THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, DECISION MAKING AND
EMPLOYEE ENGAGEMENT AMONG ACADEMIC STAFF IN MAKERERE UNIVERSITY

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Declaration

I Kijjambu Mahad do hereby declare that this is my original work gathered through the guidance of my supervisor and has never been submitted by any person to any academic institution.

Signature

Date

01ᵗʰ /04 /2022

Kijjambu Mahad

Approval

I do certify that Kijjambu Mahad has been my research student when compiling this proposal. This proposal has been written under my guidance and supervision. The work presented is original and it is for the award of a bachelor of industrial and organizational psychology.

Signature

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Date 4/4/2022

Dr. Nansubuga Florence

University Supervisor

Dedication

A special dedication of this proposal goes to my lovely parents Mr. Nsubuga Dirisa and to my precious mum Nankumba Aisha. The achievement of this would not be possible without your support.

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Abstract

The study sought to find out the relationship between relationship leadership style, decision making and employee engagement among academic staff of Makerere University. The study intended to achieve the following objectives, to find out the effect of leadership styles on employee engagement among the academic staff in Makerere university, to assess the different leadership styles (Autocratic leadership style, Democratic leadership style Laissez faire leadership style) and decision-making mechanisms by academic leaders in Makerere university, to examine the relationship between leadership styles and employee engagement and finally to assess the relationship between decision making and employee engagement. Questionnaires were used as a tool of data collection among academic staff of Makerere University. The result after data analysis showed that there was no significant relationship between Autocratic leadership and decision making as well Democratic leadership style and decision making while there was a significant relationship between Laissez faire leadership style and decision making. The seconding finding showed that there was no significant relationship between decision making and employee engagement. Lastly the finding showed that there was no significant relationship between Autocratic leadership style and employee engagement, Democratic leadership style and employee engagement as well as laissez faire leadership style and employee engagement.

Chapter one

Introduction

Background

Makerere University was established in 1922 as a humble technical school, it is one of the oldest and most prestigious English University in Africa. In order to implement a transparent communication framework, Makerere University runs an inclusive management structure divided into three committees. These include; the Central University management committee consisting 17 members, the Top University management committee which in addition to the central committee also includes the 10 college Principals. Makerere University officially transformed into a collegiate University with 9 constituent colleges and at 1st July 2014 included the school of law, all these operating as the semi-autonomous units of the university. The University has 28 schools under different colleges and over 84 departments under different schools. At each college there is a college principal, deputy principal, dean of the schools and head of departments respectively. Leadership at each level that is college, school and department is semi-autonomous that is operating in a way that largely self-governing at some degree but guided by the University top management and University council. The University council gives general policies to the administration and academic staff of the University on matters relating to the operations of the University and take all necessary decisions conductive to the fulfillment of the objects and functions of the university. This kind of leadership in the University ensures strong management and development that leads to highest possible standards of excellence in all University activities.

This study focuses on leadership and its impaction on decision making and employee engagement.

(Cole,1997) defined leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals. According to Bhargavi and Yaseen (2016), there are three leadership styles in common which include; Autocratic leadership style that is characterized by a leader that takes full responsibility for decision making and controlling the performance of his or her followers. Democratic leadership style which encourages employees to participate in decision making as well as the leader offering guidance in performance and lastly Laissez faire leadership style where a leader avoids managing his staff therefore decision making is carried out by anyone who is ready to participate. Decision making is an important aspect of the managerial function (Pennino,2002). The democratic leadership style is perceived to result into a high level of employee engagement due effective participation of employees in decision making and the guidance in performance by the leader while autocratic leadership style is perceived to have low levels of employee engagement due to command full leaders and less participation of employees in decision making.

Employee engagement refers to the personal relationship of an employee with the work environment and the employee's positive attitude towards the employers, while having a high level of perceived empowerment in the workplace (Nieberding,2014). Participation of employees in making decisions of the organization makes the workplace more democratic in nature which results into creativity and formulation of innovative ideas hence improving performance (Cotton,1993). The relationship between the variables manifests in a way that by involving the employees in decision making, you trust, value as well as empower the employees which builds employee engagement and all this is due to the leadership style. The Employer of the year award survey that was conducted by the federation of Uganda employers

in partnership with Makerere University revealed that only 49% of the employees are highly engaged and they exhibit strong emotional and rational engagement, 6% are disengaged and 45% are moderately engaged (Douglas Opio,2018).

Problem statement.

