

**MANAGEMENT STYLES AND EMPLOYEE JOB SATISFACTION: A CASE STUDY
OF ESCO (U) LTD BUNDIBUGYO WESTERN UGANDA**

BY

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DECLARATION

"This thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning".

Name and Signature of Candidate

Date

APPROVAL

"I affirm that the work presented in this thesis was carried out by the candidate under my supervision".

Dr. Olutayo K. Osunsan

Supervisor

Signature

Date

DEDICATION

This work is dedicated to my parents Mr. Egaba John; Bukantandika Jane, my brother William, Clovice, Sedrack, and Edison for their help to me towards the accomplishment of this study.

LIST OF ACRONYMS

CEM	: College of Economics and Management
CVI	: Content Validity Index
DFES	: Department of Education and Skills in England
KIU	; Kampala International University
NGO	: Non-Government Organization
SFCC	: Schools Facing Challenging Circumstances
SPSS	: Statistical Packages for Social Sciences
UPDF	: Uganda Peoples Defense Forces
HRM	: Human Resource Manager

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ABSTRACT

The topic of the study was management styles and employee job satisfaction in Esco (U) Ltd Bundibugyo. The study was guided by three specific objectives, that included i) establishing the effects of autocratic management style on employee job satisfaction; ii) establishing the effects of democratic management style on employee job satisfaction; iii) establishing the effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo. This research employed quantitative and qualitative research approaches with descriptive correlational and case study designs. The findings of the study indicated that, with respect to effects of autocratic, democratic and laissez faire management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo, the findings show that, autocratic, democratic and laissez faire management style have significant effects on employee job satisfaction in Esco (U) Ltd Bundibugyo. The researcher concluded that, autocratic, democratic and laissez faire management styles significantly affect job satisfaction in Esco (U) Ltd Bundibugyo. The researcher recommends to the management to always involve staff in the activities of the company; to provide job security to staff so as to make employees to love the company; to always respect the staff of the company and to always solicit the views of staff members and use such views in decision making process of the company; to always give freedom of association to the staff of the company especially those staff members who are seniors in the company; The researcher recommends to the staff of Esco (U) Ltd to always strive to go for further studies so that they can advance in their career and get promoted to the higher levels of job position. The findings of this study will contribute to the knowledge in that; It will fill the conceptual or content gap in the previous researchers' literature through conceptualization of employee job satisfaction into manageable elements which the previous researcher did not seriously put into consideration as good attendance, improved performance and employee commitment; through filling a theoretical gap that was identified in the previous researcher's work; through using good theories that well explain the effects of management styles on employee job satisfaction. These theories are behavioral leadership theory and human relations theory; through identifying the key management styles and understanding that the management style becomes the best style when it is applied depending on the situation; also because it will enlighten managers of other companies on the elements of the management styles and how to apply them and enlighten the other members of Esco (U) Ltd Bundibugyo as employees and other support staff on the elements of job satisfaction and how to attain such elements as good attendance, improved performance and employee commitment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter was about the background of the study that was explored in terms of historical, theoretical, conceptual and contextual background, the problem statement, the purpose of the study, the objectives of the study, the research questions, research hypothesis, the scope of the study, the significance of the study and the definition of the concepts.

1.1 Background of the study

The background of this study was presented in form of historical, theoretical, conceptual, and contextual perspectives.

1.1.1 Historical perspective

Management is increasingly being considered a crucial factor in an organization's success. For organizations including NGOs and private companies, their success to a great extent depends on how they are managed, other factors notwithstanding. The satisfaction of employees on their jobs in many organizations might be related to the style of management by the managers.

In Malaysia it is common that employees are no more loyal to their organizations as they used to be in the past. This hinders their level of job satisfaction. Hence, the biggest challenge for Malaysian organizations is to provoke a sense of employee job satisfaction and goes about instilling loyalty to their employees. In British managers are diplomatic, casual, helpful, willing to compromise, and seeking to be fair, though they can be ruthless when necessary. Unfortunately, their adherence to tradition can result in a failure to comprehend differing values in others. American managers are assertive, aggressive, goal and action oriented, confident, vigorous, optimistic, and ready for change. They are capable of teamwork and corporate spirit, but they value individual freedom and their first interest is furthering their own career. French managers tend to be autocratic and paternalistic, with an impressive grasp of the many issues facing their company, (Lussier,2010).

Opinions of experienced middle managers and technical staff may be dismissed. Swedish management is decentralized and democratic. The rationale is that better informed employees are more motivated and perform better. The drawback is that decisions can be delayed, (Lussier,2010).

German managers strive to create a perfect system. There is a clear chain of command in each department and information and instructions are passed down from the top. Nonetheless, considerable value is placed on consensus, (Lussier,2010).

East Asian countries tend to have a Confucian hierarchy, where the group is sacred and leaders are seen as benevolent. In Latin and Arab countries, authority is concentrated in the chief executive, and family relations are very important, with ubiquitous nepotism, (Lussier,2010).

Under the auspices of an autocratic government, Indonesia's business leadership is often entrusted to a resident Chinese professional class. Leadership in the Netherlands is based on merit, competence, and achievement. Managers are vigorous and decisive, but consensus is mandatory, as there are many key players in the decision-making process, (Lussier,2010).

Japanese top executives have great power in conformity with Confucian hierarchy but actually have little involvement in the everyday affairs of the company. Efforts made by Russian managers to promote business through official channels may founder on the rocks of bureaucracy and Russian apathy. Using key people and personal alliances, the “system” is often bypassed and a good result achieved, (Lussier,2010).

