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# Emotional Resilience, Leadership Styles and Employee Performance in Kampala Capital City Authority (KCCA- Uganda)

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*Abstract:*
*Utilizing a sample of 338 employees from Kampala Capital City Authority (KCCA) this study explored the influence of emotional resilience, leadership styles on employee performance in the KCCA, with a view to bridging the gaps identified in the previous related literature and empirical study. The study was guided by three objectives, that is, to find out the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humour) on employee performance, to establish the influence of leadership styles (transactional, democratic, autocratic, consultative) on employee performance and to establish the influence of emotional resilience on leadership styles. This study employed convergent parallel mixed methods design which consists of the collection or analysis of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of data at one or more stages in the process of research (Kothari, 2004:5). Using the designs from both quantitative and qualitative paradigm helped augment survey and interview data. Using Pearson correlation coefficient and the interview data the key findings are: emotional reliance is strongly associated with employee performance; a combination of transactional and transformational leadership has strong influence on employee performance; and finally, leadership behaviours are significantly influenced by emotional resilience. The study recommends that KCCA adopts a deliberate structured approach to developing employee emotional resilience and focus on skilling leaders on transactional-transformational behaviours. Certainly more research is needed on the topic.*

*Keywords: emotional resilience, leadership styles, employee performance, convergent parallel mixed methods*

## 1. Introduction

This article gives an elaborative perspective of how emotional resilience, leadership styles affect employee performance in Kampala Capital City Authority. (KCCA-UGANDA) and other relevant public institutions. The concepts are defined mainly from the theoretical perspective, an indication that the information contained in this write up is mainly for academic purposes although applied researchers can also borrow a leaf from it. The article explains the concept of leadership and leadership styles, emotional resilience and how these management aspects impact on employee performance in organizations as indicated by various scholars.

## 2. Background of the Study

Emotional Resilience has merited growing interest in psychology and management research, given its potential to drive important organizational outcomes. Yet, there is limited understanding of the individual and leadership factors that promote resilient behaviors in public organizations. This study explored relationships between dispositional variables (proactive personality and optimism), leadership styles (empowering and contingent reward leadership) and employee resilience.

This study was about emotional resilience, leadership styles and employee performance with reference to Kampala Capital City Authority (KCCA) in Uganda. In this study, resilience and leadership styles are independent variables while employee performance is the dependent variable. However, the dependent variable is the variable that may change as a result of changes in the independent variable. In most experiments, one variable is independent, one is dependent, and all others are controlled and this is the case for this study.   Chapter one focuses on the background information, statement of the problem, purpose of the study, objectives, research questions, hypotheses, scope, significance, conceptual framework and definitions of key terms. It also provides a basis on which other chapters are built.

## 2.1. Leadership Styles

It is widely known that good leadership is one of the cornerstones for success of any organization and possibly this is why leadership has become a subject of study in many academic institutions.  Recent attempts to classify and make meaning of the evolution of leadership have been generally successful at organizing theories of leadership into conceptual families (Bass, 1990; Northouse, 2003; Rost, 1993, cited in Susan et al., 2005:1).

Rost (1993, cited in Susan et al., 2005:1) concluded that most of what has been labeled leadership in the past was essentially good management. Leadership theories that rely on traits, behaviors, and situations to explain leadership worked well in an industrial era when the predominant goals of leadership were production and efficiency. This study will largely be based on the Fiedler's contingency theory that postulates that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impinge on the situation. For example, in a highly routine (mechanistic) environment where repetitive tasks are the norm, a relatively directive leadership style may result in the best performance, however, in a dynamic environment a more flexible, participative style may be required (Bolden et al., 2033:8).  This theory is relevant to this study in that human resource managers need to evaluate their respective organizations to find out if they are in agreement or not with the views of Rost (1993).

On the other hand, according to Obiwuru et al., (2011:100), the concept and definition of leadership may differ from one person, or situation, to the other. The word "leadership" has been used in various aspects of human endeavor such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004, cited in Obiwuru et al., 2011:100), argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in other to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives.

Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002, also cited in Obiwuru et al., 2011:100) emphasizes the need for a manager to find his leadership style. According to Coleman (2009), the five components of emotional resilience are Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skill, all of which are reflected in the conceptual framework.

There are a number of leadership theories, from 'Great Man' to 'Transformational' Leadership theories as indicated by Bolden, R., Gosling, J., Marturano, A. and Dennison, P (2003: 6).  Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership. Great Man Theories are based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept that is primarily male, military and Western. This led to the next school of Trait Theories. For Trait Theorists, the lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary that describe some positive or virtuous human attribute, from ambition to zest for life.

The Behaviorist Theorists concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers. Situational Leadership approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization. Contingency Theory is a refinement of the situational viewpoint and focuses on identifying the situational variables that best predict the most appropriate or effective leadership style to fit the particular circumstances.

Transactional Theory emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers and for Transformational Theory, the central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance (Bolden, R., Gosling, J., Marturano, A. and Dennison, P 2003: 6). Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of "dispersed" leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated 'leader'. The emphasis thus shifts from developing 'leaders' to developing 'leaderful' organizations with a collective responsibility for leadership, where n the current section we will focus.

## 2.2. Emotional Resilience

According to Mayer and Salovery (1997:3), the concept of emotional resilience has recently received considerable attention in various books, magazines and journals. Each new discussion of the concept however, seems to employ a different definition or make a different claim for its importance.  Gosling (2006: xxix) indicates that Emotional resilience is one element in a broad spectrum of skills that enable managers to create value for their organization and themselves.  Salovey and Mayer

(1990, p. 189) proposed a formal definition of emotional resilience as "The ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action." Later this definition was refined and broken down into four proposed abilities that are distinct yet related: perceiving, using, understanding, and managing emotions (Mayer & Salovey, 1997, cited in (Salovey and Grewal, 2005:  281). The first branch of emotional resilience, perceiving emotions, is the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts. It also includes the ability to identify one's own emotions. Perceiving emotions may represent the most basic aspect of emotional resilience, as it makes all other processing of emotional information possible (Salovey and Grewal, 2005:  281).

The second branch of emotional resilience, using emotions, is the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The third branch of emotional resilience, understanding emotions, is the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, such as the difference between happy and ecstatic. Furthermore, it includes the ability to recognize and describe how emotions evolve over time, such as how shock can turn into grief (Salovey and Grewal, 2005:  281). The fourth branch of emotional resilience, managing emotions, consists of the ability to regulate emotions in both ourselves and in others. Everyone is familiar with times in their lives when they have temporarily, and sometimes embarrassingly, lost control of their emotions. The fourth branch also includes the ability to manage the emotions of others. For example, an emotionally intelligent politician might increase her own anger and use it to deliver a powerful speech in order to arouse righteous anger in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals (Salovey and Grewal, 2005:  281). However, while the views of Salovey and Grewal (2005) are seemingly correct, there is still room for further study to bring out clearly how emotional resilience impacts on employee performance in various organizations.