There is an increase in low employee engagement levels among the academic staff of Makerere University due the management structure in the university. The autocratic leadership style of the University that is characterized by ineffective leaders that do not empower their subordinates and does not enable the majority academic staff to participate in decision making which affects their commitment to the organization thus low levels of employee engagement. Low levels of employee engagement results to work disruption case in point strikes by academic staff of Makerere University over the question of pay packages.

Purpose of the study

  The purpose of this study was to find out the relationship between leadership styles, decision making and employee engagement among the academic staff in Makerere university.

Objectives of the study

1. To find out the effect of leadership styles on employee engagement among the academic staff in Makerere university.
2. To assess the different leadership styles and decision-making mechanisms by academic leaders in Makerere university.
3. To examine the relationship between leadership styles and employee engagement.
4. To assess the relationship between decision making and employee engagement.

Scope of the study

Geographical scope

Geographically Makerere University is located in Kampala district in the central part of Uganda, the University main campus is sited on Makerere hill 5km to the north of the city Centre. The study will take place in Makerere University among the academic staff because occasionally there have been increasing sit down strikes by lectures about the pay package incentives. This leaves a question about the leadership system and the employee engagement among the academic staff in Makerere University.

Contextual scope

The study focused on leadership styles, decision making and employee engagement. Leadership styles are the characteristic behaviors when directing, guiding and managing groups of people (Kendra Cherry, 2021). Decision making is the process of choosing the best alternative among a pool of ideas. Employee engagement refers to the personal relationship of an employee with the work environment and the employee's positive attitude toward employer (Nieberding, 2014).

Time scope

The study took five months from October to February 2021 focusing on establishing the relationship between leadership styles, decision making and employee engagement among the academic staff in Makerere University.

Significance of the study

The study aimed at identifying the reason as to why some academic staff of Makerere University are low at work engagement and eventually look at the possible leadership styles that can improve the low levels of employee engagement.

Furthermore, the management of Makerere University should use findings to design different strategies ranging from appropriate training on good leadership skills, team building activities, improving supervision and co-worker relationship that engages participation of employees in the University activities hence improving on the low levels of employee engagement.

The research was also intended to be useful to future researchers and academicians for reference as well as adding to the existing knowledge.

Conceptual framework

LEADERSHIP STYLE

➢ Autocratic leadership style

➢ Democratic leadership style

➢ Laissez-faire leadership style

DECISION MAKING

➢ Individual decision making

➢ Participatory decision making

EMPLOYEE ENGAGEMENT

➢ Vigor

➢ Dedication

➢ Absorption
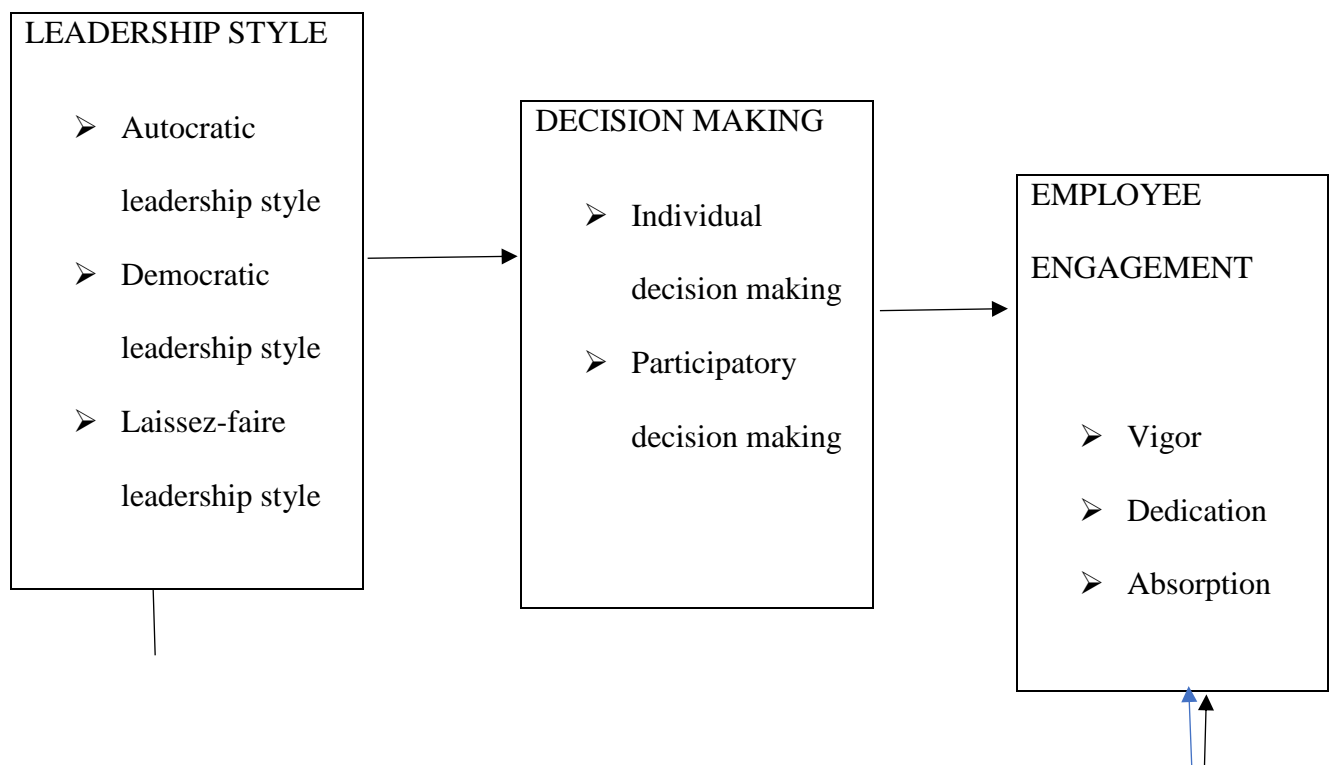
The conceptual framework illustrates the relationship between leadership styles, decision making and employee engagement.