Australian managers, like Swedes, must sit in the ring with the “mates.” From this position, once it is accepted that they will not pull rank, they actually exert much more influence than their Swedish counterparts, as the semi-Americanized nature of Australian business requires quick thinking and rapid decision making. Finnish leaders exercise control from a position just outside and above the ring of middle managers, who are allowed to make day-to-day decisions. Finnish top executives have the reputation of being decisive at crunch time and do not hesitate to stand shoulder to shoulder with staff and help out in crises. Spanish leaders, like French, are autocratic and charismatic. Unlike the French, they work less from logic than from intuition, and pride themselves on their personal influence on all their staff members, (Lussier,2010). Nepotism is also rife in traditional Indian companies. Family members hold key positions and work in close unison. Policy is also dictated by the trade group, for example fruit merchants, jewellers, among others. These groups work in concert, often develop close personal relations and come to each other’s support in difficult times.

In democratic Norway, the boss is very much in the centre of things, and staff enjoy access to him or her most of the time. Middle managers’ opinions are heard and acted upon in

egalitarian fashion, but top executives rarely abandon responsibility and accountability. The older generation of Lithuanian managers has not completely freed themselves of bureaucratic habits from Soviet times, but young leadership is developing a more dynamic style, with Nordic encouragement (Board Well & Holden, 2001).

Despite external pressures, the Polish retain many traditional romantic values. However, meritocracy increasingly dominates advancement in place of aristocracy. Consensus is generally highly valued in China. In companies controlled by the state, a leadership group will decide policy. In the developing expansion of capitalist-style companies, leaders are emerging with reputations of competence; also, locally elected officials are becoming influential in the business sphere and may have only loose ties with Beijing. Lacking an aristocracy, Israeli society attaches importance to achievement and dynamism when looking for leadership. Turkish managers are still influenced by the tenets of Kemal Ataturk. A democratic republic is partially supported by the army, in a delicate balance with Islamic Fundamentalists. Estonians are very individualistic. Status is gained by achievement, decisiveness, and energy. Similar to Estonians, Latvians are individualistic. Everybody wants to be not so much a leader, but a manager in his or her own right. However, there is a tendency to respect firm, confident, knowledgeable leadership, (Lussier, 2010).

In Africa traditionally, many Black South African societies were based on clans and lineages. This type of leadership still exists, but economic change, when South Africa became part of the total worldwide system of economic production and exchange, has weakened clan and tribal influence. Still in African countries of Zambia for example, companies owned by Americans emphasize participative style of management where employees have say in decision making process, (Lussier,2010).

In most districts in Uganda majorly local governments and private companies and NGOs, management styles are applied differently depending on the situation. For example in UPDF the leaders emphasize autocracy when fighting battles and this results into success. Companies which practice participatory style of management attain satisfaction of their staff.

There is a great deal of contemporary interest in improving organization's employee job satisfaction and successful management is widely accepted as a key constituent in achieving maximum employee job satisfaction. Board well and Holden, (2001), do affirm that management has a powerful impact in securing employee job satisfaction.

In the United States of America and other countries, most people start a new job with high expectations of job satisfaction, but the initial satisfaction often wears off. However, two-thirds of Americans say they would take the same job again and 90 percent are at least somewhat satisfied with their jobs. In Japan and U.S still, companies that work to improve job satisfaction have above average customer service, sales and profits because real satisfaction among employees leads to real money for the company. Overall American workers are more satisfied than Japanese workers, (Lussier, 2010).

In South Africa and Nigeria, companies with satisfied employees post a percentage increase in operating profits while companies with dissatisfied employees have a profit percent decline, (Lussier, 2010).

In Uganda, job satisfaction is determined by characteristics such as the work itself, pay employees receive, growth and upward mobility in the organization, the level of supervision, relationship with coworkers and attitude towards work. A job which have positive side of these characteristics leads to satisfaction.

1.1.2 Theoretical perspective

This study was guided by two theories: behavioural leadership theory and human relations theory.

Behavioural leadership theory: this theory was put forward by behaviourists such as Douglas McGregor in 1960 as cited in Prasad, (2001). The theory states that strong leadership is the result of effective role behaviour. These behaviourists proposed that specific behaviours differentiate leaders from non-leaders. That leadership is shown by a person's act more than by his traits. Researchers exploring leadership role have come to the conclusion that to operate effectively, groups need someone to perform two major functions: task related functions (problem solving functions) and group maintenance functions (social functions).

Human Relations theory was put forward by Elton Mayo (Psychologist) whitehead, Roethlisberger (Sociologist) and company representative William Diction in the year 1924 to 1930 as cited in Prasad, (2002).

The theory states that the human element in the organizations was to be recognized and therefore, human relations approach was born. The essence of human relations contributions

is contained in two points: i) Organizational situation should be viewed in social terms as well as economic and technical terms; ii) the social process of group behavior can be understood in terms of clinical method analogous to the doctor's diagnosis of the human organism.

1.1.3 Conceptual perspective

According to Hersey and Blanchard, (1993), defined management style as the pattern of behaviors that managers display during their work with and through others.

Management style is viewed as a pattern of interaction between managers/leaders and subordinates, (Miller et al, 2002). It includes controlling and directing, indeed all the techniques and methods used by leaders to motivate subordinates to follow their instructions.

According to Kavanaugh and Ninemeier, (2001), there are three factors that determine the type of management style: leader's characteristics, subordinates characteristics and the organization environment. In this study, management styles will mean the interaction between the manager and his or her subordinates in an organization.

In this study, management style was examined in terms of autocratic, democratic and laissez-faire management style.

According to Terry and Frankline, (2003), autocratic management style is a style of management in which the manager has as much power and authority as possible. All decisions originate from the manager, who rarely consults subordinates nor allows them to give input.

It is a hard approach to management where a manager retains maximum control of power over the employees, (Shackleton, 2000).

Democratic management style is defined according to Maden, (2001) as a management style where decision making and communication are based on consultation, participation and shared among members of the organization.

