

Task-Oriented Leadership and Employee Performance: A Case Study of Buhoma Mukono Community Development Association (BMCD) in Kanungu, Uganda

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Abstract: The study aimed to determine the relationship between Task-oriented Leadership and Employee Performance at Buhoma Mukono Community Development Association (BMCD). The study objectives were: to determine the relationship between task structure and employee performance; to investigate the influence of level of authority on employee performance at BMCD; and, to examine the influence of leader-member relations on employee performance at BMCD. The study employed a cross-sectional research design using both quantitative and qualitative approaches. The target population of the study was 120 respondents. Ninety-two (92) respondents were selected using simple random sampling, and 12 key informants (leaders/managers) were selected using purposive sampling. Subsequently, the researcher used questionnaires and interview methods to collect data from respondents. The study findings revealed a correlation coefficient of $r = .682$ which shows a significant relationship between task structure and employee performance. The study findings also revealed that there was a significant relationship between the level of authority and employee performance as indicated by a correlation coefficient of $r = .490$. The study findings revealed a weak correlation coefficient of $r = .171$ which implies a weak positive relationship between leader-member relations and employee performance. The conclusion of the study, therefore, was that task-oriented leadership has a more significant positive relationship with employee performance, in which situation leader's behaviour which involves: inspiring a shared vision through timely communication, emphasizing development and recognizing accomplishments explain some of the determinants in whether employees will ensure timeliness, quality, the quantity of work and cost-effectiveness at BMCD. The researchers recommend that a more significant and more positive focus should be put on leadership behaviour that involves giving constructive feedback about performance, providing resources to employees to help them accomplish tasks, and implementing procedures to improve work processes, to improve employee performance. Such changes should be properly and carefully implemented to guide, and motivate subordinates and ensure organizational effectiveness.

Keywords: Task-Oriented Leadership, Employee Performance, Kanungu Uganda

1. Introduction

The study assessed the relationship between task-oriented leadership and employee performance at Buhoma Mukono Community Development Association (BMCD). Task-oriented leadership in this study was conceived as the independent variable (IV), while employee performance was the dependent variable (DV). Task-oriented leadership was

assessed in form of task structure, level of authority and leader-member relation, while employee performance was measured in form of quality of work, the quantity of work, timeliness and cost-effectiveness as described in the conceptual framework.

According to Northouse [22], task-oriented leadership is primarily concerned with attaining objectives for organizational success and he also asserts that it is a

behavioural approach in which the leader focuses on the tasks that need to be performed to meet certain goals or to achieve a certain performance standard. While Performance (work performance) is defined as the work quality and quantity achieved by an employee in carrying out his/her obligations by the tasks given to him by a supervisor. Performance includes the resulting outcomes of the performed actions of employees based on their technical knowledge and skills [13].

Manktelow [20] argues that task-oriented leaders focus on getting the necessary tasks at hand to achieve a specific goal. These leaders are typically less concerned with the idea of catering for employees' welfare and more concerned with finding a step-by-step solution required to meet specific goals. They will often actively define the work and the roles required, put structures in place, and plan, organize, and monitor progress within the team.

Yukl [27] commented that this type of behaviour is concerned with accomplishing the tasks, utilizing personnel and resources efficiently and maintaining efficient operations. The three specific types of task-oriented behaviours are planning, clarifying and monitoring. In the study by Yukl [27], Task-oriented leadership was assessed using three dimensions. These dimensions included: task structure, level of Authority, and Leader-member relation.

On the other hand employee performance is perceived as the ability of employees to perform organizational tasks, and meet expectations in terms of goals and objectives, by identifying long-term investment to means of achieving them (that is; organizing, executing and accomplishing roles and duties in the minimum time possible. Employee performance has always been looked at in terms of outcomes. It can, however, also be measured in terms of behaviour [1]. Armstrong [2] pointed out that employees' performance is also measured by standards set by the organization. Several indicators can be taken into consideration when measuring performance: for example, using quality, efficiency, productivity, effectiveness and efficiency, and profitability measures [3, 23]. Efficiency is the ability to produce the required results by using minimal resources possible, while effectiveness is the ability of employees to meet the set objectives or targets. Productivity (quantity) can be conveyed as a ratio of output to that input Stoner, et al. [26]. Quality is the characteristic of products or services that have the potential to satisfy the buyer's needs [18]. Therefore, in the study employee performance was evaluated with the help of different standards namely: quality of work, the quantity of work, timeliness and cost-effectiveness, as defined above.