Another prominent researcher of the emotional resilience construct is Reuven Bar-On, the originator of the term "emotion quotient". Possessing a slightly different outlook, he defines emotional resilience as being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands (Bar-On, 1997, cited in Yvonne Stys & Shelley L. Brown 2004: 1).

Early theorists such as Thorndike and Gardner paved the way for the current experts in the field of emotional resilience. Each theoretical paradigm conceptualizes emotional resilience from one of two perspectives: ability or mixed model. Ability models regard emotional resilience as a pure form of mental ability and thus as a pure intelligence. In contrast, mixed models of emotional resilience combine mental ability with personality characteristics such as optimism and well-being (Mayer, 1999). Currently, the only ability model of emotional resilience is that proposed by John Mayer and Peter Salovey. Two mixed models of emotional resilience have been proposed, each within a somewhat different conception. Reuven Bar-On has put forth a model based within the context of personality theory, emphasizing the co-dependence of the ability aspects of emotional resilience with personality traits and their application to personal well-being. In contrast, Goleman proposed a mixed model in terms of performance, integrating an individual's abilities and personality and applying their corresponding effects on performance in the workplace (Goleman, 2001).

Salovey and Mayer (1990)in their pure theory of emotional resilience integrate key ideas from the fields of intelligence and emotion. From intelligence theory comes the idea that intelligence involves the capacity to carry out abstract reasoning. From emotion, research comes the notion that emotions are signals that convey regular and discernable meanings about relationships and that at a number of basic emotions are universal (Mayer, Salovey, & Caruso, 2002). They propose that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. They then posit that this ability is seen to manifest itself in certain adaptive behaviors (Mayer, Salovey, & Caruso, 2000, cited in Yvonne Stys & Shelley L. Brown 2004:5)

Mayer and Salovey's conception of emotional resilience is based within a model of intelligence, that is, it strives to define emotional resilience within the confines of the standard criteria for a new intelligence (Mayer, Salovey, Caruso, & Sitarenios, 2003, cited in Yvonne Stys & Shelley L. Brown 2004:5). It proposes that emotional resilience is comprised of two areas: experiential (ability to perceive, respond, and manipulate emotional information without necessarily understanding it) and strategic (ability to understand and manage emotions without necessarily perceiving feelings well or fully experiencing them). Each area is further divided into two branches that range from basic psychological processes to more complex processes integrating emotion and cognition. The first branch, *emotional perception*, is the ability to be self-aware of emotions and to express emotions and emotional needs accurately to others. Emotional perception also includes the ability to distinguish between honest and dishonest expressions of emotion. The second branch, *emotional assimilation*, is the ability to distinguish among the different emotions one is feeling and to identify those that are influencing their thought processes. (Yvonne Stys & Shelley L. Brown 2004:5)

The third branch, *emotional understanding*, is the ability to understand complex emotions (such as feeling two emotions at once) and the ability to recognize transitions from one to the other. Lastly, the fourth branch, *emotion management,* is the ability to connect or disconnect from an emotion depending on its usefulness in a given situation (Mayer & Salovey, 1997, cited in Yvonne Stys & Shelley L. Brown 2004:5). According to Coleman (2009), Self-awareness is the first component of emotional resilience. Self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and with others. People who have a high degree of self-awareness recognize how

their feelings affect them, other people, and their job performance. Thus, a self-aware person who knows that tight deadlines bring out the worst in him plans his time carefully and gets his work done well in advance. Another person with high self-awareness will be able to work with a demanding client. She will understand the client's impact on her moods and the deeper reasons for her frustration. "Their trivial demands take us away from the real work that needs to be done," she might explain (Coleman, 2009)

### 2.3. Employee Performance

For the case of this article, employee performance can be conceptualized as the   ability of an employee to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993, cited in Obiwuru et al., 2011:101),  employee performance can also be used to view how an organization is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. However, in this article, managers can employee performance in terms of commitment at work, Integrity, Innovativeness, Teamwork, Client Care, accomplishment of tasks, time management.

### 2.4. Emotional Resilience and Employee Performance

In a study conducted by Gosling (2006: xxxi), entitled, "Measuring emotional resilience of managers in Singapore and the application of emotional resilience for individual and organization effectiveness. An exploratory study", emotional resilience was seen by the current sample of Singapore managers as influencing organization effectiveness and important for individual performance. Yet, surprisingly, many managers in the sample were not committed to improving individual emotional resilience. Managers suggested that their organizations did not fully support the implementation and training of emotional resilience in the workplace. Additionally, whilst senior executives interviewed recognized the influence and importance of emotional resilience for organization effectiveness and individual success, they currently have not set emotional resilience as a priority in their employee value propositions and have not committed measurable resources to training programs in emotional resilience.

Emotional resilience has been found to be a predictor of life satisfaction, healthy psychological adaptation, positive interactions with peers and family, and higher parental warmth. Lower emotional resilience has also been found to be associated with violent behavior, illegal use of drugs and alcohol, and participation in delinquent behavior (Yvonne Stys & Shelley L. Brown, 2004: ii). Emotional resilience has been extensively researched in workplace settings. It has been related to increased success among those who share similar positions (e.g., senior managers). Additionally, hiring individuals with higher levels of emotional resilience as well as training existing staff to be more emotionally intelligent has been associated with financial gains in the private sector. Training in emotional resilience in the workplace can occur at all levels, and several evaluated programs have found success in developing more emotionally intelligent workforces (Yvonne Stys & Shelley L. Brown, 2004: ii) and all these factors are likely to have a positive connotation with employee performance in organizations.

### 2.5. Leadership Styles and Employee Performance

According to Coleman (2009:2), emotionally intelligent leaders mix and match emotional resilience skills as circumstances dictate. This reconfiguring creates six leadership styles and these include coercive, Authoritative, Facilitative**,** Democratic**,** Pacesetting and coaching leadership style. Coleman (2009:16) further points out that it has been **more** than a decade since research first linked aspects of emotional resilience to business results. The late David McClelland, a noted Harvard University psychologist, found that leaders with strengths in a critical mass of six or more emotional resilience competencies were far more effective than peers who lacked such strengths. For instance, when he analyzed the performance of division heads at a global food and beverage company, he found that among leaders with this critical mass of competence, 87% placed in the top third for annual salary bonuses based on their business performance. More telling, their divisions on average outperformed yearly revenue targets by 15% to 20%. Those executives who lacked emotional resilience were rarely rated as outstanding in their annual performance reviews, and their divisions underperformed by an average of almost 20%.

However, Coercive leadership also has a damaging effect on the rewards system. More than money they seek the satisfaction of work well done motivate most high performing workers. The coercive style erodes such pride. Finally, the style undermines one of the leader's prime tools motivating people by showing them how their job fits into a grand, shared mission (Coleman, 2009:17).