Mullins, (2000), defines laissez-faire management style as a style in which the manager provides little or no direction at all, and leaves employees at large to determine their own

goals, make decisions and resolve problems on their own. Mullins, (2000), affirms that in laissez-faire management, employees are left to make their own decisions with total autonomy

Job satisfaction is defined by Locke, (1997) as a pleasurable or positive emotional state resulting from ones job or job experiences. Later, Armstrong, (2003), defined job satisfaction as the feelings and attitudes of people towards their job. He mentioned that if people have favorable and positive attitudes towards their job, this means job satisfaction, but if they have unfavorable and negative attitudes towards their jobs, this means job dissatisfaction.

According to Schermerhorn, Hunt and Osborn, (1991), employee job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to ones task as well as the physical and social conditions of the workplace. In concept, employee job satisfaction also indicates the degree to which the expectations in some one's psychological contract are fulfilled. Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with employing organization, (Schermerhorn, Hunt & Osborn, 1991).

Employee job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work, (McShane & Glinow, 2003).

According to this study, employee job satisfaction meant positive or negative attitudes of employees towards their jobs.

In this study, job satisfaction was examined in terms of good attendance, improved performance and employee commitment.

Employee commitment is defined according to Schermerhorn, Hunt and Osborn, (1991), as the degree to which an employee strongly identifies with and feels a part of the organization.

1.1.4 Contextual perspective

Esco (U) Ltd is a privately owned company and is a profit making The abbreviation Esco means Edmon Shulter and Company. It deals in buying and selling of organic produce as cocoa, vanilla, moringa, chili and beans on export basis.

Management styles practiced by managers in Esco (U) Ltd Bundibugyo is partly seen as a kind of harassment of employees. Employees are rarely given freedom to participate in the decision making process since employees are just informed of what they can do without involving them in initial planning, once they come up with their ideas, their ideas are

neglected and left out in the decision making process. This as a result leads to reduced motivation and reduced loyalty which hinders employee job satisfaction, (Current reports, 2015). In Esco (U) Ltd Bundibugyo western Uganda there is a dilemma of employee job dissatisfaction which hinders employees' attendance system and reduces their commitment to the company. The situation about employee job satisfaction has not improved despite the efforts put by the employer in paying these employees their salary on time, (Current reports, 2015). Employees are seriously found of coming late for work, they leave earlier, they absent themselves any howly, they keep complaining while at place of work, and all these are signs of employee job dissatisfaction.

1.2 Statement of the problem

Most organizations look at employee job satisfaction as key in achievement of their goals since human resource is a crucial resource in every organization, (Schermerhorn, Hunt & Osborn, 1991). It is a fact that poor job satisfaction leads to poor performance and ultimately failure of the business organization

The research problem is employee job dissatisfaction in Esco (U) Ltd Bundibugyo, (Annual reports, 2015). In the case study organization, employees keep complaining when at work place, they do not stay in their offices during working hours, and they tend to come late, leave early and make themselves absent from work; all these are indicators of employee job dissatisfaction, (Reports from the Project manager, 2015). The employee job dissatisfaction will affect Esco (U) Ltd Bundibugyo western Uganda in terms of performance and hence hindering the company from achieving its goals and objectives. Though, there are possible causes of employee job dissatisfaction in Esco (U) Ltd Bundibugyo western Uganda may be inequitable rewards, poor work environment, poor management styles, lack of supportive staff, inability of the organization to provide mentally challenging work, among others, (Annual Reports, 2015).

The study was intended to examine the effects of management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

1.3 Purpose of the study

The purpose of this study was to investigate the effects of management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

1.4 Research objectives

The following were the objectives under which the study was carried out;

1. To establish the effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.
2. To establish the effects of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.
3. To establish the effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

1.5 Research Questions

1. Is there a significant effect of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda?
2. Is there a significant effect of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda?
3. Is there a significant effect of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda?

1.6 Hypothesis

The researcher tested the following hypothesis in the study:

Ho1: There is no significant effect of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

Ho2: There is no significant effect of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

Ho3: There is no significant effect of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

1.7 Scope of the study

1.7.1 Geographical scope

The study was conducted in Esco (U) Ltd Bundibugyo western Uganda. The study was conducted in all the production stores of Esco (U) Ltd Bundibugyo including Bumate processing center and the main factory in Bundibugyo Town council Bundibugyo district western Uganda.

1.7.2 Content scope

The study was concerned with management styles and employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

The study examined management styles and employee job satisfaction, the effects of autocratic, democratic and laissez faire management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda. This study was limited to only three styles of management-autocratic, democratic and laissez faire management style. The study examined employee job satisfaction in terms of good attendance, improved performance and employee commitment.

1.7.3 Theoretical scope

This study was guided by two theories: behavioural leadership theory and human relations theory.

Behavioural leadership theory: this theory was put forward by behaviourists such as Douglas McGregor in 1960 as cited in Prasad, (2001). The theory states that strong leadership is the result of effective role behaviour. These behaviourists proposed that specific behaviours differentiate leaders from non-leaders. That leadership is shown by a person's act more than by his traits. Researchers exploring leadership role have come to the conclusion that to operate effectively, groups need someone to perform two major functions: task related functions (problem solving functions) and group maintenance functions (social functions).

Human Relations theory was put forward by Elton Mayo (Psychologist) Whitehead, Roethlisberger (Sociologist) and company representative William Diction in the year 1924 to 1930 as cited in Prasad, (2002). The theory states that the human element in the organizations was to be recognized and therefore, human relations approach was born. The essence of human relations contributions is contained in two points: i) Organizational situation should be viewed in social terms as well as economic and technical terms; ii) the social process of group behavior can be understood in terms of clinical method analogous to the doctor's diagnosis of the human organism.

