

The importance of leadership style as predictor of organizational citizenship behavior (OCB) has been well established in Western settings. Leadership is defined as the ability to set employees in motion to get works done. It reflects an influence relationship behavior between leaders and followers in a particular situation with the common intention to accomplish the organization's end results.

Problem statement: In order for health care workers to operate efficiently, they must have effective leadership, and the health care leaders of KCCA health facilities face challenges due to the increasing complexities arising both in the industry and the authority itself. These challenges will continue to evolve for years to come. Researchers are realizing that health worker commitment and loyalty are at their lowest especially in government owned health facilities in Uganda, and that health care executives, physicians, and patients in Uganda today are generally “dissatisfied with the management in the industry.”

Objective: The main objective of this study was to determine the influence of leadership styles on health worker performance in KCCA health facilities.

Methodology: The study design adopted was the cross sectional design combined with descriptive and analytical research design. The study population comprised of health care workers (doctors, clinical officers and professional nurses) from KCCA health facilities within the district (Kampala). In order to avoid bias and ensure representativeness, stratified random sampling was used to select the respondents. Stratification was done by parish, profession and leadership position. Using simple random sampling, health care workers were selected from each stratum based on the lists obtained from the district health offices.

The study used in-depth interviews. Data was collected by use of a self administered structured questionnaire. The data was collected by using a modified Multifactor Leadership Questionnaire (MLQ). Health worker performance data was provided by the respective health facilities from their performance management system. Each performance appraisal factor was measured using a scale of 1-5 where 1 is regarded as low performance, 3 is the target (met performance standard) and 5 is high performance. These scores were averaged, to result into a total score.

Results: 78% of the respondents their performance consistently met or was above acceptable performance levels while the other 22% their performance was below the acceptable level. The most used leadership style at the KCCA health facilities were transformational (39%) and transactional leadership styles (33%), authoritative leadership was the least used style.

Authoritative leadership was used by nurses; transformational leadership was used by doctors and clinical officer, while transactional leadership was used by midwives, clinical officers and laboratory technicians

Conclusion: There was a significant relationship among leadership styles and health worker

performance. The leadership styles which had positive influences on employee performance were transformational and transactional leadership while authoritative leadership had a negative influence on performance.

Recommendations: The KCCA authorities should immediate reduce the practice of authoritative leadership, hence the District council would advocate for better leadership styles that suite different situations so as to reduce the dominance of authoritative leadership unless in situations where it is necessary. KCCA should organize leadership workshops for health workers in leadership positions at all the health facilities under its jurisdictions. This will raise awareness among them in order to make informed choices upon which style to take up.