According to the conceptual framework, leadership styles directly influence decision making respectively under the different styles. Leadership styles influence employee engagement in different ways basing on the style of leadership. Decision making and employee engagement are significantly.

Chapter Two

Literature Review

Introduction

In this chapter, there is literature about the relationship between leadership style, decision making and employee engagement in three sections, the first section which will review literature about leadership styles and decision making, the second section about literature of decision making and employee engagement and the last section about literature of employee engagement and leadership style.

Leadership styles and decision making.

The term leadership has a great role in the organization process, it is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives (Aram, 2020). Leadership is a type of guidance where a person could give to a particular group, he manages relations in a way as to impact another individuals' or groups' behavior. It is associated with making good decisions, the success of the organization may depend on any decisions their leaders make (Ejimbo, 2015). When a leader makes all the decisions individually that's bossy but not leadership (William, 2015).

Leadership styles are important parts which help the organization to succeed due to its impacts on the employees' performance. There are three major types of leadership styles and each style relates with decision making in a different way respectively as seen below;

Autocratic leadership style, it is also known as administrative leadership style as well as a direct leadership style. An autocratic leader is one who asserts his or her authority and makes all decisions of any significance (Zayed, 2019). This type of leadership is characterized by a

leader who his bossy in nature and takes control over all team members' decisions hence little feedback (Akram et.al, 2020). This leadership style focuses on the role of supervision, organization and team performance, the leader under this style is very sure that the subordinates are willing to do whatever he or she commands and failure to do it punishment is administered. Leaders here make choices and decisions based on their ideas as well as judgments and rarely accept advice from their followers. This leadership style can lead to fast and effective decisions, it is beneficial at times (Dr. Loae, 2018). Although this style has low participation in decision making by the subordinates, it rarely accounts high absenteeism, poor morale and high turnover (Goethals et, 2004).

Democratic leadership style, this is also referred to as a participative leadership style. (Koopman & wierdsma, 1998) defined this leadership style as a process of joint decision making by a leader and his or her subordinates. The leader uses a consultative approach with the subordinates and evaluates their opinions before making the final decision (Mullins,2005).

In order to make a good working environment (Kanter, 1999) state that leaders should enable their employees to participate in decision making, allow effective share of information which results to high productivity. Researchers found out that this type of leadership style is one of the most effective and leads to yields high productivity as well as better contributions from the group members and increased group morale (Dr. Loae,2018).

Laissez-faire leadership style or Free rein leadership style, this leadership style is more of delegation by the leader to the subordinates. Here leaders set goals and employees are free to do what is appropriate to accomplish the tasks signed to them in order to reach the set goal, with this style of leadership the leaders are trying to pass judgment on their decision making responsibility (Dr. Loae, 2018). Decision making under this leadership style is carried out by only those employees that are willing to participate which makes the process very slow (Go &

Odivwri, 2015). There is low participation in decision making due to self-management (Hamper, 2012).

Decision making and employee engagement.

Decision making is the process of selecting a course of action for dealing with the problem or an opportunity (Schermerhorn et.al, 2011). It is also defined as the mechanism of choice at every step of problem solving, it is thus selecting the best alternative among a pool of ideas (Fema, 2005). (Nickols, 2015) also states decision making as a duty to a course of movement instead of simply a section from among alternatives. Every decision is a result of a strong process that is influenced by huge forces; it can be individual or participatory decision making (Gibson, Danelly & Invancevich, 1997).