Employee performance can be used as a drive to the attainment of BMCDA's mission which is to: start a development project directed to the empowerment of children and women, quality health, education, conservation and communication, by creating a sustainable resource base. Employees' performance at BMCDA has fallen due to different challenges ranging from organizational politics, bureaucracy, and applying administrative ways to manage their projects (as stated in the Annual performance report,

2019). Employee performance in BMCDA projects has also been limited by poor organizational structures which have caused a decline in employees' commitment to performing their tasks.

The recent adoption of task-oriented leadership was seen as an intervention to improve employee performance. This is currently being implemented by leaders through coaching, guiding, and supporting their employees in a manner that permits them to give full support to group goal achievement while also fulfilling their own needs. To implement this, leaders at BMCDA were trying to identify the potentials, values, and personalities of the different employees in different projects, so that they can design a clear performance strategy that is possible to do easily and convenient for all stakeholders (Annual performance report 2019).

It was, therefore, important to assess how task-oriented leadership has been executed to face the challenges existing at BMCDA, that is poor communication, weak management, leadership gaps within the board, and financial irregularities to help the organization improve its employees' performance. The research was intended to determine the relationship between task-oriented leadership and employee performance with specific reference to BMCDA.

For more than four decades, the impact of leadership style on employee performance has been a topic of interest among academics and people working in leadership positions [25]. The most common reason for this interest is the widespread belief that leaders can affect the performance of employees depending on the particular leadership style adopted by Berson et al. [6]. Keeping in view, the above debate in BMCDA's perspective, managers and leaders are expected to exhibit the right behaviour towards employees according to a set of leadership guidelines with the view of achieving organizational goals and improving the performance of employees. This therefore led leaders at BMCDA to adopt a task-oriented leadership approach in its departments.

Despite the interventions through task-oriented leadership to ensure efficiency and effectiveness in employee performance, the quantity and quality of services, and accost-effectiveness have remained below expectations as highlighted in the Annual performance report of 2019. During the year 2018, a total of 10 guests who had stayed at Buhoma Community Rest Camp (BCRC) complained of poor hospitality services. This number increased to 22 guests by the end of 2019. The annual performance report of 2019 also highlighted that Performance in BMCDA-owned schools had also dropped, and the number of pupils passing with first grade had reduced from 7 to 2 at Buhoma Community Nursery and Primary School (BCNPS) for the years 2018 and 2019 respectively.

The above evidence describes the existence of the problem of employee performance which according to the Annual performance report (2019) was being handled by led by BMCDA using their skills and abilities, to create a sense of trust in personal control thus encouraging each employee to be self-confident about the tasks assigned to them. The leaders were also directing resources toward creating an

atmosphere that would be suitable for the employees to meet targets and performance demands while ensuring a smooth flow of information from supervisors and proper decision-making. The continued poor employee performance could be a result of a lack of integration of the leadership style used by managers and leaders in performance guidelines at BMCDA. Therefore, the study was conducted to assess the relationship between task-oriented leadership and employee performance at BMCDA.

The study was guided by the following objectives:

To determine the relationship between task structure and employee performance, to investigate the influence of level of authority on employee performance, and to examine the influence of leader-member relation on employee performance at BMCDA.

2. Literature Review

2.1. Employee Performance Indicators and Measurement Techniques

Different indicators have been considered to establish the level to which task-oriented leadership behaviour influences employee performance. In addition, acquiring higher quality production levels, achieving long-term customer satisfaction, attaining enough job and business knowledge, leading successfully, and being reliable. This is important for the organization's survival and success.

According to Hakala [14], Performance measurement should be a continuous activity for all managers and their followers. Hakala also states that there are many ways of measuring employee performance and this measurement involves the assessment of performance indicators. Hakala (14) identified different performance measurement indicators.

Successful business management requires continuous monitoring of performance to acquire reliable information from which to judge the progress of the organization, or otherwise implement specific strategies. Performance improvement can only be accurately realized when management is satisfactorily informed about performance levels in an organization. Therefore, it is imperative to find out how task-oriented leadership will help management at BMCDA to improve performance among its employees.