Coleman (2009) conducted a study on Leadership and Emotional resilience and pointed out that emotional resilience is made up of the following characteristics, that is, self-Awareness which involves 'the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others,  self –Regulation,  'the ability to control or redirect disruptive impulses and moods' and 'the propensity to suspend judgment  to think before acting, motivation which implies 'a passion to work for reasons that go beyond money or status' and 'a propensity to pursue goals with energy and persistence, empathy 'the ability to understand the emotional makeup of other people' and 'skill in treating people according to their emotional reactions and social Skill which involves proficiency in managing relationships and building networks' and 'an ability to find common ground and build rapport..

Coleman (2009) found there are six main leadership styles 'each springing from different components of emotional resilience. The six styles are coercive, Authoritative, Facilitative, Democratic, Pacesetting and Coaching leadership style. Also, Herb Stevenson **(**2012**)** conducted a study on Leadership Style, Emotional resilience, and Organizational Effectiveness in UK. The results indicated that none of the leadership styles is effective all of the time, and in today's complex environment, it can see that truly successful leaders use six styles based on circumstances, situations, and the rapidly changing landscape.

| Theory | Author | Key findings | Relevancy |
|---|---|---|---|
| Leadership Theories | | | |
| Personality and trait-based theories of leadership | Michelle (2011:639). | The big five personality factors for leaders are conscientiousness, sociability, neuroticism, openness, and extraversion | variable such as conscientiousness; Sociability, Neuroticism, openness and extraversion were analyzed to find out how they influenced employee performance in KCCA |
| Fiedler's contingency theory | Bolden et al., 2033:8 | The theory postulates that there is no single best way for managers to lead. The solution to a managerial situation is contingent on the factors that impinge on the situation | This theory was relevant to this study in that in the same way an examination was made to find out the type (s) of leadership styles that can enhance employee performance in KCCA in Uganda. |
| The expectancy theory | (Vroom, 1964). | One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization | This theory was relevant to this study in that it helped to find out whether employee performance in KCCA was related to good salary, job security, advancement, and challenge or the behaviours of their leaders. |
| Theory X and Theory Y | Chand, 2015 | The theory overlooks the complex nature of human beings. No enterprise man may belong exclusively either to Theory X or to Theory Y | This theory offers a convenient framework for analyzing the relationship between to motivation and leadership style |
| Emotional Resilience Theories | | | |
| Resilience as applied theory | Ungar, 2008:5 | Breakdown and disorder are attributed to exposure to stressful environments, and social processes associated with either normal, or unexpectedly positive psychosocial development | Hence the need to find out how this influenced employee performance. |

*Table 1: Summary of Selected Theories from the Independent Variable (IV)*

## 3. Statement of the Problem

Leadership development initiatives today typically offer performance support and real world application of skills through such methods as training programs, coaching and mentoring, action learning, and developmental assignments (Raheel et al., 2011:113). On the other hand, more resilient people are able to adapt to adversity without lasting difficulties, while less resilient people have a harder time with stress and life changes (Warner and Kurt, 2012:5). This means that both leadership and emotional resilience are important aspects of employee performance.

In line with the above, eagerness for inquiry has been compounded by the unsatisfactory instances happening in KCCA. For example, although corruption was a global problem, over the last ten years, the officials of the then defunct Kampala City Council had been particularly corrupt. Public property had been disposed of for personal gain and millions of shillings were siphoned off into personal accounts (Mayanja, 2012).According to Kaija (2013), in 2010, Kampala district received 337 complaints, 26% of all complaints of corruption registered with the IGG's office. In addition, Brian Mayanja in the New Vision 3 November 2012 indicated that Kampala Capital City Authority (KCCA) officials, including a senior consultant, were interdicted on suspicion of a fraud, in which KCCA lost millions of shillings. The above could be associated with resilience, leadership styles and employee performance in the KCCA.

## 4. Purpose of the study
This study explored the influence of emotional resilience, leadership styles and employee performance in the KCCA.

## 5. Definition of Key Terms
- Emotional Resilience:  Gosling (2006: xxix) indicates that Emotional Resilience is one element in a broad spectrum of skills that enable managers to create value for their organization and themselves.
- Leadership Style: Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization.
- Employee Performance refers to ability of an employee to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993, cited in Obiwuru *et al.,* 2011:101).   In this study, employee performance was measured by assessing the extent the employees of the KCCA has performed to the satisfaction of the stakeholders or the extent to which they have enhanced attainment of the objectives of the Ministry.

## 6. Review of Literature

### 6.1. Introduction
This section focuses on what other scholars had written about emotional resilience, leadership styles and employees performance. Specifically, the chapter focused on the relationship between emotional resilience and employee performance, relationship between leadership styles and employee performance and finally, the relationship between emotional resilience and leadership styles.

### 6.2. Emotional Resilience and Employee Performance
Resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience (Bhaggie, 2010:2). In the context of this study, it was evident that KCCA is characterized by a number of pressures emanating from administration which required leaders to adopt to this pressure, hence the need to conduct a study on how their adoption (resilience to these conditions) influenced their performance.

In short, resilience is best defined as "the ability of a system to absorb disturbances and still retain its basic function and structure" (Walker & Salt, 2006, p.1). In other words, resilience is "the capacity to change in order to maintain the same identity" (Folke et al., 2010 Walker, B. and D. Salt. 2006:2). In addition, "the concept of resilience in relation to social–ecological systems incorporates the idea of adaptation, learning and self-organization in addition to the general ability to persist disturbance" (Folke, 2006, cited in Walker & Salt. 2006:2)

Pooley and Cohen (2010: 34) describe resilience as, "the potential to exhibit resourcefulness by using available internal and external resources in response to different contextual and developmental challenges". However, while the views of Pooley and Cohen (2010: 34) are convincingly correct, there was need to conduct a study on how resilience influences employee performance, a gap which this study intended to fill.  Howell (2004) and Walker, Gleaves, and Grey (2006), all cited in McLafferty (2009:2) suggested that resilience is of great importance in terms of both endurance and adaptation. Munro and Pooley (2009, cited in McLafferty 2009:2) proposed that resilience may be the mediating factor between the adversities of university life and academic success.

According to Klohen, E. (1996:1067-1079), emotional resilience can sometimes be described as 'inner strength' which essentially refers to a set of conditions that enable individuals to adapt to different challenges in their life and is closely related to emotional intelligence and emotional literacy which can be defined as the ability to recognize, understand and appropriately express our emotions. Much of how we display and processes our emotions is based upon what we have learnt/ developed earlier in life which become second nature to us and reinforced throughout everyday practice. It is this 'inner strength' which in the context of this study is assumed to enhance employee performance.