1.7.4 Time scope

The study looked at a period of two years, that is, from 2014 to 2016. This period was considered appropriate as it gave enough duration to study employee job satisfaction for the two years including any recent changes in employee job satisfaction.

1.8 Significance of the Study

The study will be useful in the following ways:

It is expected that the findings of this study will be useful to Esco (U) Ltd Bundibugyo western Uganda on how to apply appropriate management styles so as to improve on the level of employee job satisfaction.

The findings of this study will be useful to managers of Esco (U) Ltd Bundibugyo, western Uganda in that, it will help managers to identify the key management styles managers need to apply in order to improve their employees' job satisfaction.

The study findings will also benefit the other members of Esco (U) Ltd Bundibugyo western Uganda such as employees and other support staff on how to attain job satisfaction.

The findings will also be important to managers of other companies on how to apply management styles to improve their employees' job satisfaction.

The researcher expects that this study will yield data and information that will be useful for understanding the effects of management styles on employee job satisfaction.

The future researchers will utilize the findings of this study to embark on a related study.

1.9 Definition of the concepts

Employee(s)

Employee refer to a person or persons in service of another under contract of the hire, express or implied, oral or written where the employer has the right to control and direct in material detail on how the work is to be performed, (Batch &Heyliger, 2014).

Job satisfaction

Job satisfaction refers to the extent or how much a person likes their job or the tasks they are doing. It does not relate to how work can be done well or how much effort an employee has put into it, (Armstrong, 2003).

Employee commitment

Employee commitment refers to the degree to which an employee strongly identifies with and feels as part of the organization, (Mullins, 2000).

Management style(s)

Management style refers to interpersonal influence directed through communication to goal attainment, (Mullins, 2000).

Autocratic management style

Autocratic management style is a style of management in which the manager has as much power and authority as possible. All decisions originate from the manager, who rarely consults subordinates nor allows them to give input, (Mullins, 2000).

Democratic management style

Democratic management style is a management style where decision making and communication are based on consultation, participation and shared among members of the organization, (Mullins, 2000).

Laissez-faire management style

Laissez-faire management style is a management style in which the manager provides little or no direction at all, and leaves employees at large to determine their own goals, make decisions and resolve problems on their own, (Mullins, 2000).

Work environment

Work environment generally can be described as the place, conditions and surrounding influences in which people carry out an activity, (Atta &Khan, 2015).

Idealized influence

Idealized influence refers to recognizing the need of followers to grow and develop through a process of coaching, supporting and stimulating followers who are seen as unique individuals

who need specific individual attention congruent with their current developmental phase, (Bennett, 2009).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter showed theoretical review, the conceptual review, and additional literature review.

2.1 Theoretical Review

This study was guided by two theories: behavioral leadership theory and human relations theory.

Behavioral leadership theory

Behavioral leadership theory was put forward by behaviorists such as Douglas McGregor in 1960 as cited in Prasad, (2001). The theory states that strong leadership is the result of effective role behavior. These behaviorists proposed that specific behaviors differentiate leaders from non-leaders. That leadership is shown by a person's act more than by his traits.

Researchers exploring leadership role have come to the conclusion that to operate effectively, groups need someone to perform two major functions: task related functions (problem solving functions) and group maintenance functions (social functions), (Prasad, 2001).

Task related (problem solving) functions relate to providing solutions to the problems faced by the groups in performing jobs and activities whereas group maintenance (social) functions relate to actions of mediating disputes and ensuring that individuals feel valued by the group.

An individual who is able to perform both roles successfully would be an effective leader. These two roles require two different sets of behavior from the leader known as leadership styles, (Prasad, 2001).

Leadership behavior may be viewed in two ways: functional and dysfunctional. Functional behavior influences followers positively and includes such functions as setting clear goals, motivating employees for achieving their goals, raising the level of morale, building team spirit, and effective two way communication among others, (Prasad, 2001).

Dysfunctional behaviors are unfavorable to the followers and denote ineffective leadership. Such a behavior may be: inability to accept employees' ideas, display of emotional immaturity, poor human relations, among others, (Prasad, 2001).

The implication of behavioral theory of leadership is that, managers can shape their behavior which appears to be functional and discard the behavior which appears to be dysfunctional.

In relation to this study, the behavioral leadership theory implies to managers that, to have improved employee job satisfaction in an organization requires managers to employ a management style that could encourage employees feel free to associate at workplace and to listen to the views of employees during time for making decisions; that is a functional behavior. This theory was adopted for this study in that there are some management styles which allow employees to contribute their views during decision making process in the organization (democratic management style) and another management style called laissez faire style encourages employees to have freedom to perform on their own at place of work. The freedom allows employees to associate freely and get some rests where need be.

Human Relations theory

Human relations theory was put forward by Elton Mayo (Psychologist) whitehead, Roethlisberger (Sociologist) and company representative William Diction in the year 1924 to 1930 as cited in Prasad, (2002).

The theory states that the human element in the organizations was to be recognized and therefore, human relations approach was born. The essence of human relations contributions is contained in two points: i) Organizational situation should be viewed in social terms as well as economic and technical terms; ii) the social process of group behavior can be understood in terms of clinical method analogous to the doctor's diagnosis of the human organism, (Prasad, 2002).

In this human relations theory of management, Elton Mayo came up with an experiment called Hawthorn experiments that ended up with a conclusion that a man is a social person. In his experiments, Mayo divided the workers and put them in two groups; one group was called experiment group while the other group was called the control group. In the experiment group variables were changing whereas in the control group variables were constant, (Prasad, 2002).

In the first experiment called illumination experiment, Elton Mayo started by introducing lighting in the experiment group while in the control group lights were kept constant and measured productivity and to his surprise, productivity increased in both groups, (Prasad, 2002).