Individual decision making is making a choice out of many alternatives to solve a problem or opportunity individually. Individual decision making in an organization mainly manifests in the autocratic leadership nature where leader is the overall controller and decision maker leaving out the majority subordinates which affects their commitment to the organization hence low level of employee engagement.

Participatory decision making, this is involving the employees in the decision making process, considering their suggestion and giving feedback (Millins, 2005). (Kanter,1999) states that in order to build commitment to change that leads to employee engagement, leaders should allow employees to participate in decision making as well as providing a clear vision for the future and sharing information which alleviate the feelings of uncertainty in the minds of the employees.

Kirega (2006) researched about the employees' views of their senior and top leadership team and found out that participatory decision making, leaders and managers involve others in decision making and final decision-making power rests in the leader's hand. However, they

will not make major decisions without first consulting from those that will be affected, provide proper directions and delegate responsibilities. This in return makes employees feel considered as well as cared for at the workplace that creates a sense of commitment among employees to their work hence increasing the level of employee engagement.

Casey Anderson, (2019). states that the solid foundation of any successful company is its people, employees represent a source of knowledge and ideas but often times that resource remains untapped. Involving employees in the decision making process not only empowers them to contribute to success of an organization but also saves the organization time and money as well as increasing the level of employee engagement.

Employee engagement and leadership styles.

Gallup organization (2006) defines employee engagement as the involvement with and enthusiasm for work. (Robinson et.al, 2004) defines employee engagement as a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the organization's mission, value and culture as well as work with the colleagues to improve performance with in the job for the benefit of the organization (Macey and Schneider, 2008).

According to the theoretical underpinning social exchange theory (Andrew and Sofian, 2012) provide a theoretical foundation to explain why employees choose to become more or less engaged in their work. The theory can be used as a theoretical framework in understanding the construct of employee engagement and the fact that the staff who are given adequate opportunities for development are likely to be more engaged in their jobs. Further, the conditions of employee engagement model suggest that employment can be considered as an economic and socio- emotional exchange of resources (Kim soon and Manikayasaqam, 2015).

Employee engagement is a positive fulfilling work related state of mind and are characterized by three factors that is;

Vigor which is expressed through having high levels of energy and willingness to work hard by putting in more effort while working.

Dedication which is being deeply involved in ones' work and experiencing a sense of importance inspiration.

Then lastly, Absorption which is characterized by full concentration on one's work while feeling happy and engrossed (William.B, Schaufeli & Bakker, 2002).

(Anitha, 2014) found that employee engagement levels are directly related to an organizations' culture. The leader has the ability to change the direction of a company therefore leadership can alter the direction of an organization if they understand the appropriate strategies to engage employees (Ahmed, Phulpoto, Umrani & Abbas, 2015).

An effective leader style case in point the democratic leadership style fosters employee engagement in a way of encouraging employee participation in the organizations' duties and activities. In this type of leadership style, employees feel more participative, motivated and responsible to the organization (Bhati et.al, 2012).

In Autocratic leadership style which is characterized by the leaders that like force, manipulate as well as threat their employees to achieve organizations' objectives. The working environment is usually stressful and there is low participation by majority employees in decision making process (Liu Yao et.al, 2017). This leadership style is negatively associated with employee engagement.

In the laissez-faire leadership style, the leader does more of delegation that is passing on the duties to the employees. (Webb, 2007) states that a leader under this leadership style

seldom offers any direction and advise to the employee. (Van Eeden et.al,2008) showed that leaders under this style fail to coordinate which makes employees become apathetic, low motivated and resentful towards the organization, this leadership style is also low on employee engagement level.

According to the National council for higher education (2006), "good governance in the higher education context refers to the good management of institutions of the higher learning to enable them deliver quality education and fulfill the missions and visions of all stakeholders. Universities are well governed if they fulfill the purposes for which they were established". Additionally, to enhance good governance, University leaders must be democratic, transparent and strictly accountable to University workers. All decisions in universities should be made by the majority of stakeholders in relevant to promote job satisfaction among the employees and considering their rights hence increasing their levels of engagement at the organization.

Research questions

What are the leadership styles among the academic staff in Makerere University?

What are the levels of employee engagement among the academic staff in Makerere University?

Hypotheses

1. There is a significant relationship between leadership style and decision making.
2. There is significant relationship between decision making and employee engagement.
3. There is a significant relationship between employee engagement and leadership styles.

<center>**Chapter Three**</center>

<center>**Methodology**</center>

Introduction

This chapter describes the research design, population and sample size of the study, instruments that were used to measure, procedure, quality control, data management and analysis, anticipated limitations and references.