Emotional resilience relates to an individual's ability to manage environmental difficulties, demands and high pressure. It is the ability to withstand and rebound from disruptive life challenges, emerging strengthened and more resourceful (Walsh, 2008, cited in Jo Fox, 2014:1). It is sometimes described as 'inner strength' or 'bouncing back'. Being resilient does not mean that a person never experiences trauma or distress, nor does it mean that someone does not feel emotional pain or sadness. Rather, it is the process of adapting to these difficult times, learning from experience and developing an increased ability to anticipate and cope with adversity in the future (Jo Fox, 2014:1).
Although resilience is closely related to emotional intelligence and emotional literacy, it is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that can be learned and developed in anyone. There are many factors that contribute towards resilience, of which the most significant is quality of relationships (Luthar, 2006, cited in Jo Fox, 2014:1).

The first type of resilience is perhaps the 'classic' form. It is the resilience or strength needed to cope with being made redundant, going through bereavement or a divorce at one extreme, to the resilience needed for poor exam results or poor performance reviews or negative/poor performance feedback. It is the toughness and humility needed to respond

constructively to difficult situations. The key mental challenges are the ability to see beyond today's difficulties and know that tomorrow or the next day or when-ever the situation will change (Bhaggie, 2010:3).

To summarize the above, Denhardt & Denhardt (2009:333) asserts that resilient organizations succeed through their sustained commitment to capture the hearts and minds of their employees and ensure that company goals and employee aspirations are aligned. This does not fluctuate with economic cycles. These companies provide consistent support and development to their people. It is through sustained effort that resilient organizations achieve a high-performance culture, which becomes a differentiator for them in attracting and retaining key talent. If anything, challenges for resilient organizations, represent an opportunity to renew their focus on the employee relationship and build a sense of loyalty that will endure beyond the current turbulence. However, from the researchers' point of view, resilient organizations succeed because of resilient leaders which in turn lead to employee performance

However, much of the literature and resources which exist have been about resilience in children and little has been considered in regards to adults and in particular social workers (Rutter, 1987, cited in Klohen, 1996:3).Engaging emotionally involves creating a sense of urgency for the change in the organization and creating the need amongst the change recipients to engage with the change, understand its personal impact. To be effective, it deals with the recipients' past experiences of organizational change, brings to light and honestly addresses fears they may have about the implications of the change (Rod and Kurt, 2012: 54 -55).According to Ungar, M. (2008:9) a more individualized understanding of resilience is less informing of practical solutions. An individualized understanding quietly places the burden of growth solely on the child to adapt. The new aspect that was brought out in his study was how emotional resilience impacted on employee in the KCCA.

Resilience involves an interaction between our internal and external environments as we respond to stressor and/or a context. It is the capacity for individuals to not only to "bounce back", "survive" or "cope successfully" in response to adversity, uncertainty, change or risk, but to do so "robustly" and recover more "quickly". It is this capacity for adaptation and use of positive psychological systems to facilitate resilience (i.e., Seligman) which has contributed to the development of programs and for organizations to foster resilience outcomes in its employees (Bandura, A.2006: 307-337.). Ungar, M. (2008:6) has a similar view and asserts that resilience is a theory that can inform action. It is a concept that changes our focus from the breakdown and disorder attributed to exposure to stressful environments, to the individual characteristics and social processes associated with either normal or unexpectedly positive psychosocial development.

For the case of this study, it was important to assess how such ability to bounce back by leaders can enhance employee performance. In addition, resilience is not a static state that is inherent in an individual nor is it a transient phenomenon. Rather, it is a dynamic process that can be cultivated in most individuals and importantly evidence suggests the behaviours, thoughts and actions underpinning resilience can be learnt and developed (Bandura, 2006: 307-337)

Resilience is needed by staff in organizations to cope with daily stress as well as to adapt to large-scale organizational change (Rod *et al.,* 2012:1). Tugade and Fredrickson (2004, also cited in Rod *et al.,* 2012:1) similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005 also cited in Rod *et al.,* 2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience can enhance employee performance.

*6.3. Leadership Styles and Employee Performance*

Understanding the effects of leadership styles on performance is because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement. For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew and Spengler, 2005:*39-52*). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision.

In the works of Obiwuru, et al., (2011:101), it is reported that, leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. However, Obiwuru et al., (2011:101) did not indicate how leadership styles affect employee performance, a gap which this study intended to fill.

Stogdill (1957) defined leadership as the individual behavior to guide a group to achieve the common target. Fry (2003:4) explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today's intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora*et al*., 1999; Venkataraman, 1997:5). Studies have suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996, cited in Obiwuru Timothy C., Okwu, Andy T., Akpa, Victoria O., Nwankwere, Idowu A. 2011:101) and by so doing this is assumed to enhance employee performance.

Leadership style is defined as the pattern of behaviours that leaders display during their work with and through others (Hersey and Blanchard, 1993:6-9). Miller et al. (2002:3) view leadership style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. On the other hand, leadership styles can be classified according to the leaders' power and behaviour as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence leaders have on subordinates (Rollinson, 2005:7-10).

Although the correlation between leadership styles and the performance appears to be relatively straightforward and simple theoretically but, in practice it turns out to be complex and unpredictable. Hence the research on this correlation often gives mixed and ambiguous results. But, there are studies which confirm the existence of a relationship between leadership style and performance (Bhargava et al., 2014: iii).According to (Babak 2012:2), the main reason for the wide variety of leadership styles is the changing nature of leadership. Changes in social values, culture, technology and political system are impacting the leadership process in all industry sectors. It is important to realize that, leadership styles which were considered effective in certain time or situation can lose their effectiveness once social value, time or cultures changes. One the best example for this fact is Fredric Taylor's scientific management theory which was considered very effective in 1900's but is now considered as inhuman and ineffective.  Because of the wide variety of leadership style and due to the changing nature of leadership choosing the right leadership style is one of the most difficult issues that organizations have to face.

Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Lewin, Lippit and White (1939, cited in Nadeem Bhatti et al., 2012:193) identified three leadership styles which are; autocratic, democratic and laissez-faire. Accordingly, they (Lewin, Lippit and White, 1939, cited in Nadeem Bhatti *et al.,* 2012:193) assert that although a democratic leader will make the final decision, he/she invites other members of the team to contribute the decision making process. This not only increases job satisfaction and hence performance by involving employees or team members in what's going on, but it also help to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they deserve and so are motivated to work hard by more than just a financial reward. As participation takes time, this approach can lead to things happening more slowly but often the end result is better. The approach can be most suitable where team work is essential and quality is more important than speed to market productivity.

According to Frandsen (2014:3), the Authoritarian or Autocratic Leadership style is demonstrated when a leader makes all decisions without considering input from staff. Negative reinforcement and punishment are often used to enforce rules. Because knowledge is seen as power, critical information may be withheld from the team. Mistakes are not tolerated and blame is placed on individuals rather than on faulty processes. The positive side of this style is that it works perfectly in emergencies or chaotic situations where there is little time for discussion. It is useful when enforcing policies and procedures that protect resident health and safety, but it does not promote trust, communication, or teamwork when used for day-to-day operations. Authoritarian leaders are often micromanagers. Burns (2003:14) adds that most individuals are familiar with the autocratic leader because such leaders are prevalent even today. It is generally not considered one of the best methods of leadership; however, the autocratic leader definitely is the preferred style in the military, police, and other organizations where individuals may be in dangerous situations.

