation of resources. Leaders in Namisindwa District Local Government need to employ the utilization of technology to facilitate the application of the three styles as the situation demands for effective performance.

7. Enhancing Policy and Regulatory Frameworks: Conduct periodic evaluations and revisions of rules and regulations to ensure they are in line with current requirements and adhere to international standards in governance and service provision.

8. Policy implementation capacity: Enhance the capability of local government entities to efficiently execute rules and regulations by providing sufficient training and resources. Implementing a strategic planning process could help align leadership styles with long-term organizational goals including mission and vision. Hence, Department heads (managers)

should also use smooth communication channels with their subordinates and involve them in the decision-making and problem-solving process since they are part of the system.

9. Cultivating Collaborative Relationships: Engagement with non-governmental organisations (NGOs) and civil society: Collaborate with non-governmental organisations (NGOs) and civil society organisations (CSOs) to use their specialized knowledge, connections, and assets in tackling local difficulties. By promoting the participation of private companies in local development initiatives by offering incentives and implementing supporting regulations, to use private investments for the greater good of the public. To allocate resources and focus on essential infrastructure, such as transportation networks, water distribution systems, and healthcare centres, to enhance the availability of fundamental services.

Implement sustainable practices and utilise advanced technology in infrastructure development and service delivery to guarantee long-term viability and resilience.

By applying these techniques, Namisindwa District may greatly increase governance and service delivery, resulting in a substantial improvement in the quality of life for its citizens and fostering a more involved, well-informed, and empowered community.

CONCLUSION

Overall, the study on leadership styles and their influence on organisational performance in Namisindwa District Local Government in Uganda demonstrates an intricate and diverse connection that emphasises the significance of flexible and subtle leadership methods in the public sector. The investigation has shown that transformational, transactional, and participatory leadership styles are all crucial in impacting the efficacy and efficiency of local government operations, but they do so in distinct ways and under different circumstances.

Transformational leadership is very powerful in inspiring and encouraging individuals to go beyond their own self-interests and work for the greater benefit of the community. This kind of leadership leads to innovation and improved service delivery. Transactional leadership, which emphasises the use of incentives and sanctions, has shown effectiveness in promoting accountability and efficiency in administrative procedures. Participative leadership is seen as a significant factor in enhancing employee happiness and improving the quality of decision-making.

The example of Namisindwa District Local Government demonstrates that the most effective leadership style or mix of approaches depends greatly on the particular circumstances, organisational culture, and aims of the organisation. It highlights the need for public sector leaders to be flexible, and capable of evaluating the requirements of their organisation and its stakeholders and adjusting their leadership style appropriately to optimise performance results.

Moreover, this investigation emphasises the crucial significance of competent leadership in the public sector's capacity to fulfil the requirements of the community it serves, especially in situations such as Uganda where resources are often few and local governments face significant pressures. It implies that making investments in leadership development may provide substantial benefits in terms of both organisational performance and community satisfaction.

The link between leadership styles and organisational success in Namisindwa District Local Government serves as an example of the larger dynamics in public sector management. This publication provides significant insights for policymakers, practitioners, and researchers who are interested in improving the efficiency of local government via strategic leadership. Therefore, it is crucial to do more study and engage in ongoing discussions to create leadership strategies that can effectively adjust to changing circumstances and positively impact the long-term growth of communities in Uganda and other regions.

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