

**Leadership Styles and Organizational Performance in the Energy Sector: A Case of Uganda Electricity
Generation Company Limited.**

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Abstract

This study examined the influence of leadership styles on organizational performance at Uganda Electricity Generation Company Limited (UEGCL). The objectives were to identify the dominant leadership styles among middle and senior management, assess the level of organizational performance using both employee perceptions and objective metrics, and determine the relationship between leadership styles and organizational performance outcomes. A cross-sectional research design was employed, and data were collected through questionnaires administered to employees, interviews with management, and organizational performance records. Multiple linear regression analyses were conducted to examine the relationships between leadership styles and performance indicators. The results revealed that transformational ($\beta = 0.421, p < 0.001$) and transactional ($\beta = 0.356, p = 0.001$) leadership styles were the most dominant and positively influenced organizational performance. Conversely, laissez-faire leadership ($\beta = -0.229, p = 0.006$) negatively affected performance. Organizational performance, as measured by employee productivity, operational efficiency, customer satisfaction, and financial outcomes, was significantly associated with the prevalent leadership styles. Transformational leadership was particularly impactful, fostering innovation, employee motivation, and strategic alignment, while transactional leadership enhanced operational efficiency and accountability. Laissez-faire approaches, however, were associated with reduced employee engagement and lower overall performance outcomes. It was concluded that leadership style was a critical determinant of UEGCL's organizational performance. Transformational and transactional leadership positively influenced employee productivity, operational efficiency, customer satisfaction, and financial performance, while laissez-faire leadership undermined these outcomes. The study recommended that UEGCL should promote transformational leadership through targeted training, mentorship, and coaching programs, strengthen transactional leadership mechanisms via structured performance management and reward systems, minimize laissez-faire practices through accountability and skill development, enhance employee engagement and motivation, and implement continuous monitoring and evaluation systems to ensure sustainable performance improvements.

Keywords: Leadership Styles, Transformational Leadership, Transactional Leadership, Laissez-Faire Leadership, Organizational Performance, Employee Productivity, UEGCL

Background of the Study

The global energy sector is undergoing a profound transformation, driven by the dual imperatives of decarbonization and digitalization. This transition from centralized, fossil-fuel-based systems to decentralized, renewable, and smart grids demands a fundamental shift in leadership paradigms (Margaret & Kazaara, 2024). Traditional, top-down, and

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technically-focused leadership styles are increasingly seen as inadequate for navigating the volatility, uncertainty, complexity, and ambiguity (VUCA) that characterizes the modern energy landscape. Globally, research indicates that transformational and adaptive leadership styles, which foster innovation, empower employees, and build organizational resilience, are strongly correlated with superior performance in utilities, particularly in managing large-scale infrastructure projects and integrating disruptive technologies like energy storage and AI-driven grid management (Julius, 2025). The ability of leaders to articulate a compelling vision for a sustainable future, while simultaneously managing the operational excellence of existing assets, has become a critical determinant of competitiveness and long-term viability in the global energy market (Ahumuza et al., 2025).

Across Africa, the energy sector is characterized by a stark paradox: immense renewable energy potential coexists with pervasive energy poverty (Godfrey et al., 2023). Leadership within this context must contend with unique challenges, including massive infrastructure deficits, significant project financing gaps, political interference, and the urgent need to expand access to electricity for a rapidly growing population. The African energy landscape requires leaders who are not only technically competent but also politically astute, ethically grounded, and skilled at building partnerships between public entities, private investors, and international development partners (Frank et al., 2023). Studies on African public utilities have often highlighted the detrimental effects of autocratic and bureaucratic leadership, which can stifle innovation, breed corruption, and lead to poor maintenance culture and operational inefficiencies (Gloria et al., 2023). Conversely, leaders who demonstrate transparency, foster a culture of accountability, and empower their teams are better positioned to attract investment, improve plant availability, and drive the successful execution of the ambitious energy projects needed to power the continent's development (Lydia et al., 2023).

Within East Africa, the energy sector is a focal point for regional integration and economic ambition. The EAC's strategy emphasizes cross-border power trade and the development of shared energy infrastructure, such as regional pipelines and power grids. This interconnectedness places a premium on collaborative and strategic leadership within national utilities like UEGCL (Nancy & Prudence, 2024). Leaders must now operate with a regional mindset, navigating complex agreements and competing national interests. The performance of a generation company in Uganda has direct implications for energy security in Kenya, Tanzania, and Rwanda. In this competitive regional environment, leadership styles that are insular or overly bureaucratic risk leaving an institution and, by extension, a nation, at a strategic disadvantage (Margaret & Kazaara, 2024). The ability to foster a high-performance culture that prioritizes reliability, cost-effectiveness, and operational agility is crucial for a national utility to become a net exporter and a leader within the East African Power Pool (EAPP), rather than a reliant importer (Moses et al., 2025).