2.2. Task-Oriented Leadership and Employee Performance

Most research in leadership has shifted from recognizing personality leadership qualities, to establishing the impact of leadership behaviours and mostly task-oriented leadership. Different conclusions have come up from various studies that have tried to establish the effects of task-oriented and relationship-oriented leadership.

According to a meta-analysis by Burke *et al.* [8], he combined a range of theoretical and empirical studies and studied the impact of leadership behaviours through different capacities including breaking down the details of task-oriented leadership into subgroups such as consideration,

initiating structure, and empowerment. Its main focus of analyses was to establish the relationship between task-oriented and relationship-oriented leadership behaviours on team productivity, team development, and team effectiveness. The study concluded that task-oriented leadership and relationship-oriented leadership produced related results about team effectiveness. However, the study found higher team productivity of 8% for relationship-oriented led teams compared to 4% for task-oriented led teams.

Task-oriented leadership behaviour is therefore connected with attempts to achieve organizational goals and objectives according to Mullins [21]. Further Cribbing [9] argues that a production-centred leader recognizes that people are just hands to get the work done. Thus, in the leader's view, accomplishing tasks takes priority over human work factors. The production-centred leaders maintain set the standard of performance and ask subordinates to follow these set standard rules. Therefore, the task-oriented leadership style focuses on getting the work done, the interaction of group members towards the achievement of formal goals, and organizing group activities, rather than the wellbeing and motivation of employees. It is therefore proposed that employees who view their leaders as more task-oriented achieve the greatest level of task accomplishment, and hence employee performance.

2.3. Task Structure and Employee Performance

Dunteman and Bass [12] studied supervisors who possessed relations-oriented and task-oriented behaviours. The study found that supervisors who exercised task-oriented behaviours were more productive in terms of task accomplishment.

The same study further alluded that Leaders with task-oriented behaviour prioritize directing groups through scheduling and assigning activities, giving direction and communicating required standards, and emphasizing deadlines. Hence leaders who adopt this style focus directly on keeping their employees busy in going through specified work routines in an outlined way that is satisfactory in terms of standards [4]. Furthermore argued that task-oriented leaders make up an example for employees by focusing on the required workplace guidelines, in the sense of how the duties are to be accomplished. Thus, they can delegate work and ensure that duties are completed by responsible people in a timely and productive way Larson, Hunt, and Osborn [18] concluded that initiating structure leadership behaviours were more highly related to employee performance than consideration behaviours.

2.4. Level of Authority and Employee Performance

In the study conducted by Penner, Malone, Coughlin, and Herz [24], they established that superiors gave higher performance grading to officers who exercised their power and authority at high levels compared to their fellow who never displayed their authority to their junior. Therefore, these ratings related highly to their level of performance in

terms of performing defence duties and timeliness [5].

2.5. Leader-Member Relations and Employee Performance

Klimoski and Hayes [17] looked at task-oriented versus relations-oriented leadership in the production department of a large information-processing firm. After analyzing the relationships between these two leadership behaviours causing satisfaction, effort, and performance of 241 assistants, they concluded that outcomes about all the three variables were improved if the supervisors raised behaviours that were both tasks centred and supportive.

In a study of Situational Leadership, Hambleton & Gumpert [15] established that when the supervisors of 189 employees used the model, the job performance of those employees increased. That is, supervisors made resolutions about the amount of structural support versus emotional support needed based on the maturity of the employee. This is also supported by Hersey and Blanchard [16]. In the same vein, Blake and Mouton [7] used the Managerial Grid while conducting the study about whether leader-member relations were relevant in an organization. In the study, 716 managers from a single firm responded to different questions related to leadership style. Blake and Mouton's [7] study findings showed that managers who displayed both people-oriented and production-oriented behaviours developed at a higher rate in their careers than managers with other styles.

Our study, therefore, was intended to assess the relationship between task-oriented leadership behaviours of initiating structure, level of authority and leader-member relations, and employee performance with specific reference to BMCDA.

Considerable observations show that task-oriented leadership plays a keep role in enhancing employee performance.

Therefore, it was important to conduct this study to determine the task structure, the level of authority and the leader-member relationship, as key determinants of task-oriented leadership behaviour, in specific reference to BMCDA, a private enterprise in Kanungu District.