Research Design

A correlation research design was used and it was fit since the aim of the study was to establish the causal relationship (cause and effect) between leadership styles, decision making and employee engagement. A qualitative research approach was utilized with a questionnaire because it involved testing the levels of variables and predict the relationship between the variables.

Population

The target population of the study comprise of 24 academic staff of Makerere University among different schools at the college of humanities and social science.

Sample size

The respondents were only academic staff of colleges in Makerere University and they were only 24 who were sampled using the simple random sampling technique. The exact total sample size that was obtained using the sample size table (Krejcie and Morgan, 1970).

Instruments

The study employed a questionnaire with close ended statements along a 5-point Likert scale starting from strongly disagree (1) to strongly agree (5) that was filled by respondents with the

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aim of establishing a causal relationship between leadership styles, decision making and employee engagement.

Measures

The variables in the questionnaire included the demographic characteristics of the respondents, leadership styles items, decision making items and employee engagement items and the variables were arranged in the following order.

Section A: The demographic characteristics of the respondents which included the respondent's age, tenure, sex/gender, religious affiliation, and marital status.

Section B: The leadership style item which included items of A= autocratic leadership style, D = democratic leadership style and L = laissez fair leadership style these were developed by Alfred Hitchcock et, al.

Section C: The item for assessing the quality of decision making developed by De Acedo Lizarranga, M. L, De Acedo Baquedano, M, O, Soria-Oliver, M. and Humberlo Closas, A, (2009).

Section D: The engagement items which included, at my work, I feel busting with energy (V), I find the work that I do full of meaning and purpose (D), time flies when I am working (A) among others and these were developed by Wilmer and Bakker (2002) in that A= Absorption, D= Dedication and V= Vigor.

Procedure

A questionnaire was drafted and taken to the supervisor to ensure if it was valid enough to measure leadership styles, decision making and employee engagement. Furthermore, this questionnaire had four sections in that section A that covered the demographic data, section B

was the leadership style items, section C was the decision making items and section D that had employee engagement.

Quality control

Content validity was ensured by making sure that the questionnaire is checked by the supervisor to verify if the items would exactly measure the variables that is leadership styles, decision making and employee engagement as intended. Furthermore, adequate was used to gather enough literature that was used to support the questionnaire formulation. Reliability on the other hand was managed by ensuring consistency in explaining the items, purpose and the objectives of the study for the better understanding to all respondents also the statements was in line with the objectives.

Data management

The data was coded and managed in the following order, section A, demographic characteristics of the respondents which will include age 20-30=1, 31-40=2, 41-50=3, 51-60=4, 61 and above = 5, gender where male = 1, female= 2, period of service 1-5 = 1, 6-10=2, 11-15=3, 16-20= 4, 21 and above =5, religious affiliation Muslim=1, catholic=2, protestant=3, others =4, marital status single= 1, married =2 and others =3. The questionnaire items under section B (leadership styles) and section C (decision making) and D (employee engagement) was rated and measured using a Likert scale of strongly disagree, disagree, not sure, agree and strongly agree.

Data analysis

Analysis was done using the statistical package, descriptive statistics such as frequencies, mean scores to determine the strength and level of each variable. Furthermore, hypothesis 1,2 & 3 were tested using the Pearson correlation coefficient.

Anticipated problems

The response rate was low but this was solved by creating a good rapport with the first impression towards the respondents, proper explanation of the purpose and objectives of the study and the advantages of the findings.

Chapter Four

Result and interpretation

Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypothesis. Data is presented in form of frequencies and percentages followed by correlations between Leadership styles include Autocratic leadership style, Democratic leadership style and Laissez faire leadership style, decision making and employee engagement.

Descriptive statistics

This shows the demographic attributes of the respondents basing on their Age, Tenure, Gender, Religion and Marital status.

Table 1: Age of the respondents.

	Freq.	Percentage
20-30 years	1	4.2
31-40 years	9	37.5
41-50 years	10	41.7
51-60 years	3	12.5
61 years above	1	4.2
Total	24	100.0

According to table one shows the age groups of the respondents. Statistics show that 41-50 years' age group attained the majority with 41.7% while 20-30 years and 61 years above age groups taking the minority percentage of 4.2.

Table 2: Tenure of respondents.

	Frequency	Percentage
1-5 years	2	8.3
6-10 years	10	41.7
11 -15 years	6	25.0
16-20 years	6	25.0
Total	24	100.0

According to table two, statistic show that 6-10 years' period of services in the University were the majority with 41.7% while 1-5 years taking the minority percentage of 8.3.