In support of the views of Frandsen (2014:3) and Burns (2003:14), Chris et al., (2015:1) asserts that *a*utocratic leadership is a form of management where one leader typically has complete control over a work area or project. In a small business environment, the owner may implement this form of leadership when the operation is relatively small and he has a limited number of employees. While an autocratic style is considered more traditional, and in some instances, outdated form of leadership, it still offers a variety of benefits.
Chris et al., (2015:1) further states that an autocratic style of leadership can be effective in work environments where decisions need to be made quickly. The sole responsibility rests with the leader, and she makes the decision without the need to consult others. If a business faces constant change, the autocratic leader is able to respond in a way that prevents the business from falling behind the competition and keeps up with customer demand.

In an autocratic work environment, the leader typically keeps a close watch on the activities of the workers. This eliminates the tendency for workers to "slack off" that may occur with more lenient management styles. The result can be increased productivity and speed, as workers who fall behind are quickly identified and corrective measures are taken. Quality may improve, as the employees' work is monitored constantly. Time wasting and the need to waste resources is also reduced. Autocratic leadership can work well for managers who prefer having complete control over an operation. Because the outcome is totally in his hands, the manager does not experience the stress of having to rely on help from outside his work area to complete the project or task. For this type of individual, having complete authority can actually result in reduced stress since he has complete control over his own fate (Chris et al., 2015:1)

Because one individual has complete control over an operation, there is less of a need for layers of management or bureaucracy. This can make for a more efficient operation, as fewer people are involved in the decision-making process. The manager can quickly identify areas of inefficiency or malfunction before they turn into major problems. For example, if too

much money is being allocated for the marketing aspect of a project, the manager can spot this quickly, so a less expensive marketing technique can be implemented (Chris,2015:1)

Conversely, Laissez-faire Leadership is a style in which the leader provides little or no direction or supervision, and prefers to take a hands-off approach. Laissez-faire leadership focuses on leader's behaviours such as avoiding getting involved, avoiding making decisions, being absent when needed, and delaying responding to urgent questions. Such a leader would clearly be unsupportive of subordinate resilience.  There is indirect support for this contention in the meta-analytic results of Dumdaum, et al, (2002) who reported corrected correlations -37 and -53 between laissez-faire leadership behaviours and effectiveness and satisfaction respectively. Decisions are not made, changes rarely occur, and quality improvement is typically reactive, not proactive. It is most often used by new, inexperienced leaders or by those at the end of their career who choose not to address issues since things will soon be changed by their replacement leader (Frandsen, 2014:3). Based on these arguments it can be proposed that laissez-faire leadership is not positively associated with subordinate resilience.Burns (2003:10-14) presents two types of leadership: transactional and transformational. Aspects of transactional leadership are almost overlays of positive and proactive management where both attempt to influence employees to improve performance toward accomplishing organizational goals and individual personal and professional growth. They negotiate mutually satisfying goals, and enabling the leaders/manager's role to become one of encouraging and guiding the employee toward satisfying these goals.

The transformational leader is identified with change. From this point of view they focus on the individual.  He or she influences others to improve themselves and/or the company beyond what would normally be accomplished without such leadership. Transformational leaders champion the change process and continually communicates the vision to all those involved. The managers continue their functions of planning, organizing, staffing, directing, controlling, communicating, problem solving, and decision making to maintain productivity output and quality while managing the change process.

However, Bizhan et al, (2013:26) conducted a study entitled: *The relationship between leadership style and employee performance: Case study of real estate registration organization of Tehran Province*. The findings showed that transformational leadership and pragmatic leadership impacted on the staff performance and performance will lead to increased and between these two, transformational leadership style is associated with higher relevance. They concluded that it is important that managers combine both transformational and pragmatic leadership style with each other. In fact, leaders can increase motivation, effort and followers satisfaction with transformational leadership and rewards of pragmatic leadership.

Abdikarin *et al.,* (2013:3) has a similar view to that of Bizhan et al, (2013:26) and points out that the success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999, cited in Abdikarin *et al.,* 2013:3).

According to Tandoh (2011, cited in Abdikarin et al., (2013:3) states that if a job-centred style or behaviour is exhibited by leaders or managers is limited and that this style has positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. However, it is also observed that there is very little or minimal employee-centred style of leadership exhibited and this negatively impacts performance. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centred style corroborates.

### 6.4. Leadership Styles and Emotional Resilience

While empirical studies directly linking leadership styles and subordinate resilience is still had to come across,a number of authors have linked leadership with resilience. For example,Luthans and Avolio(2003) observe that developing capacity for resilience is a vital function of authentic leadership. The same view is supported by and increasing scholarship (e.g. Scutcliffe & Vogus 2003; Harland et al, 2005, 2009; Fleming; Kumar,et al, 2014). A useful approach to leadership and resilience is Bass and Avolio's Full Range Leadership Theory (LFRT) (Avolio, 1999).

Antonakis and House (2002) note that LFRT comprises of nine factors reflecting three classes: Transformational, Transactional, and Laissez-Faire. Transformational leader behaviours include Attributed Charisma, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Transactional leader behaviors include the three factors of Contingent Reward, Management-By-Exception Active, and Management-By-Exception Passive(Antonakis and House (2002: 8-9),). And finally, the FLRT includes a dimension of non-leadership referred to as Laissez Faire. These factors are briefly below.

First the transformational leader behaviour of Attributed Charisma, is a dimension that focuses on the degree to which the leader behaves with confidence, engenders respect and pride among subordinates, and looks beyond his or her own self-interest. As noted by Bass (1990: 654) these behaviours could reduce panic and feelings of helplessness during stressful situations and can replace those feelings with a sense of security and belonging (I990: 656). It seems plausible that reducing

panic and increasing confidence would tend to engender resilience in subordinates because they would be less fearful and approach the situation in a more positive and confidently.

The second of five transformational leadership dimensions, Idealized Influence, emphasizes leader behaviours conveying a sense of higher purpose beyond the goals of the individual and focuses attention on the common good. Bass points out that helping followers "transcend their own immediate self-interests" increases follower awareness of "the larger issues" and shifts "goals away from personal safety and security toward achievement and self-actualization" (1990: 652).  Again, it is possible that focusing on the positive outcomes of achievement and self-actualization is more likely to engender resilience than avoidance coping responses since positive reappraisal of a situation is an essential.

The third of five transformational dimensions, Inspirational Motivation, stresses leader behaviours that convey enthusiasm, optimism, and ability to articulate a compelling vision of the future. Bass clearly underlines the potential impact of Inspirational Motivation in his statement "Effective transformational leaders can halt crises by disclosing opportunities, arousing courage, and stimulating enthusiasm" (1990:655). Consistent with previous transformational dimensions, inspirational motivation should help engender resilience by providing a sense of hope or purpose to the subordinate and by role-modeling confident behaviour.