3. Methods

In the study, the researcher employed a cross-sectional research design to investigate different aspects related to task-oriented leadership to generate quick self-reports from the selected participants under study. The study adopted mixed methods of data collection whereby both qualitative and quantitative research methods were used to gather, analyze and present collected data. Simple random sampling was used in selecting a sample from the employee population, while purposive sampling was used to select a sample from leaders/managers. An interview guide and a questionnaire containing closed-ended questions were used to collect data from leaders and employees respectively. The data collected was analyzed in quantifiable ways using statistical methods to discover the relationship between task-oriented leadership and employee performance at BMCD.

The population for this study were the entire 120 individuals currently working with BMCDA who were targeted to respond to questions in the research instruments. This included: 7 directors, 13 councillors, 5 project managers, and 95 employees in all projects. The study focused on both female and male leaders, managers and permanent employees working with BMCDA on a full-time basis. Contract staff and trainees were excluded due to their short and unstable period of engagement in the organizational tasks.

For the study, the researcher selected a total of 92 respondents. These included: 7 board members, 5 project managers and 80 employees across BMCDA projects. The number of respondents was generated using Slovin's formula as shown below:

Sample formula which states;

$$n = N/1 + N (e)^2$$

Where; n = desired sample size, N = size of the population, and e = Limit of error tolerance which was assumed to be 5% (0.05).

Computing with the above formula, the sample size was generated;

$$N = 120$$

$$e = 5\% \text{ or } 0.05$$

$$n = 120/1 + 120 (0.05)^2$$

$$n = 92.$$

Therefore, the sample size was 92.

Data Analysis: The quantitative data was collected using a self-administered questionnaire. Data collected from the respondents were coded for identification, entered accordingly into SPSS, and analyzed using descriptive and inferential statistics. Descriptive statistics involved mean scores, standard deviation, and frequencies of responses.

The researcher also used inferential statistics to determine the relationship between variables. Pearson correlation coefficient was used to establish whether there is a relationship between task-oriented leadership and employee performance. According to Cooper and Schindler [10], a correlation coefficient (r) has two characteristics; direction and strength. The direction of the relationship was indicated by how r was to 1, the maximum value possible r was interpreted as follows; Where $r = +1$ it means there was a perfect positive correlation between the variables. $r = -1$ means there was a perfect negative correlation between the variables. $r = 0$ which means there was no correlation between the variables.

4. Results

4.1. The Response Rate

The response rate for the study respondents is presented in Table 1 below.

Table 1. Showing response Rate.

Categories	Study population	Sample size	Response rate	% Response rate
Directors	7	7	7	100%
Project managers	5	5	5	100%
Employees	80	80	80	100%
Total	92	92	92	100%

Source; field data, 2022.

Table 1 above indicates that 7 directors, 5 project managers and 80 employees participated in the study. The researcher made follow-up of these respondents during data collection to ensure that they all participate in providing data for the study.

4.2. Background Characteristics of Respondents

The background characteristics covered the age, gender

of respondents, level of education, marital status, and years of work experience, as presented in the following tables below:

4.2.1. Age of Respondents

The study established the age of the respondents who participated in the study and the results were as follows;

Table 2. Table showing Age of Respondents.

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	18-28	26	32.5	32.5	32.5
	29-39	33	41.3	41.3	73.8
	40-49	15	18.8	18.8	92.5
	50-59	3	3.8	3.8	96.3
	60-69	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Source: Field Data, 2022.

Table 2 above revealed that the majority of the respondents represented by 33 (41.3%) were between the age brackets of 29-39 years, 26 (32.5%) were aged between 18-28 years, those aged 40-49 years were 15 (18.8%) of the sample respondents, 3 (3.8%) were aged 50-59 years while the remaining 3 (3.8%) of the remaining respondents were from 59-69 years. These findings imply that majority of employees

in BMCD projects are still of productive age and therefore energetic to support the attainment of high-level performance.

4.2.2. Gender of Respondents

The gender of the respondents who participated in the study is indicated in Table 3 below;

Table 3. Table showing gender of Respondents.

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Male	48	60.0	60.0	60.0
	Female	32	40.0	40.0	100.0
	Total	80	100.0	100.0	

Source: Field Data, 2022.