In his second experiment, it was intended to determine the effects of changes in hours of work and other working conditions on productivity. After some weeks, absenteeism decreased, morale increased and less supervision was required. It was assumed that the positive factors were there because of the various factors being adjusted and making them

more positive. At this time researchers decided to revert back to the original position that is, no rest and other benefits. Surprisingly, productivity increased further instead of going down, (Prasad, 2002)

In his third experiment interviews were conducted to determine employees' attitudes towards company, supervision, insurance plans, promotions and wages. During the course of the interviews, it was discovered that workers' behavior was being influenced by group behaviors. However, this conclusion was not very satisfactory and therefore, researchers decided to conduct other series of experiments, (Prasad, 2002).

In his fourth experiment, Mayo decided to give employees freedom at work where he provided the group in the experiment group with snacks, freedom of association and the like whereas in the control group these variables were kept constant. The findings indicated that productivity increased in the experiment group whereas in the control group it kept constant. Elton Mayo concluded that a man can be motivated by giving them freedom of association at work and ended up saying that a man is a social person, (Prasad, 2002).

Implications of Elton Mayo's Hawthorne experiments

Social factors in output; that an organization is basically influenced by social factors; he therefore, described an organization as a social system, a system of cliques, informal status system, rituals and a mixture of logical and non-logical behavior, (Prasad, 2002).

Group influence; workers being social beings, they create groups which may be different from their official groups.

Conflicts; the informal relations of workers create groups and there may be conflict between organizations and groups so created. The conflicts may be because of incompatible objectives of the two.

Leadership; leadership is important for directing group behavior and this is one of the most important aspects of managerial functions.

Supervision; supervisory climate is an important aspect in determining efficiency and output. Friendly to workers' attention, genuinely concerned supervision affects the employee satisfaction, (Prasad, 2002).

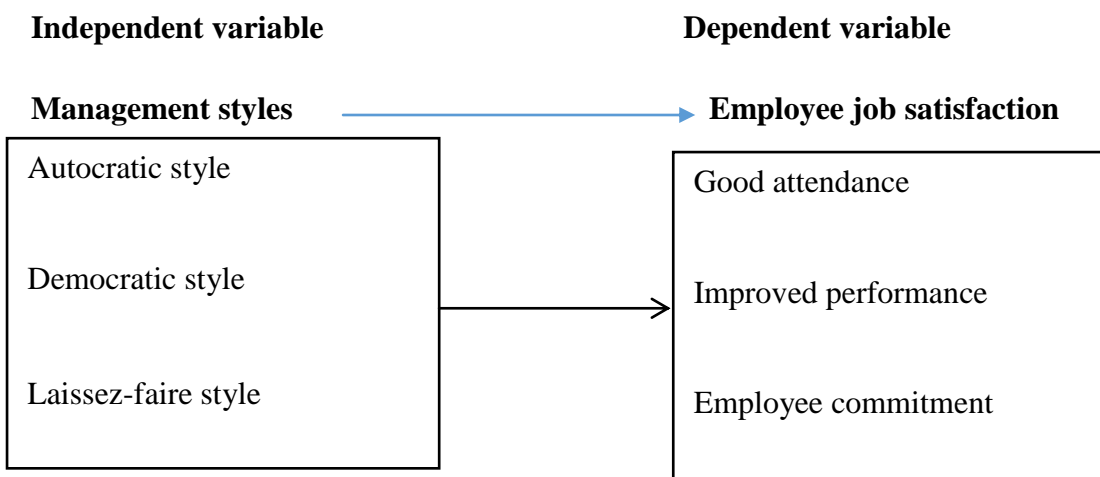
Communication; the experiments show that communication is an important aspect of organization. Through communication workers can be explained the rationality of a particular action, participation of workers can be sought in decision-making concerning the matter of

their importance, problems faced by them can be identified and attempt can be made to remove these, (Prasad, 2002).

In relation to this study, human relations theory imply to managers that to have improved employee job satisfaction in an organization requires managers to employ a management style that values the human element in the organizations; for example, listening to the views of staff and using these views in decision making process. This theory was adopted for this study in that there are some management styles that value the human element in the organization for example democratic management style and laissez faire management style where the employee’s views are used in decision making process and freedom is offered to the employees in performing their tasks and hence enabling them attain job satisfaction.

2.2 The conceptual review

2.2.1 The conceptual framework



Source: Adopted from Miller et al, (2002) and modified by the researcher, (2016).

The conceptual framework indicated the independent and dependent variables in the topic under investigation and their effects on one another. The independent variable was management styles while the dependent variable was employee job satisfaction. Management styles was examined in terms of autocratic, democratic and laissez-faire whereas employee job satisfaction was measured in terms of good attendance, better performance and employee commitment. The management styles in terms of autocratic, democratic and laissez-faire have effects on employee job satisfaction in terms of good attendance, improved performance, and employee commitment.

2.2.1.1 Management styles

According to Hersey and Blanchard, (2001), defined management style as the pattern of behaviors that managers display during their work with and through others. Management style is viewed as a pattern of interaction between managers/leaders and subordinates, (Miller et al, 2002). It includes controlling and directing, indeed all the techniques and methods used by leaders to motivate subordinates to follow their instructions.

According to Kavanaugh and Ninemeier, (2001), there are three factors that determine the type of management style: leader's characteristics, subordinates characteristics and the organization environment.

More specifically, the personal background of the leaders such as personality, knowledge, values and experiences shapes their feelings about the appropriate leadership that determine their specific leadership style; employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic management style; while employees with different experiences and expectations require autocratic management style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence management style. However, leaders can adapt their management style to the perceived preferences of their subordinates, (Wood, 1994).