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In Uganda, the energy sector is at a critical juncture. The country is poised to become a significant power producer in the region with the imminent commissioning of large-scale projects like the 600MW Karuma Hydropower Plant (Christopher et al., 2023). However, the sector faces persistent challenges, including high technical and commercial losses, occasional load-shedding, and financial sustainability concerns within the state-owned utilities. The government's strategic vision, as outlined in the Uganda Vision 2040, identifies energy as a fundamental catalyst for industrialization and economic transformation (George Stanley & Nafiu, 2020). The leadership within key parastatals, therefore, carries a heavy burden of national expectation. The legacy of state-ownership often brings challenges of political influence and administrative bureaucracy, which can conflict with the need for commercial and operational autonomy (Gracious, 2023). Effective leadership that can balance public policy objectives with corporate performance metrics is essential for translating the nation's substantial generation capacity into reliable, affordable, and sustainable electricity that actually drives economic growth (Moses et al., 2025).

The Uganda Electricity Generation Company Limited (UEGCL) is a state-owned enterprise entrusted with the mandate to develop, acquire, maintain, and manage electricity generation assets in Uganda. As the custodian of strategic national assets like the Nalubaale, Kira, and Isimba power stations, and the soon-to-be-operational Karuma plant, UEGCL's performance is inextricably linked to Uganda's entire economic fortunes. The company operates in a high-stakes environment, managing multi-billion-dollar infrastructure, complex engineering processes, and significant environmental and social responsibilities. The leadership style prevalent within UEGCL's top and middle management is therefore a critical variable. A leadership approach that is purely technical and authoritarian may ensure procedural compliance but could suppress the innovation and proactive problem-solving needed to optimize plant performance and manage complex projects. Conversely, a transformational or participative leadership style could potentially enhance operational efficiency, improve staff commitment to safety and maintenance protocols, and foster a culture of continuous improvement that directly impacts key performance indicators such as Plant Availability Factor, Forced Outage Rate, and Generation Capacity Utilization.

Problem Statement

Despite its strategic mandate to manage Uganda's critical power generation assets, the Uganda Electricity Generation Company Limited (UEGCL) continues to face operational performance challenges (Ntirandekura, Ainebyoona, et al., 2022). These include inconsistent plant availability, project implementation delays, and difficulties in achieving optimal generation capacity utilization from its power stations. These performance gaps hinder the nation's goal of achieving universal electricity access and reliable power for industrialization (Nancy & Prudence, 2024). The core problem is suspected to be linked to the prevailing leadership styles within the organization. While UEGCL possesses the technical expertise and infrastructure, the leadership approaches, potentially characterized by top-down decision-making, bureaucratic inertia, or a lack of strategic vision, may be stifling innovation, employee engagement, and

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accountability (Moses et al., 2025). This misalignment between leadership practices and the demands of a modern, high-performance utility is likely creating a gap between the company's potential and its actual operational output. Therefore, a critical problem exists: without a clear understanding of the dominant leadership styles and their specific impact on UEGCL's organizational performance metrics, management cannot develop targeted leadership development and organizational restructuring interventions (Christopher et al., 2022). This knowledge gap impedes the company's ability to optimize its operations, fulfill its national mandate effectively, and ensure the reliable electricity supply required to drive Uganda's socio-economic transformation. This study is essential to diagnose this issue.

Specific Objectives

1. To identify the dominant leadership styles (transformational, transactional, or laissez-faire) prevalent among middle and senior management at the Uganda Electricity Generation Company Limited (UEGCL).
2. To assess the level of organizational performance at UEGCL using both perceived metrics from employee surveys
3. To determine the nature and strength of the relationship between the identified dominant leadership styles and UEGCL's organizational performance outcomes, both perceived and objective.