The fourth of five transformational dimensions, intellectual Stimulation, emphasizes leader behaviours that focus on effective problem solving behaviours such as re-assessing critical assumptions and seeking different perspectives and approaches. Bass contends that intellectually stimulating leader may promote "thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, maladaptive ones" (1990: 652). Such leader behaviours may directly enhance  subordinate resilience by providing a role model for using  innovative approaches as opposed to relying on old solutions that no longer work effectively.

The final transformational dimension, Individualized Consideration, stresses leader behaviours such as developing employees and treating employees as individuals. Bass notes that transformational leaders may utilize individual consideration to "convert crises into developmental challenges" (1990: 652).  With regard to  resilience, employees who feel more competent and valued may be more likely to engage in positive appraisals of the situation because they feel more capable of meeting the challenge and less afraid of negative consequences if they fail. In addition, feeling valued by the leader may increase the likelihood that the employee will ask the leader or others for support or guidance in coping with the challenge .The results of a meta-analysis by Dumdum et al. (2002) provide indirect support for the notion that transformational leadership behaviours may be positively related to subordinate resilience. In that meta-analysis, the corrected correlations between the five transformational leadership dimensions and satisfaction and effectiveness ranged from .55 to .90. While resilience as a construct is certainly different from effectiveness and satisfaction, it seems reasonable to propose that the relationships between these transformational leadership dimensions and subordinate resilience may be somewhat consistent.

As to Transactional Leader Behaviours, the potential relationships between the three Transactional Leadership dimensions vary across the three dimensions. The Contingent Reward dimension of the FRLT focuses on whether the leader is clear about who is responsible for achieving specific outcomes and the benefits resulting from achieving those outcomes. As Bass notes, "The leader needs to ensure that there will be positive outcomes and that the subordinates know what they are" (l990: 655). It would seem possible that Contingent Reward behaviours may potentially engender resilience by virtue of focusing their attention on the positive benefits of successfully resolving a work challenge (as opposed to the negative ramifications of not doing so). Indirect support for the contention that contingent reward may be related to resilience is offered by the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of .56 and .76 between contingent reward behaviors and effectiveness and satisfaction respectively.

The second of three Transactional Leadership dimensions, management-by-exception-active, focuses on leader behaviours such as focusing on mistakes, failures, and complaints. This type of leader behaviour might be expected to reduce resilience in subordinates because most subordinates will not seek feedback from leaders providing primarily negative feedback. Furthermore, this type of leader is not modeling proactive problem-solving and planning to the employee. Indirect support for the contention that management-by-exception-active leader behavior is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of .08 and -.09 between management-by-exception-active behaviors and effectiveness and satisfaction respectively.

The third of three Transactional Leadership dimensions, management-by-exception-passive, focuses on leader behaviours such as failing to interfere until problems become serious or waiting until something has gone seriously wrong before taking action. Such a leader would clearly be modeling avoidance-coping responses for his or her subordinates and thus would seem less likely to engender approach-coping behavior from them. Indirect support for the contention that management-by-exception-passive leader behavior is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of -.38 and -.46 between management-by-exception-active behaviors and effectiveness and satisfaction respectively.

The last FRLT dimension to be Laissez-Faire Leadership, which focuses on leader behaviours such as avoiding getting involved, avoiding making decisions, being absent when needed, and delaying responding to urgent questions. Such a leader would clearly be modeling avoidance-coping responses for his or her subordinates and thus would seem less likely to engender approach-coping behavior (and thus resilience) from them. Indirect support for the contention that laissez-faire

leader behaviour is unlikely to be positively correlated with resilience can be found in the meta-analytic results of Dumdum et al. (2002) who reported corrected correlations of -.37 and -.53 between laissez-faire leadership behaviors and effectiveness and satisfaction respectively.

Based upon the arguments provided in the previous paragraphs, we propose the following two hypotheses:

- Hypothesis 1: The five transformational leadership dimensions of Attributed Charisma, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration and the transactional leadership dimension of Contingent Reward will be positively associated with subordinate resilience before and after controlling for employee optimism

- Hypothesis 2: The transactional leadership dimensions of Management-by-Exception Active and Management-by-Exception Passive, and the non-leadership dimension of Laissez-Faire will not be positively associated with subordinate resilience before or after controlling for employee optimism.

### 6.5. Summary of Gaps

While empirical literature directly linking resilience and leadership could not be found, there are a number of authors who have theorized a link between resilience and leadership, for example Luthans and Avolio (2003:256) note that developing capacity for resilience is a vital component of authentic leadership development. Similarly Sutcliffe and Vogus (2003) propose that organisations can increase their effectiveness by developing capability of resilience. Interestingly, Luthans and Avolio note that the application of leadership to resilience in organizations "has received little independent attention …and that is worthy of scholarly attention as it can provide insight into etiology and course of positive adjustment or adaptability under challenging conditions" (2003:99).

Some indirect support for the notion that leadership may be associated with subordinate resilience can gleaned from literature on leadership and subordinate reaction to stress. In Bass's (1990) review of literature on the relationship between transformation leadership and subordinate reaction to stress, he notes that transformational leaders may convert crisis into developmental challenges that can be overcome and by providing intellectual stimulation to promote subordinates' thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, maladaptive ones(1990:652).

Taken as a whole, it appears leadership is a factor worth examining with regard to resilience. While there are numerous leadership theories from which to choose, it would seem most appropriate to choose a conceptualization that focuses on adaptive change and growth in the subordinate. Consequently, I utilize Bass and Avolio's Full Range Leadership Theory (FRLT) (Avolio, 1990).   This theory more than any underlines the potential of transformational aspects of leadership. The notion of transformation blends well with resilience.

At any rate there are hardly any scholarship on emotional resilience, leadership and employee performance in the public sector in Africa generally and Uganda in particular. This is despite the fact that this region has witnessed some of the most sweeping reforms that have exerted enormous strains and stress on employees and thus impacting adversely on their performance Thus this study is a contribution to filling this gap.

## 7. Methodology

### 7.1. Introduction

This chapter explains the methodology the researcher used to generate information on the research problem. The chapter is structured to include: the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, procedure of data collection, data analysis and measurement of variables. It also indicates the problems in the study and how they were solved.

### 7.2. Research Design

This study applied a descriptive design which employed convergent parallel mixed methods design which consists of the collection or analysis of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of data at one or more stages in the process of research (Kothari, 2004:5). Using the designs from both quantitative and qualitative paradigm helped to compensate where using only one research design may be defective, as noted by Barifaijo, Basheka and Oonyu (2010), where they note that triangulation is a powerful technique that facilitates validation of data through cross verification from two or more sources. In particular, it refers to the application and combination of several research methods in the study of the same phenomenon.