In this study, management styles were examined in terms of autocratic, democratic and laissez faire management style.

According to Terry and Frankline, (2003), autocratic management style is a style of management in which the manager has as much power and authority as possible. All decisions originate from the manager, who rarely consults subordinates nor allows them to give input.

It is a hard approach to management where a manager retains maximum control of power over the employees, (Shackleton, 2000).

Autocratic managers centralize power and decision making in themselves. They structure the complete work situation for their employees, who expected to do what they are told to do.

The managers take full authority and assume full responsibility. Autocratic management typically is negative based on threats and punishment.

Centralized organizations tend to favor an autocratic style while decentralized organizations seem to prefer democratic style, (Woods & King, 2002), and organizational culture can therefore be strongly influenced by national culture which may determine the prevalent leadership style, (Rollinson, 2005). However, in Jordan the style of management appears inconsistent. For example, Al-Hajjeh(1984) assumed that Middle Eastern managers encouraged autocratic leadership, as they had negative impression about the ability of subordinates to carry out instructions. In support, Jar-Allah (2000) indicated that autocratic leadership style was the most common style in industrial organizations in Jordan.

Democratic management style is defined according to Maden, (2001) as a management style where decision making and communication are based on consultation, participation and shared among members of the organization.

In democratic management style, there is mutual communication and duties are delegated to employees with full freedom, (Rao and Narayana, 2000).

Wanger and Hollenbeck, (1995), defined a democratic manager as one who works to ensure that all subordinates have voice in making decisions. This means that democratic managers decentralize authority; participative decisions are not unilateral, because they arise from consultation with subordinates and participation by them.

According to Newstrom and Davis, (1993), democratic managers consult with their employees, bringing them in any problems and decisions so that they work together as a team. Democratic managers will retain ultimate responsibility for the operation of their units, but they have learned to share operating responsibility with those who perform the work.

Mullins, (2000), defines laissez-faire management style as a style in which the manager provides little or no direction at all, and leaves employees at large to determine their own goals, make decisions and resolve problems on their own. Mullins, (2000), affirms that in laissez-faire management, employees are left to make their own decisions with total autonomy.

Elmore, (2000) and South worth, (2003), affirm that laissez-faire management style is only appropriate when the skill levels and competence of employees are high, or when employees are conversant with the work, such that they can do things on their own.

In contrast, Yousef, (1998) assumed that a democratic management style prevailed in non-western countries particularly in Arab countries, and indeed found(Yousef, 2000) that democratic leadership behavior, as perceived by employees, was prevalent in Arab countries.

Empirical research in the study findings on management styles in the research conducted by Abdulle, (2011), about management styles and employee job satisfaction in Somali Institute of Management and Administration Development, indicate that the most commonly used management styles are autocratic, democratic and laissez-faire management style.

In the autocratic management style, managers use this style to only employees who need direction and guidance, and managers minimize employees input in decision making to allow decisions to be taken within limited time, (Abdulle, 2011).

In the democratic management style, employees have their own voice in decision making, their superiors encourage and enhance their cooperation with top management, their bosses encourage them to express their ideas and allow them to make suggestions, and that their leaders make jobs satisfying and enjoying, (Abdulle, 2011).

Laissez-faire style is used where employees require little or no direction at all and this is employed to subordinates who are more skilled in what they are required to perform,(Abdulle, 2011).

2.2.1.2 Employee job satisfaction

Job satisfaction is defined by Locke, (1997) as a pleasurable or positive emotional state resulting from ones job or job experiences.

Later, Armstrong, (2003), defined job satisfaction as the feelings and attitudes of people towards their job. He mentioned that if people have favorable and positive attitudes towards their job, this means job satisfaction, but if they have unfavorable and negative attitudes towards their jobs, this means job dissatisfaction.

According to Schermerhorn, Hunt and Osborn, (1991), employee job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to one's task as well as the physical and social conditions of the workplace. In concept, employee job satisfaction also indicates the degree to which the expectations in some one's psychological contract are fulfilled. Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with employing organization, (Schermerhorn, Hunt and Osborn, 1991).

Employee job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work, (McShane & Glinow, 2003).

Job satisfaction is the effective component of work related attitudes. Quite simply, it is how employees feel about their jobs. Managers are often concerned about employees' satisfaction with specific facets of the job as well as about overall job satisfaction. They may for instance, want to know how employees feel about their pay and whether satisfaction with pay is higher in some departments than in others, (Aldag & Zukuhara, 2002). Job facet satisfaction and overall satisfaction consists of elements as satisfaction with promotions, satisfaction with pay, satisfaction with coworkers, satisfaction with work itself and satisfaction with supervision, (Aldag & Zukuhara, 2002).

According to Lussier, (2010), a person's job satisfaction is a set of attitudes at work. Job satisfaction is what most employees want from their jobs, even more than they want job security or higher pay. Employees who are more satisfied with their jobs are absent less and they are more likely to stay on the job. Low job satisfaction often contributes to wildcat strikes, work slowdowns, poor product quality, employee theft and sabotage, (Lussier, 2010). There is need to conduct a job satisfaction survey. A job satisfaction survey is the process of determining employee attitudes about the job and work environment. High job satisfaction is a hallmark of a well-managed organization such as the American Red Cross measure job satisfaction and work to improve it. Today managers see a decline in employees' interest in overtime work, job dedication, attendance, and punctuality. Improving job satisfaction may lead to better human relations and organizational performance by creating a win-win situation, (Lussier, 2010).

Determinants of job satisfaction according to Lussier, (2010), are the work itself, pay, growth and upward mobility, level of supervision at work, relationship with coworkers and attitudes towards work.

According to Baron, (1996), he added individuals themselves as a determinant of job satisfaction. Individuals play an important role in job satisfaction in two different ways; their personal characteristics which can affect their feelings about their work and second their relations with others.