Table 3: Gender of respondents.

	Frequency	Percentage
Male	12	50.0
Female	12	50.0
Total	24	100.0

According to table three, statistic shows that 50.0% are male and 50.0% are female. Therefore, this shows gender balance that was presented while administering the questionnaires at the university.

Table 4: Religion of the respondents.

	Frequency	Percentage
Muslim	4	16.7
Catholic	8	33.3
Protestant	5	20.8
Others	7	29.2
Total	24	100.0

According to table four, statistics show that majority of the respondents are catholic with the percentage of 33.3 while minority being 16.7% for Muslim respondents.

Table 5: Martial status of the respondents.

	Frequency	Percentage
Single	4	16.7
Married	18	75.0
Others	2	8.3
Total	24	100.0

Table five present the marital status of the respondents, statistic shows that majority of the respondents were married with a percentage of 75.0% and minority were others with 8.3%.

Inferential Statistics

The table below represents Pearson's product correlation coefficient of the relationship between leadership styles, decision making and employee engagement.

Table 6: Correlation between leadership styles, decision making and employee engagement.

		Decision-making	Employee Engagement
Decision-making	R		.087
	P		.714
	N		20
Autocratic leadership style	R	.125	.555[*]
	P	.621	.014
	N	18	19
Democratic leadership style	R	.119	.543[**]
	P	.617	.009
	N	20	22
Laissez-faire leadership style	R	.563[*]	.334
	P	.012	.139
	N	19	21

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

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

Correlation between Leadership styles and Decision making.

Finding in table six show that there is no-significant relationship between Autocratic leadership style and decision making (r=.125, p=.621), therefore rejecting the alternative hypothesis that state that there is a significant relationship between leadership style and decision making.

Democratic leadership style and decision making

There is no significant relationship between democratic leadership style and decision (r=.119, p=.617), hence rejecting the alternative hypothesis and retaining the null hypothesis.

Laissez-faire leadership style and decision making

There is a significant relation between laissez faire leadership style and decision making (r=.563, p=.012). Therefore, retaining the alternative hypothesis that states that there is a significant relationship between leadership styles and decision making.

Correlation between Decision making and Employee engagement.

Finding after carrying out Pearson correlation show that decision making and employee engagement are positively related (r=.087, p=.714) and that there is no significant correlation hence rejecting the hypothesis and retaining the null hypothesis.

Correlation between Leadership styles and employee engagement.

Finding from table six show that correlation for Autocratic leadership style and employee engagement, there is no-significant relationship between the variables (r=.555*, p=.014). Democratic leadership style and Employee engagement there is no-significant relationship between the variables (r=.543*, p=.009).

Laissez-faire leadership style and employee engagement (r=.334, p=139). There is no significant relationship between the variables hence rejecting the alternatively hypothesis and concluding that there was no relationship between leadership style and employee engagement.

<div align="center">**Chapter Five**</div>

<div align="center">**Discussion, Conclusion and Recommendations**</div>

Introduction

The chapter presents the discussion of the findings got from the data analyzed and interpreted in chapter four. This chapter consists of three parts include the first part that presents the discussions of the findings, the second part presents the recommendations and the final part presents the suggestions for further research.

Discussion

Leadership style and decision making

According to the first hypothesis that states that there is a significant relationship between leadership style and decision making. After analyzing data using Pearson correlation among the autocratic leadership style, democratic leadership style and laissez faire leadership style. The product showed that there was no significant relationship between Autocratic leadership style and decision making as well as Democratic leadership style and decision making while there was a significant relationship between Laissez faire leadership style and decision making.

Research in contradiction to this study show that Autocratic leadership style and decision making, although this style has low participation in decision making by the subordinates, it rarely accounts high absenteeism, poor morale and high turnover (Goethals et.,2004).

Democratic leadership style and decision making there is significant relationship, (Koopman & wierdsma, 1998) defined this leadership style as a process of joint decision making by a leader and his or her subordinates. The leader uses a consultative approach with the subordinates and evaluates their opinions before making the final decision (Mullins, 2005).

Laissez faire leadership and decision making other researcher show that with this style of leadership the leaders are trying to pass judgment on their decision making responsibility (Dr.

Loae,2018) and there is low participation in decision making due to self-management (Hamper,2012).

Decision making and employee engagement

In accordance to the second hypothesis stating that there is a significant relationship between decision making and employee engagement, after analyzing data using the Pearson correlation, the product showed that there was no significant relationship between decision making and employee engagement hence rejecting the alternative hypothesis and retaining the null hypothesis.