Results in table 3 above show that 48 (60.0%) of the respondents were males, while 32 (40.0%) of the respondents were females. This implies that a larger proportion of the respondents who participated in the study were males. This fact also means that BMCD employs more males in its projects than females. The participation of both males and

females in the study indicated that the study was gender-sensitive.

4.2.3. Level of Education of Respondents

The table below provides results on the level of education of respondents.

Table 4. Indicates the Level of Education.

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Certificate	14	17.5	17.5	17.5
	Diploma	38	47.5	47.5	65.0
	Graduate	17	21.3	21.3	86.3
	Others	11	13.8	13.8	100.0
	Total	80	100.0	100.0	

Source: Field Data, 2022.

From Table 4 above, the results about level of education indicated that 38 (47.5%) of the respondents had attained a Diploma, 17 (21.3%) had a Degree, 14 (17.5%) had a certificate while the remaining 11 (13.8%) had other education levels. Information obtained from respondents from different education levels was very instrumental in the data analysis since people with different attitudes and beliefs

influenced by their education level had different opinions about task-oriented leadership and employee performance in Buhoma Mukono Community Development Association.

4.2.4. The Marital Status of Respondents

The marital status of respondents was investigated and presented in Table 5 below;

Table 5. Marital Status of Respondents.

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Single	32	40.0	40.0	40.0
	Married	48	60.0	60.0	100.0
	Total	80	100.0	100.0	

Source: Field Data, 2022.

Table 5 above indicates that 60.0% of the respondents were married, while 40.0% were single. This implies that more findings were obtained from married respondents.

4.2.5. The Length of Employment at the Current Station

The length of employment at the current station (years) was investigated to find out the level of work experience and performance of employees at the station and the findings were indicated in Table 6 below.

Table 6. Table showing Length of employment at your current station (years).

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Under 1 year	16	20.0	20.0	20.0
	1-5 years	41	51.3	51.3	71.3
	5-10 years	19	23.8	23.8	95.0
	10-15 years	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

Source: Field Data, 2022.

From table 6 above, it is indicated that 51% of the respondents had spent 1-5 years at the station, 23% of the respondents reported that they had spent 5-10 years, and 20% of the respondents indicated that their length of service in the organization was under 1 year while the remaining 4 (5.0%) of respondents indicated a length of employment of 10-15 years. These findings were helpful to the study because they assured that the source of information was reliable since respondents shared an experience, they had acquired for a long time about the study variables.

4.3. Task Structure and Employee Performance in Buhoma Mukono Community Development Association

Task structure was measured using five items which solicited the respondents' opinions. This was done based on the Likert scale ranging from 5-1 (strongly agree, agree, undecided, disagree and strongly disagree). The results are presented in the table below.

Table 7. Indicating Descriptive statistics on Task Structure in Buhoma Mukono Community Development Association.

	N	Mean	Std. Deviation
Leader talks optimistically about targets and encourages employees to take initiative	80	3.57	1.065
The leader creates confidence among employee	80	3.37	1.072
The leader identifies and suggests ways for better performance	80	3.50	The leader
The leader provides a plan for how to do work	80	The leader	1.011
The leader provides a criterion for what is expected in terms of performance	80	3.11	1.136
Valid N (listwise)	80		

Source: Field Data, 2022.

From the findings the respondents agreed that a leader provided a plan for how to do work (mean n=3.94), a leader talked optimistically about targets and encouraged employees to take initiative (mean=3.37) a leader created confidence among employees (mean=3.37), a leader identified and

suggests ways for better performance (mean=3.55). The respondents further agreed that a leader provides a criterion for what is expected in terms of performance (mean=3.11). From the above results, it can be interpreted that leaders set targets and provided employees with resources and

encouraged them to take initiatives which motivated them to work willingly towards attaining goals.

4.4. Level of Authority and Employee Performance

This dimension was investigated to find out the level of agreement of respondents on the statements. For

interpretation purposes scores, the mean score of three and above reveals agree and the score below three reveals disagree. The standard deviation score of less than one reveals commonalities and the standard deviation of one and above reveals divergences in opinions. The respective responses are provided in the table below.

Table 8. Table showing the Level of Authority and Employee Performance.