According to this study, employee job satisfaction meant positive or negative attitudes of employees towards their jobs.

In this study, job satisfaction was examined in terms of good attendance, improved performance and employee commitment.

Employee commitment is defined according to Schermerhorn, Hunt and Osborn, (1991), as the degree to which an employee strongly identifies with and feels a part of the organization.

Empirical evidence about the study findings on employee job satisfaction in the research conducted by Abdulle, (2011), about management styles and employee job satisfaction in Somali Institute of Management and Administration Development, indicate that the study looked at employee job satisfaction without mentioning the indicators of a satisfied employee at place of work. The researcher has now identified a content or conceptual gap. This study will explain the indicators of a satisfied employee at place of work. The indicators a satisfied employee at place of work according to Schermerhorn, Hunt and Osborn, (1991), are employee commitment, job involvement, good performance and good attendance.

If the above findings are compared with the findings according to the research conducted by Ababneh and Lockwood, (2005), about management styles and employee job satisfaction in Jordanian Resort Hotels, the findings indicate that the level of employee job satisfaction is affected by social, personal, cultural, environmental and organizational factors. The implication is that, employee job satisfaction is affected by some factors such as social, personal, cultural, environmental and organizational factors, but it can be manifested in an organization in terms of good performance, employee commitment, good attendance and job involvement.

2.3 Related literature

The literature was reviewed objective by objective, that is, the effects of autocratic management style on employee job satisfaction, the effects of democratic management style on employee job satisfaction and the effects of laissez faire management style on employee job satisfaction.

2.3.1 The effects of autocratic management style on employee job satisfaction

According to Bass, (1990), favorable attitudes towards supervision helped to achieve employee job satisfaction.

Autocratic managers who centralize power and decision making in themselves, provide clear expectations for needs to be done, when it should be done and how it should be done. There is also a clear division between the manager and the subordinates. This results into improved productivity but reduced employee job satisfaction, (Newstrom & Davis, 1993). Authoritarian management is best applied in situations where there is little time for group decision making or where the manager is the most knowledgeable member of the group, (Psycholgy.com).

Results of studies on management styles suggest that most groups prefer a democratic manager. Members of groups led by an authoritarian managers tend to be either extremely submissive or extremely aggressive in interacting with one another, they are also the most likely to quit the organization due job dissatisfaction level being high, (Wanger &Hollenbeck, 1995).

2.3.2 The effects of democratic management style on employee job satisfaction

According to Bennett, (2009), styles managers impose to employees make them demonstrate either high level or low level of confidence in their leader who conduct themselves as role models with a charismatic personality that persuades others to desire to develop and become like the leader. This is called idealized influence. Idealized influence refers to recognizing the need of followers to grow and develop through a process of coaching, supporting and stimulating followers who are seen as unique individuals who need specific individual attention congruent with their current developmental phase. Idealized influence concerns a leader having high ethical behavior that instills pride and draws respect and trust from the followers.

A leader with idealized influence is often a role model with many followers wanting to be just like him or her. This leader is usually self-confident and has strong desire to influence others as well as a strong sense of one's own moral values, (Atta&Khan, 2015).

According to Awamley & ALDmour, (2011), the contribution of management style to effectiveness is enriched by transformational leadership by bringing in the change aspect. The best leaders are both transformational and transactional. Idealized influence is an important factor in transformational leadership and it shows employee's standpoint in relation to the leader in terms of power of influence, self-confidence, his trust to others, his consistency and ideals which individuals make an effort to imitate. Such a leader becomes a target of admiration, respect, sense of responsibility, confidence, growing optimism and the talk of the followers. Subsequently, followers demonstrate high level of confidence in their leader and this brings about trust and openness between the leader and the followers as a result employees start to show good attendance, improved commitment and better performance which are indicators of employee job satisfaction at work.

Democratic managers who encourage employee participation tend to improve employee motivation because employees feel more accepted and involved in the situation, (Susan, 1993). Their self-esteem, job satisfaction and cooperation with management also improves.

In democratic management, there is mutual communication and duties are delegated to staff with full freedom, (Susan, 1993).

Democratic managers use the soft approach characterized by loyalty, trust, compassion and high regard for relationship. Employees will perform much better and become more loyal to a manager who uses the soft approach hence resulting into improved employee job satisfaction.

Democratic managers have courtesy, humor and moral integrity and these result into improved employee job satisfaction, (Ghosh, 2008).

Chapman, (2003), found evidence to support the above assertion from a survey carried out by the department of education and skills in England (DFES) on schools facing challenging circumstances (SFCC). The study was aimed at finding out successful management in schools under challenging situations. According to the data analyzed, there was evidence of improvement of employee job satisfaction in schools governed by democratic philosophies. Gray, (2000), Koontz and Weirich, (2005), and Halpin, (1999) and Good Worth, (1999), all concur with the above findings. They all agree that effective management is based on

frequent and mutual communication between managers and the subordinates, systematic delegation of duty and participatory decision-making.

Empirical evidence in the findings on the effects of democratic management style on employee job satisfaction in the research conducted by Salome (2015), about the influence of leadership styles on employee job satisfaction in firms listed in the Nairobi Securities Exchange, indicate that idealized influence speaks a lot about charisma which implies trust, respect, admiration and commitment to the leader and empowerment of the followers by the leader. Leaders are successful at influencing followers because followers have trust, admiration, loyalty and respect for the leader. Most of this is because of the qualities of the leader which inspire the followers to work harder for the achievement of the objectives. The leader thus can be said to be a model of integrity and fairness, setting clear goals, having high expectations, encouraging people and providing support and recognition, stirring the emotions and passions of people and getting people to look beyond their own self-interest and rich for higher goals, (Batch & Heyliger, 2014).