This study was biased to a quantitative approach which involved the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 2004:5). However, the study also adopted a qualitative approach which is concerned with subjective assessment of attitudes, opinions and behaviour. Research in such a situation was a function of researcher's insights and impressions. Such an approach to research generated results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis (Kothari, 2004:5).  In this study interview and questionnaire data collection methods were used.

*7.3. Data Analysis*

The researcher used content data analysis which according to SatuElo&HelviKynga (2007:1) aims at building a model to describe the phenomenon in a conceptual form. Both inductive and deductive analysis processes are represented as three main phases: preparation, organizing and reporting. The preparation phase is similar in both approaches. The concepts are derived from the data in inductive content analysis. Deductive content analysis is used when the structure of analysis is operationalized on the basis of previous knowledge.

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents. While the mean and standard deviations were applied for the various levels. An item analysis was used to illustrate the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived. The mean range was used to arrive at the mean of the individual indicators and interpretation:

## 8. Summary of the Results

This chapter provides an analytical synthesis of results from quantitative and qualitative data summarized belowin accordance with the research objectives;

Objective 1.To examine the influence of emotional resilience (emotional awareness, perseverance, optimism, internal locus of reference, sense of humor) on employee performance. Under this objective there were two propositions:-

Proposition1Null hypothesis: There is no significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA

Alternative hypothesis: There exists a significant relationship between emotional resilience (emotional awareness, perseverance, internal locus of control, optimism, support, perspective, sense of humor, handling troublesome emotions) and employee performance in KCCA.

The key finding on this objective is contradictory. While quantitative data supported the null hypothesis, qualitative data affirmed the alternative hypothesis that emotional reliance is associated with employee performance. The latter view finds ample support in the literature.

## 9. Discussion of Findings

*9.1. Research Question 1: How Does Emotional Resilience Affect Employee Performance In KCCA?*

Under this section, the study first assessed emotional resilience among employees of KCCA and specifically, focus was on emotional awareness, perseverance, optimism, internal locus of reference and sense of humor among Employees of KCCA. These variables were analyzed and later correlated with variables for employee performance. Emotional awareness was measured in terms of ability to recognize emotions which may affect performance, ability to control when one is angry with fellow employee and ability to express his emotions in an appropriate manner in the organization.

The major finding under this section, based on testing hypothesis 1 was contradictory. While quantitative data rejected the null hypothesis, the qualitative data upheld the alterative proposition. This seeming contradiction can be explained by Likert Scale Weaknesses: • central tendency bias- participants may avoid extreme response categories • acquiescence bias - participants may agree with statements as presented in order to "please" the experimenter social desirability bias- portray themselves in a more socially favorable light rather than being honest (Bertram, n.d.). These biases are particularly possible in situations of staff instability. In the case of KCCA the authority was characterized by frequent restructuring leading to staff layoffs. In the study sample the majority (86%) of employees has been in KCCA for no more than three years (table 10, chapter 4).That said, however, results on sub-constructs measured was consistent with the view in the literature() that emotional resilience is associated with employee performance. This is amplified in the following paragraphs.

The findings indicated that most employees were able to recognize their emotions which affected their performance which in the context of this study enhanced their performance. This finding is supported by Bhaggie (2010:2) who asserts that resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience. In addition, Pooley and Cohen (2010: 34) support this finding by describing resilience as the potential to exhibit resourcefulness by using available internal and external resources in response to different contextual and developmental challenges.

Most employees also tried not to lose control when they were angry with their fellow employees and they were able to express their emotions in an appropriate manner in their organization. This finding was an indication that employees of KCCA were emotionally resilient at their work. This finding was supported by the Town Clerk of Kawempe Division who pointed out that any employee or leader who cannot control his /her emotions cannot enhance attainment of organizational goals and this is why a good leader must always be sober and able to contain all people she or he works with.

The above assertion of the Town clerk of Kawempe Division is supported by Bhaggie (2010:2) who asserts that resilience is a key quality for leaders and managers, not just in the social sector but in all sectors. That key quality to absorb pressure and not let it defeat one is the mark of resilience. It was further confirmed that more resilient people are able to "roll with the punches" and adapt to adversity without lasting difficulties; less resilient people have a harder time with stress and

life changes, both major and minor. This was further supported by one middle manager pointed out that employees who dealt with minor stresses more easily could also manage major crises with greater ease, so resilience had its benefits for daily life as well as for the rare major catastrophe in KCCA.

The above finding was a further indication that emotional resilience enhanced employee performance in KCCA. This is supported by Klohen. (1996:1067-1079), who states that emotional resilience can sometimes be described as 'inner strength' which essentially refers to a set of conditions that enable individuals to adapt to different challenges in their life and is closely related to emotional intelligence and emotional literacy which can be defined as the ability to recognize, understand and appropriately express our emotions.

Another aspect of assessment was the effect of perseverance on employees of KCCA.In the perspective of this study perseverance among employees of KCCA was measured in terms of ability to perform consistently when under pressure by supervisors, able to deal with challenge or criticism from fellow employees and ability to regulate work/life balance in order to be resilient at my workplace. Majority of respondents said to be able to perform consistently even when under pressure by their supervisors, and were also able to deal with challenge or criticism from their fellow employees.  They also regulated their work/life balance in order to be resilient at their workplace all of which was an indication that employees of KCCA were so perseverant.

These findings were supported by theTown clerk of Makindye Division who pointed out that the capacity to persevere is one characteristic that sets exceptional leaders apart and the art of perseverance aids in the development of an important step in the leadership formation process which is character. Strong leaders have unwavering character.

The above findings are supported by Howell (2004) and Walker, Gleaves, and Grey (2006) cited in McLafferty (2009:2) who suggested that resilience is of great importance in terms of both endurance and adaptation. Rod *et al.,* (2012:1) also asserts that resilience is needed by staff in organizations to cope with daily stressas well as to adapt to large-scale organizational change. Tugade and Fredrickson (2004, also cited in Rod *et al.,* 2012:1). similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005) also cited in Rod *et al.,*(2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience can enhance employee performance.

Generally, the employees ofKCCA exhibited emotional resilience as most of them said toprovide recognition and encouragement to their fellow employees yet at the same time they felt that they were more productive and hence could help other employees grow and lead to attainment of KCCA goals. To summarize the above, Denhardt, *et al.,* (2009:333) asserts that resilient organisations succeed through their sustained commitment to capture the hearts and minds of their employees and ensure that company goals and employee aspirations are aligned.

In summary, it can be said that the employees of KCCA were very optimistic to enhance performance within the organization.  This was a strength among most employees of KCCA and possibly this was why KCCA has succeeded in making modest but significant transformations  Kampala City.