	N	Mean	Std. Deviation
The leader clarifies his role	80	2.98	1.211
Leader communicates timely	80	The supervisor	1.329
The supervisor relies on his judgement when passing performance requirements	80	3.42	1.178
A leader is not flexible in decision making	80	2.71	The leader
The leader asks for feedback regarding good and bad performance	80	3.27	1.190
Valid N (listwise)	80		

Source: Field Data, 2022.

From the findings indicated in table 8 above, the respondents showed that the leader communicated timely as agreed by the majority of the respondents (mean=4.07). Since the majority of the respondents agreed, it implies that the leaders of the Buhoma Mukono Community Development Association communicated to improve the performance of employees.

The respondents further indicated that the supervisor relied on his judgement when passing performance requirements (mean=3.42). The findings imply that supervisors relied on his judgement when passing performance requirements which encouraged employees to increase their performance. From the findings, the respondents indicated that leaders who asked for feedback regarding good and bad performance had a mean of 3.27.

Furthermore, the leader clarified his role had a mean score of 2.98 indicating that the majority of the respondents disagreed while the statement that a leader was not flexible in decision making indicated a mean score of 2.71 implying that the leader was flexible in making decisions that helped to improve employee performance.

4.5. Leader-Member Relations and Employee Performance

The respondents were requested to indicate the extent to which they agreed with leader-members on leader-member relations and employee performance. The responses were placed on a five-point Likert scale ranging from 5-1 (strongly agreed to strongly disagree). The findings were as shown below.

Table 9. Showing Leader-member relations and employee performance.

	N	Mean	Std. Deviation
The leaders the degree to which they promote self-esteem, goodwill and cooperativeness	80	2.63	1.072
Leader enquires about problems that employees face	The leader	3.01	The leader
The leader shows concern for personal well-being	80	2.82	1.167
Leader instils employees for being associated with him	80	2.46	1.158
The leader responds favourably to suggestions and conducts the counselling	80	3.11	1.222
Valid N (listwise)	80		

Source: Field Data, 2022.

From the findings indicated in table 9, the respondents agreed that the leader responded favourably and conducts counselling (mean=3.11). The leader inquired about problems that employees faced (mean=3.01). From the findings majority of the respondents agreed that workers' views were considered and counselling was provided to staff to improve performance.

A leader who showed concern for personal well-being was not supported by the majority of the respondents as indicated by a mean of 2.82. This implies that the leaders did not pay much attention to issues that affected employees.

The mean score of 2.63 indicated that the majority of the respondents were not in agreement that their leader

considered self-esteem, goodwill and cooperativeness in Buhoma Mukono Community Development Association.

The leader instilled pride in employees for being associated with him was not supported by the majority of the respondents as indicated by the mean of 2.46. The findings imply that the leader could not associate with employees which at times would discourage employees to perform better.

4.6. Level of Employee Performance

The level of performance of employees was investigated and the findings were presented in the table below;

Table 10. Showing Level of Employee Performance.

	N	Mean	Std. Deviation
Timeliness	80	3.51	1.341
Quality of work	80	3.93	.854
Quantity of work	80	3.40	1.239
Cost efficiency	80	3.88	1.023
Valid N (listwise)	80		

Source: Field Data, 2022.

From the findings indicated in table 10, the mean of 3.93 indicated that the majority of the respondents agreed that the leader considers neatness, accuracy and regardless of volumes as a measure of performance. The above result implies that neatness and accuracy determine the level of employee performance in the Buhoma Mukono Community

Development Association.

The leader considers the degree to which employees carry out tasks using the resources available and this was supported by the majority of respondents with a mean score of 3.88. Based on the mean score, it implies that the leader was interested in task completion with limited use of resources.

Table 11. Shows the Correlation between Task Structure and Employee Performance.

		Task Structure	Employee Performance
Task Structure	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	80	80
Employee Performance	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

From the Table above, the correlation coefficient between task structure and employee performance was found to be 0.682** and a significant value of 0.000 since the computed significant value of 0.000 is less than the critical value of 0.0 which means that the computed statistic of 0.682 is large enough to cause a positive relationship. Therefore, there is a positive relationship between task structure and employee

performance at BMCDA. Thus, the hypothesis which stated that there is a relationship between task structure and employee performance at BMCDA was accepted. The findings imply that task structure is followed by the leadership and members of staff in the Buhoma Mukono Community Development Association.