Research in contradiction this study shows that (Kanter, 1999) states that in order to build commitment to change that leads to employee engagement, leaders should allow employees to participate in decision making. Casey Anderson (2019) states that the solid foundation of any successful company is its people, involving employees in the decision making process not only empowers them but contributes to success of an organization.

However, there are a lot of factors that lead to the increase in the level of employee employment among the academic staff of Makerere University.

Leadership style and Employee engagement

According to the third hypothesis stating that there is a significant relationship between leadership style and employee engagement, after carrying out data analysis using Pearson correlation between (Autocratic leadership style and employee engagement), (Democratic leadership style and employee engagement) as well as (Laissez faire leadership style and employee engagement) results showed that there was no significant relationship between leadership style and employee engagement hence rejecting the alternative hypothesis and retaining the null hypothesis.

Researchers like Kanter that contradict with this study, (Kanter,1999) states that in order to build commitment to change that leads to employee engagement, leaders should provide a clear vision for the future and sharing information which alleviate the feelings of uncertainty in the minds of the employees.

National council for higher education (2006), "good governance in the higher education context refers to the good management of institutions of the higher learning to enable them deliver quality education and fulfill the missions and visions of all stakeholders. Additionally, to enhance good governance, University leaders must be democratic, transparent and strictly accountable to University workers. Therefore, democratic leadership style is high recommended to increasing the level of employee engagement among the academic staff of Makerere University.

Conclusion.

The research study aimed at finding out whether there is a significant relationship between leadership styles (Autocratic leadership style, Democratic leadership style and Laissez faire leadership style) and decision making. Finding discovered that there was no significant relationship between Autocratic leadership style and decision making as well as Democratic Leadership style and decision making hence rejecting the alternative hypothesis but there was a significant relationship between Laissez faire leadership style and decision making therefore retaining the alternating hypothesis.

The second hypothesis stated that there was a significant relationship between Decision making and employee engagement. According to the final statics after data correlation results showed that was no significant relationship between Decision making and employee engagement hence rejecting the alternative hypothesis and retain the null hypothesis.

The third hypothesis stated that there was a significant relationship between leadership styles (Autocratic leadership style, Democratic leadership style and Laissez faire leadership

style) and employee engagement. After carrying out data analysis resulted showed that there was no significant relationship between Autocratic leadership style and employee engagement, Democratic leadership style and employee engagement as well as Laissez faire leadership style and employee engagement hence rejecting the alternative hypothesis and retaining the null hypothesis.

Recommendation

In respect to the above research study, leadership is deemed as the fundamental trait of an organization because leaders play an important role in imparting their knowledge and skills to their followers through a well-defined style that benefits the University growth and development. The study findings were limited to a small sample size of academic staff of Makerere University. A multiple case study may provide a deeper understanding of the concept, future researchers should interview big sample size of leaders and subordinates to understand what strategies they think are effective.

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APPENDIX

APPENDIX I; QUESTINNAIRE

LEADERSHIP STYLES, DECISION MAKING AND EMPLOYEE ENGAGEMENT.

Dear Respondent,

My name is Kijjambu Mahad a third-year student of Industrial and Organizational psychology and am inviting you as a stake holder to participate in this research which seeks to examine the relationship between leadership styles, decision making and employee engagement among academic staff of Makerere university. Please take your time to respond comfortably, honestly, knowing that your views are highly valued for the betterment of the university. Follow instructions correctly by simply ticking, circling or writing appropriately the responses where necessary. Information collected from this exercise is strictly confidential and please don't indicate your name. Thank you very much for your participation and time.

Declaration:

I have read and understood the aim of this study and therefore give my consent to participate.

Appendix 2: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

1. Age bracket of the respondent in years (please tick)

1. 20-30 years   2. 31-40 years

3. 41-50 years   4. 51-60 years

5. 61 years above

2. Period of service in the education institute in years (please tick)

1. 1-5 years   2. 6-10 years

3. 11-15 years   4. 16-20 years

5. 21 years above

3. Gender of the respondent (please tick appropriately)

1. Male

2. Female   3. Others………………………

4. Religious affiliation of the respondent (please tick)

1. Muslim   2. Catholic

3. Protestant   4. Others

5. Marital Status (please tick)

1. Single

2. Married   3. Others……………….

SECTION B: LEADERSHIP STYLES

Rate yourself by ticking on how often you do or feel about each statement below using the scale from 1 to 5. (Please take your time)