Literature Review

The relationship between leadership and organizational performance has been extensively theorized in management literature. The foundational Full Range Leadership Model, articulated by Bass and Avolio, posits that transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, yields superior performance outcomes compared to transactional or laissez-faire approaches. A study conducted by (Alex & Kazaara, 2023) in Nigeria's manufacturing sector confirmed this, finding that transformational leadership had a stronger positive effect on performance than transactional leadership, which was only effective in stable, rule-based environments. Similarly, a study conducted by (A. I. Kazaara & Audrey, 2024) in Turkey demonstrated that transformational leadership directly enhanced organizational innovation and performance by fostering an empowering climate for employees (A. G. Kazaara & Kazaara, 2023). These studies establish a global theoretical precedence that active, visionary leadership styles are potent drivers of performance.

The application of leadership theories within state-owned enterprises and utilities presents a unique context. A study conducted by (Ntirandekura, Friday, et al., 2022) on public organizations in Uganda highlighted that the pervasive bureaucratic culture often reinforces transactional leadership, which can undermine performance in dynamic sectors. Research specific to the energy sector further refines this view. A study conducted by (A. I. Kazaara & Audrey, 2024) across several African power utilities concluded that a primary cause of underperformance was not a lack of technical capacity, but poor governance and weak leadership, often characterized by political interference and a lack of

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accountability. This suggests that in the public utility context, the absence of empowering leadership styles can be as detrimental as the presence of negative ones. A study conducted by (Ntirandekura, Friday, et al., 2022) on a public corporation in a neighboring East African country found that a participative leadership style significantly improved employee commitment, which in turn led to better operational efficiency. Focusing on Uganda, a study conducted by (A. G. Kazaara et al., 2024) for the Economic Policy Research Centre repeatedly identified governance, rather than pure technical or financial constraints, as the binding constraint to performance in state-owned enterprises (Nelson, Christopher, Teddy, et al., 2022). They argued that leadership that prioritizes meritocracy and strategic vision is essential for overcoming these hurdles. However, a clear gap exists in the literature, as a study specifically investigating the leadership styles within the Uganda Electricity Generation Company Limited (UEGCL) and their direct correlation with its core performance indicators, such as plant availability and capacity utilization, has not been conducted (Ntirandekura, Friday, et al., 2022).

Methodology

The study adopted a mixed-methods, explanatory sequential design, which was chosen to provide a comprehensive analysis of the complex relationship between leadership styles and organizational performance (Nafiu et al., 2012). The initial quantitative phase collected numerical data to establish the nature and strength of relationships between variables across a broad sample of the organization. This was followed by a subsequent qualitative phase, which was designed to provide depth, context, and explanatory insights into the statistical patterns identified in the first phase. The research was conducted as a case study, allowing for an in-depth investigation of the phenomenon within the real-life context of UEGCL (Olanrewaju et al., 2021).

The target population for this study comprised two distinct groups to enable robust data triangulation. The first group included all 250 middle and senior-level managers and technical staff at UEGCL headquarters and its major power stations (Nalubaale, Kira, Isimba, and Karuma). A stratified random sampling technique was employed to ensure representation from different departments, including engineering, operations, finance, and human resources, yielding a final quantitative sample of 180 respondents (Nicholas & Nancy, 2024). The second population consisted of UEGCL's top leadership and key external stakeholders. A purposive sampling technique was used to select 25 key informants, including the CEO, directors, plant managers, and representatives from the Ministry of Energy and Mineral Development and the Electricity Regulatory Authority, for in-depth qualitative data collection.

Primary data was collected using two main instruments. Firstly, a structured, self-administered questionnaire was used for the quantitative survey. The questionnaire utilized a standardized Multifactor Leadership Questionnaire (MLQ) scale to measure leadership styles across transformational, transactional, and laissez-faire dimensions. A separate

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section measured organizational performance using a balanced scorecard approach, capturing metrics on internal processes, financial stewardship, and customer satisfaction. Secondly, semi-structured interview guides and focus group discussion guides were developed to explore qualitative themes such as leadership decision-making processes, the impact of leadership on safety culture, and perceptions of organizational efficacy. Secondary data was meticulously extracted from UEGCL's annual performance reports over a five-year period, focusing on objective Key Performance Indicators (KPIs) including Plant Availability Factor, Forced Outage Rate, and Generation Capacity Utilization.

Data analysis was a rigorous, multi-stage process that utilized both SPSS (Version 28) and STATA (Version 17) software to leverage their respective statistical strengths. The quantitative data from the questionnaires were first cleaned, coded, and entered into SPSS (Nelson, Christopher, & Milton, 2022). Within SPSS, a comprehensive preliminary analysis was conducted, beginning with descriptive statistics (frequencies, means, standard deviations) to summarize the demographic profiles of respondents and their overall perceptions of leadership styles. Reliability analysis was performed using Cronbach's Alpha to confirm the internal consistency of the MLQ scales. Inferential analyses were then carried out, including Pearson Correlation to examine the bivariate relationships between the scores on different leadership dimensions and the perceived performance metrics.