In assessing internal locus of reference, the variable was measured in terms of belief to control events that affect the clients in the organization, being more loyal and punctual at my workplace and seeing oneself as a committed worker of KCCA. Most of the respondents believed they could control events that affect the clients in the organization and the same time they also believed they were more loyal and punctual at their workplace which in turn enhanced their performance. This finding is an indication that internal locus of reference had a positive contribution towards employee performance of KCCA. This finding is supported by Mearns (2009:2) who states that people with a strong internal locus of control believe that the responsibility for whether or not they get reinforced ultimately lies with themselves. Internals believe that success or failure is due to their own efforts. In contrast, externals believe that the reinforces in life are controlled by luck, chance, or powerful others. Therefore, they see little impact of their own efforts on the amount of reinforcement they receive. Further the employees also saw themselves as committed workers of KCCA.

Through interviews with one KCCA leader at Kawempe Division, it was revealed that the belief that events in one's life, whether good or bad, were caused by controllable factors such as one's attitude, preparation, and effort which the new KCCA management had instilled in workers.  Similar to the above views, Tugade & Fredrickson (2004) also cited in Rod *et al.*(2012:1) similarly describe the process of resilience as being characterized by the ability to bounce back from negative emotional experiences, and by flexible adaption to the changing demands of stressful experiences. Resilience also enables a manager to 'bounce back' after experiencing stressful life events such as significant change, stress, adversity and hardship (Maddi and Khoshaba, 2005 also cited in Rod *et al.,* 2012:1). Based on the views of Rod *et al.,* (2012:1) it can be said that resilience enhanced employee performance in KCCA.

However, Mearns, (2009:3) quotes Julian B. Rotter a senior psychologists (1916 – 2014) who warned people that locus of control is not a typology. It represents a continuum, not an either/or proposition. Second, because locus of control is a generalized expectancy it will predict people's behavior across situations. Nevertheless, there may be some specific situations in which people who, for example, are generally external behave like internals. That is because their learning history has shown them that they have control over the reinforcement they receive in certain situations, although overall they perceive little control over what happens to them. Again, one can see the importance of conceiving of personality as the interaction of the person and the environment.

In assessment of sense of humor, the variable was measured in terms of people enjoying working with one another, trust with others at workplace and being more approachable by fellow employees. In this study, sense of humor was also taken to mean the trait of appreciating (and being able to express) the humorous; in the KCCA without a sense of humor.

The study indicated that majority of KCCA employees believed people enjoyed working with them because of having a sense of humor. An overwhelming number said to have helped build trust with others at their workplace and that they felt they were more approachable by their fellow employees and in the context of this study, all these were manifestations of sense of humor among Employees of KCCA. However, one middle manager narrated having a good sense of humor reduces stress, helps you cope with pain, creates empathy in social situations, and can even improve your chances of finding a helper.

From these results, it was evident that in leadership, humor and humility seem to go hand in hand. They're like a counter-balance for self-confidence, something that keeps their feet on the ground and their egos in check. However, one middle manager from KCCA headquarters pointed out humour lightens the mood, puts people at ease and cuts down on the intimidation factor that powerful leaders face with employees, customers, vendors, partners, everyone. It shows you don't take yourself too seriously. That's the humility factor which enhances employee performance.

Another Middle manager pointed out that Humour relieves tension during crises. In the corporate world, I would say that most managers and executives face a tough situation at least weekly. When there's tension in the room, it helps you and your employees to relax, think more clearly, and make better decisions which improve performance.

The above findings are supported by Rogers (2002:6) who conducted an Australian industry-wide study of 2,500 employees and found that "81 percent of employees believe a fun working environment would make them more productive; 93 percent said that laughing on the job helps to reduce work-related stress. A further 55 percent said they would take less pay to have more fun at work"). He concluded that "people who have a fun disposition and can express this in the workplace have lower levels of job stress and burnout and higher levels of job satisfaction and organizational commitment. ... Fun at work reduces stress and increases productivity" (Rogers, 2002: 4).

However, Torchio (2002: 7) had a different view and pointed out that humor is like a loaded weapon: If you're not careful with it, you can do some serious damage. It is imperative that all attempts at introducing fun and humor into the work environment be predicated on appropriateness and common sense (Torchio, 2002: 7).

Nevertheless, using Pearson correlation coefficient, there was a less significant relationship between emotional resilience affect employee performance in KCCA since most Pearson correlation values were negative and far below the level of significance (the 0.01 level (2-tailed). Using Pearson correlation coefficient, all variables for emotional resilience were grouped and correlated with grouped variables for employee performance and the results indicated a less significant relationship (Pearson Correlation Value = -0.364**), an indication that being emotionally resilient may not necessarily enhance employee performance.  With reference to theoretical review, the leaders of KCCA have managed to bounce back to enhance employee performance. This is supported by Luthans and  Youssef (2004, cited in Rod et al., 2012: 54), who asserts that in an organizational context, resilience has been described as having the capacity to bounce back from both overwhelming positive and negative adversity/changes, such as increased responsibility.

## 10. Conclusion

In conclusion, good leadership is very important in all aspects of organizational activities and the ability to understand complex emotions (such as feeling two emotions at once) and the ability to recognize transitions from one to the other can further lead the organization to a higher level of success. It is therefore important for leaders to have knowledge of emotion management, that is, the ability to connect or disconnect from an emotion depending on its usefulness in a given situation.

## 11. Recommendations

In relation to the major findings and conclusion of this study, the following recommendations are forwarded to overcome the problems investigated in the study relationship between leadership styles, emotional intelligent and employee performance of KCCA.

As a result, most of the Authority leaders lead their followers without considering scientific ways of leading. This situation may lead the Authority leaders to be less aware of the significance of emotionally resilience   and emphasize transactional type of style. Therefore, the Authority Human Resource Management would do better to identify gaps at individual and organizational levels along with design appropriate training and development programs in planned manner.

Currently the government advocate that public organizations leaders to transform KCCA. To this end, the Authority organizes experience sharing programs with other organizations which have best practices in Transformational-Transactional leadership.

Concerning the effect of leadership styles and emotional resilience, to this effect, the Authority should identify the gaps that affect the proper implementation of the current employee performance evaluation system. In addition, Ministry of civil service needs to assess the strength and weakness of the existing employee performance evaluation system prepared for the entire civil service organization.

## 12. Limitations of the study

The present findings must be cautiously interpreted considering, in the first instance that it is based on a single case. In assessing the validity of the findings, it should be noted that the Likert scale based instrument which was used needs to be revisited in light of new developments.

## 13. Implications for future research

The study provides a starting point for further research on emotional resilience and leadership behaviours in relation to public sector performance. This study has drawn on literature resilience generally, originating from the fields of psychology and medicine and having principally a fortigenic approach. It is therefore hoped that future research will incorporate widely used public sector performance indicators absenteeism, turnover, commitment, accountability. Such utility analysis will help to address the dearth empirical data that exists today. It is suggested that the study could be extended to a larger qualitative study of public sector organizations. This would not only build on existing knowledge of the impact of emotional resilience and leadership behaviours in the public sector workplace but also help to contribute to existing strategies for resilience building inpractice.

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