Table 12. Shows the Correlation between Level of Authority and Employee Performance.

		Level of Authority	Employee Performance
Level of Authority	Pearson Correlation	1	.490**
	Sig. (2-tailed)		.000
	N	80	80
Employee Performance	Pearson Correlation	.490**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

Source; field data, 2022.

The findings in Table 12 above indicate a significant positive relationship between the level of authority and employee performance in the Buhoma Mukono Community Development Association. The correlation coefficient of .490** elaborates the nature of the relationship between the level of authority and employee performance. The computed statistic of 0.490 is large enough to cause a relationship. Therefore, there is a significant relationship between the level of authority and employee performance at BMCDA.

This implies that the level of authority possessed by a leader influences employee performance. Thus, the hypothesis that there is an influence of level of authority on employee performance at Buhoma Mukono Community Development Association was accepted. This also implies that leaders possessed a high level of authority and use it to emphasize employee performance in Buhoma Mukono Community Development Association.

Table 13. Shows the Correlation between Leader-Member Relations and Employee Performance.

		Leader-Member Relations	Leader-member
Leader-member relations	Pearson Correlation	1	.170
	Sig. (2-tailed)		.131
	N	80	80
Employee Performance	Pearson Correlation	.170	1
	Sig. (2-tailed)	.131	
	N	80	80

Source: Field Data, 2022.

From Table 13 above, the correlation results indicate a negligible correlation between leader-member relations and employee performance in Buhoma Mukono Community Development Association. The correlation coefficient obtained was .170 with a significance of .131 which explains that there is a negligible relationship between leader-member relations and employee performance. This implies that leader-member relations do not necessarily improve employee performance. Therefore, the hypothesis that there is an influence of leader-member relations on employee performance at BMCDA was accepted.

5. Discussions

The findings indicated a significant relationship between task structure and employee performance. The correlations between task structure and employee performance $r = .682$ was statistically significant showing that there is a relationship. This is supported by Larson, Hunt, and Osborn [19], who asserted that initiating structure was more highly related to employee performance compared to other considerations like behaviours.

The correlation between the level of authority and employee performance indicated a statistically significant coefficient value of $r = .490$ leading to a conclusion that there is a positive relationship between the level of authority and employee performance. This is supported by Anzalone and Chris [4] who argued that task-oriented leaders using their authority, provided an example of how the duties are fulfilled and therefore were able to delegate work and ensure duties are completed in a timely and productive manner.

A correlation coefficient of $r = .170$ indicated a weak relationship between leader-member relations and employee performance. It was established that leaders responded favourably to suggestions and conducted counselling and inquired about problems that employees faced. Duarte et al. [11] found out that the quality of the leader-member exchange has a relationship with the time that is spent together with the leader and the employees which in turn enhances employee performance.

6. Conclusion

It is concluded that there is a need to provide a plan on how to do work, set targets and encourage employees to take initiatives, creating confidence among employees and identifying and suggesting ways for better performance in the Buhoma Mukono Community Development Association.

It is further concluded that there is a need to put in place structure so as continuously improve performance.

There is a need to improve leader-member relations and this ultimately improves employee performance.

7. Recommendations

The leadership of the Buhoma Mukono Community Development Association should continue to provide a plan on how to do work, set targets and encourage employees to take initiative. This focus would help increase employee involvement and participation, thus, enhancing employee performance.

There is a need to create confidence among employees and identify and suggest ways for better performance in Buhoma Mukono Community Development Association, to enhance employee performance. This recommendation is relevant towards helping employees to offer quality services and ensuring maximum utilization of resources to achieve their performance targets.

The leaders should put much strength in timely communication and the supervisor should ensure that employees are consulted when passing performance requirements. This is relevant because if applied continuously, it will ensure ownership of decisions and encourage employees to stay focused on achieving set performance standards.

The leaders at BMCDA need to continually respond to suggestions and conduct counselling and also inquire about problems that employees face so that employees can view themselves as assets to the organization instead of just seeing themselves as mere hands to get work done. This could also promote the degree to which self-esteem, goodwill and cooperativeness are exercised at Buhoma Mukono Community Development Association.

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