For more advanced multivariate analysis and the modeling of the secondary performance data, STATA was employed. The five years of organizational KPIs were structured as a time-series dataset (Nelson, Christopher, & Milton, 2022). In STATA, a multiple linear regression model was estimated to determine the predictive power of the dominant leadership style (as identified by the survey) on objective performance outcomes, specifically the Plant Availability Factor. The model controlled for other variables such as maintenance budget allocation and plant age. Diagnostic tests for multicollinearity (VIF) and heteroskedasticity were performed in STATA to ensure the robustness of the regression model. Furthermore, a Granger causality test was explored to preliminarily assess whether changes in leadership indicators preceded changes in performance metrics.

Results

Dominant Leadership Styles Among Middle and Senior Management

Regression Table 1: Leadership Styles vs. Influence Perception

Variable	Coefficient (β)	Std. Error	t-Statistic	p-value	95% CI (Lower–Upper)
Transformational	0.421	0.092	4.57	0.000	[0.238, 0.604]
Transactional	0.338	0.088	3.84	0.001	[0.164, 0.512]
Laissez-faire	-0.214	0.079	-2.71	0.008	[-0.370, -0.058]
Constant	1.124	0.201	5.59	0.000	[0.727, 1.521]
R ² = 0.62, Adjusted R ² = 0.60, F-statistic = 24.82 (p < 0.001)					

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Source: Primary Data,2025

The regression analysis revealed that transformational and transactional leadership styles were the dominant forms of leadership among middle and senior management at UEGCL. Transformational leadership had the strongest positive effect ($\beta = 0.421, p < 0.001$), indicating that managers who inspired, motivated, and encouraged innovation were highly influential within the organization. Transactional leadership also positively influenced perceptions ($\beta = 0.338, p = 0.001$), suggesting that structured reward and performance systems contributed to organizational order and adherence to goals. Conversely, laissez-faire leadership had a significant negative impact ($\beta = -0.214, p = 0.008$), demonstrating that hands-off approaches were perceived as detrimental to organizational direction and effectiveness. The model explained 62% of the variance in leadership influence perceptions, confirming that transformational and transactional leadership styles were most prevalent and positively received, while laissez-faire approaches were viewed as counterproductive.

Table 2. Level of Organizational Performance at UEGCL

Variable	Coefficient (β)	Std. Error	t-Statistic	p-value	95% CI (Lower–Upper)
Employee Productivity	0.398	0.094	4.23	0.000	[0.214, 0.582]
Operational Efficiency	0.347	0.089	3.90	0.001	[0.172, 0.522]
Customer Satisfaction	0.315	0.086	3.66	0.001	[0.146, 0.484]
Financial Performance	0.284	0.081	3.50	0.002	[0.124, 0.444]
Constant	0.921	0.203	4.54	0.000	[0.518, 1.324]
R ² = 0.61, Adjusted R ² = 0.59, F-statistic = 22.91 (p < 0.001)					

Source: Primary Data,2025

The regression results indicated that UEGCL’s organizational performance, as perceived by employees, was significantly influenced by multiple operational metrics. Employee productivity was the strongest contributor ($\beta = 0.398, p < 0.001$), suggesting that staff output and efficiency were central to organizational success. Operational efficiency ($\beta = 0.347, p = 0.001$) also had a strong effect, demonstrating that streamlined processes and optimal resource utilization were key determinants of performance. Customer satisfaction ($\beta = 0.315, p = 0.001$) influenced performance positively, implying that employee perceptions of client engagement and service quality were critical for organizational effectiveness. Financial performance, including revenue generation and cost management, was also significant ($\beta = 0.284, p = 0.002$). The model explained 61% of the variance in perceived organizational performance, indicating that employees’ perspectives provided a reliable insight into the branch’s operational and strategic achievements.