Strongly Disagree	Dis agree	Neutral	Agree	Strongly Agree
1	2	3	4	5

STATEMENT	SD	D	N	A	SA
1. Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2. Employees want to be part of the decision-making process.	1	2	3	4	5
3. In complex situations, supervisors should let employees work problems out on their own	1	2	3	4	5
4. It is fair to say that most employees are lazy	1	2	3	4	5
5. Providing guidance without pressure is the key to being a good supervisor.	1	2	3	4	5
6. Leadership requires staying out of the way of employees as they do their work.	1	2	3	4	5
7. As a rule supervisors must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8. Most employees want frequent and supportive communication from their supervisors.	1	2	3	4	5
9.As a rule, leaders should allow employees to appraise their own work	1	2	3	4	5
10. Most employees feel insecure about their work and need direction.	1	2	3	4	5
11. Supervisors need to help employees accept responsibility for completing their work.	1	2	3	4	5
12. Supervisors should give employees complete freedom to solve problems on their own.	1	2	3	4	5

13. The supervisor is the chief judge of the achievements of the members of the group	1	2	3	4	5
14. It is the supervisor's job to help employees find their "passion"	1	2	3	4	5
15. In most situations, employees prefer little input from their supervisor	1	2	3	4	5
16. Effective supervisors give orders and clarify procedures.	1	2	3	4	5
17. People are basically competent and if given a task will do a good job.	1	2	3	4	5
18. In general. It is best to leave employees alone and let them do their job	1	2	3	4	5

SECTION C: **DECISION MAKING**

Rate yourself by ticking on how often you do or feel about each statement below using the scale from 1 to 5. (Please take your time)

Not essential at all	Somehow not essential	Neutral	Somehow essential	Very essential
1	2	3	4	5

	When I make an important decision, for me, it is essential to………………	Not essential at al	Somehow not essential	Neutral	Somehow essential	Very essential
1	Overcome doubtful aspects.	1	2	3	4	5
2	Quickly change my preferences if things go wrong.	1	2	3	4	5
3	Realize that circumstances may change.	1	2	3	4	5
4	Become aware if the decision leads to novelties	1	2	3	4	5
5	Appraise personal risk involved in the decision.	1	2	3	4	5
6	Know what the decision involves.	1	2	3	4	5
7	Evaluate the available time in which to make my decision	1	2	3	4	5
8	Organize the actions depending on the time	1	2	3	4	5
9	Act quickly and precisely.	1	2	3	4	5
10	Make sure the established times are respected.	1	2	3	4	5
11	Determine whether costs match the money available.	1	2	3	4	5
12	Imagine economical options.	1	2	3	4	5
13	Compare results with time employed	1	2	3	4	5
14	Compare results with money spent	1	2	3	4	5
15	Study the degree of difficulty of the decision.	1	2	3	4	5
16	Organize the action sequence if the decision is complex	1	2	3	4	5
17	Gather as much information as possible about the decision	1	2	3	4	5
18	Discover the key information about the decision	1	2	3	4	5
19	Realize which information is lacking	1	2	3	4	5
20	Define the desired goals	1	2	3	4	5
21	Analyze whether the goals interfere with each other	1	2	3	4	5
22	Choose the appropriate actions for the decision	1	2	3	4	5
23	Foresee the consequences of the decision.	1	2	3	4	5
24	Overcome the negative consequences	1	2	3	4	5
25	Determine whether the consequences have long-term effects	1	2	3	4	5
26	Accept responsibility for the decision	1	2	3	4	5

SECTION D: EMPLOYEE ENGAGEMENT

SN	Engagement items	SD	D	N	A	SA
1	When I get up, I feel like going to work	1	2	3	4	5
2	My job is very challenging.	1	2	3	4	5
3	When I am working, I forget everything around me.	1	2	3	4	5
4	At my work, I feel bursting with energy.	1	2	3	4	5
5	My job inspires me and gives me hope.	1	2	3	4	5
6	Time flies when I am working, I just realize it is past time.	1	2	3	4	5
7	At my work I always persevere even when things don't go well.	1	2	3	4	5
8	I am enthusiastic about my job.	1	2	3	4	5
9	I get carried away when I am working.	1	2	3	4	5
10	I can continue working for very long periods of time.	1	2	3	4	5
11	I am proud of the work that I do	1	2	3	4	5
12	It is difficult for me to detach myself from my job.	1	2	3	4	5
13	At my job, I am very resilient mentally.	1	2	3	4	5
14	I find the work that I do full of meaning and purpose.	1	2	3	4	5
15	I am immersed in my work	1	2	3	4	5
16	I feel happy when I am working intensely.	1	2	3	4	5
17	I love doing my work in that I just realize time has gone.	1	2	3	4	5
8	During duty work, I feel very strong and vigorous.	1	2	3	4	5