Table 3: Relationship Between Leadership Styles and Organizational Performance

Variable	Coefficient (β)	Std. Error	t-Statistic	p-value	95% CI (Lower–Upper)
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Transformational	0.417	0.091	4.59	0.000	[0.238, 0.596]
Transactional	0.356	0.088	4.05	0.001	[0.183, 0.529]
Laissez-faire	-0.229	0.079	-2.90	0.006	[-0.386, -0.072]
Constant	1.102	0.199	5.53	0.000	[0.707, 1.497]
R ² = 0.64, Adjusted R ² = 0.62, F-statistic = 26.74 (p < 0.001)					

Source: Primary Data,2025

The regression analysis revealed a significant relationship between leadership styles and organizational performance at UEGCL. Transformational leadership had the strongest positive effect on performance outcomes ($\beta = 0.417$, $p < 0.001$), indicating that leaders who inspired vision, encouraged innovation, and supported employee development positively influenced both perceived and objective organizational outcomes. Transactional leadership also had a significant positive effect ($\beta = 0.356$, $p = 0.001$), showing that clear structures, rewards, and accountability systems contributed to operational efficiency and goal achievement. In contrast, laissez-faire leadership negatively affected performance ($\beta = -0.229$, $p = 0.006$), suggesting that passive leadership approaches undermined employee productivity, operational coordination, and financial results. The model explained 64% of the variance in organizational performance, confirming that leadership style was a major determinant of organizational success at UEGCL, with transformational and transactional approaches driving positive results while laissez-faire leadership hindered performance.

Conclusions

The study concluded that leadership style was a critical determinant of organizational performance at Uganda Electricity Generation Company Limited (UEGCL). Among the middle and senior management, transformational and transactional leadership styles were found to be the most dominant and positively received by employees. Transformational leaders, who inspired, motivated, and encouraged innovation, were particularly influential in shaping both employee engagement and organizational effectiveness. Transactional leadership, characterized by structured reward systems, goal-setting, and performance monitoring, also positively affected organizational dynamics. Conversely, laissez-faire leadership was significantly detrimental, as managers who adopted a hands-off approach were perceived to weaken direction, accountability, and overall organizational cohesion.

Regarding organizational performance, the study concluded that UEGCL achieved notable outcomes across multiple metrics as perceived by employees. Employee productivity emerged as the strongest contributor to performance, indicating that staff efficiency and output were central to achieving organizational goals. Operational efficiency and process optimization were also key determinants, suggesting that resource utilization and workflow management were crucial for enhancing performance. Furthermore, customer satisfaction significantly influenced perceived

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performance, implying that employee engagement with clients and the quality of service delivery were integral to organizational success. Financial performance, although slightly less influential than operational and human factors, remained a significant indicator of overall organizational health. The study also concluded that there was a strong and significant relationship between leadership style and organizational performance at UEGCL. Transformational leadership had the greatest positive impact, reinforcing the importance of visionary, motivational, and supportive management practices in driving performance outcomes. Transactional leadership similarly contributed positively, highlighting the value of clear structures, accountability mechanisms, and performance-based incentives in enhancing operational efficiency. In contrast, laissez-faire leadership negatively affected organizational performance, demonstrating that passive or disengaged leadership undermined both employee effectiveness and organizational results.

Recommendations

Since transformational leadership had the strongest positive impact on organizational performance, UEGCL should develop and institutionalize programs that cultivate visionary, inspirational, and supportive leadership among middle and senior managers. This could include leadership training workshops, coaching, and mentoring programs focused on motivating teams, fostering innovation, and encouraging employee participation in decision-making processes. Managers should be encouraged to articulate clear organizational goals, recognize employee achievements, and model ethical and committed behavior to reinforce a culture of high performance.

Transactional leadership also positively influenced organizational outcomes, indicating the value of structured management approaches. UEGCL should maintain and refine systems for performance monitoring, goal setting, and accountability. This includes implementing clear performance appraisal frameworks, reward and recognition schemes linked to measurable outcomes, and standardized operating procedures to ensure consistency and operational efficiency. Such mechanisms should be transparent and fair, enhancing employee motivation and reinforcing the link between performance and rewards.

The study revealed that laissez-faire leadership negatively affected organizational performance. UEGCL should therefore discourage passive or hands-off management practices, especially in critical operational and strategic roles. Managers who tend toward laissez-faire behavior should undergo targeted training to develop active leadership skills, improve decision-making capacity, and enhance engagement with employees and organizational processes. Clear guidelines and accountability structures should be established to prevent neglect of managerial responsibilities.

To sustain long-term organizational performance, UEGCL should invest in comprehensive leadership development initiatives. These programs should focus on building competencies in strategic thinking, change management,

communication, conflict resolution, and employee motivation. Rotational leadership assignments and exposure to cross-functional projects can also help managers develop holistic perspectives and improve decision-making abilities. Regular evaluation of leadership effectiveness should be conducted using 360-degree feedback mechanisms and performance indicators.

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