Also, in the research conducted by Nebiat and Asresash in Jima University Specialised Hospital in 2013, the study was aimed at investigating nurse managers' leadership styles and nurses job satisfaction. The findings showed that job satisfaction was more related to democratic leadership than any other style, (Nebiate & Asresash, 2013). The relationship between democratic management style and job satisfaction was observed to be positive, strong and significant by many researchers.

2.3.3 The effects of laissez faire management style on employee job satisfaction

Managers who practice laissez faire management style give complete freedom to employees to do their tasks. That is, they encourage employees to perform on their own. This is only appropriate when the skill levels of subordinate and their competence is high and when employees know what they are supposed to do, (Elmore, 2000 & South worth, 2003).

According to Akehurst, Comeche and Galindo, (2013), job satisfaction comes from a positive experience with a job which results in a pleasurable emotion. Spjut, (2004), believed that job satisfaction is an individual measure of an employee's work-related values and whether or not they have been achieved.

Fikadu conducted a study at college of education in Addis-Ababa University in 2010, the researcher's focus of study was on academic staff job satisfaction and leadership styles of head of departments. The results of the study showed that there was significant relationship between laissez faire management style and job satisfaction of academic staff, (Fikadu, 2010).

Subordinates managed under laissez faire management style attain job satisfaction but it is less than that of democratic style and greater than that of autocratic style of management.

Empirical evidence in the findings on the relationship between management styles and employee job satisfaction in the research conducted by Abdulle, (2011), about management styles and employee job satisfaction in Somali Institute of Management and Administration Development, indicate that democratic management style results into improved productivity but leads to improved employee job satisfaction, autocratic management style results into improved productivity, but reduces the employee loyalty and hence leads to employee job dissatisfaction, laissez-faire management style results into improved employee job satisfaction.

The previous researcher failed to come up with a clear theory that relates management styles and employee job satisfaction, therefore, the researcher has identified theoretical gap in the previous researcher's literature.

This study therefore, is intended to close the theoretical gap by coming up with a theory that establishes good relationship between management styles and employee job satisfaction.

2.4 Research gaps

The researcher identified the following gaps in the previous researcher's literature which needs attention.

The researcher identified content gap in the previous researcher's literature on the employee job satisfaction since the previous researcher did not conceptualize employee job satisfaction into manageable elements, (Abdulle, 2011).

In the previous study, the researcher failed to come up with a good theory that could guide the study, therefore, a theoretical gap has been identified in the previous researcher's work which also needs serious attention, (Abdulle, 2011).

There is also contextual gap which the current researcher needs to put more attention, this is due to the fact that there has never been a study conducted in Esco (U) Ltd Bundibugyo western Uganda about management styles and employee job satisfaction.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The study took both quantitative and qualitative research approaches. This is because the study was intended to take a mixed approach where both quantitative and qualitative approaches are used. In this study, the researcher looked at the situation pertaining employee job satisfaction in Esco (U) Ltd Bundibugyo and found out why the situation about employee job satisfaction happens that way.

This chapter also showed the research design, target population, sample size, sampling techniques, data sources, research instruments, validity and reliability of the instrument, data gathering procedure, data analysis and ethical considerations.

3.1 Research design

The study used both the quantitative and qualitative research approaches; the quantitative approach consisted of descriptive designs such as descriptive co-rrelational design to establish the effects of autocratic, democratic and laissez faire management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo, cross sectional design since the study was conducted within a short period of time such that the researcher collected the data using the data collection instruments from the respondents once and used in the study whereas the qualitative approach consisted of case study design since the study concentrated on Esco (U) Ltd Bundibugyo as a case study such that the researcher studied about small cases (individuals) in Esco (U) Ltd in details.

3.2 Study Population

The target population of this study was 168 individuals who were consisting of staff of Esco (U) Ltd Bundibugyo western Uganda, in the categories of store keepers/field officers and the casual laborers. According to the human resource manager Esco (U) Ltd Bundibugyo western Uganda, (2015), the company has 168 staff in production department distributed as follows, 56 employees who are field officers/ store keepers in the production stores in villages, and 112 casual laborers both in production stores, Bumate and Factory. The researcher chose Esco (U) Ltd Bundibugyo Western Uganda because it had the required number of employees and casual laborers who had the required information for the study.

3.3 Sample size

The sample size for this study was 118 respondents who were selected from the target population of 168 staff in Esco (U) Ltd Bundibugyo western Uganda. This sample was arrived at using Sloven's formula of sample size computation which states that;

$$n = \frac{N}{1 + N(e^2)}$$

Where, n is the sample size, N is the target population, e is the error, which is 0.05

$$N = \frac{168}{1 + 168(0.05)^2}$$

$$n = 118$$

Category	Target population	Sample
Field officers/store keepers	56	39
Casual laborers	112	79
Total	168	118

Source: Company annual report, (2015).

The Sloven's formula recommended 118 as the sample size of the study, the researcher distributed 160 questionnaires, 118 were brought back which were equal to the required sample. The response rate was $118/160 \times 100 = 73.75\%$. The response equals the 118 sample size recommended by the Sloven's formula.

3.4 Sampling Procedures

To select the sample of 118 respondents out of 168 target population, simple random sampling technique was used. In this technique the list of the respondents was attained from the human resource manager and then used simple rotary method to select the sample until the required sample of 118 respondents is reached. The researcher used simple random sampling because it was easy to get a list of all the respondents from the human resource manager and then select the respondents easily.

3.5 Data sources

The research used both primary and secondary data.

3.5.1 Primary data sources

The researcher obtained primary data by use of questionnaires.

3.5.2 Secondary sources

The researcher also used data from reports and previous research work majorly from text books and internet.

3.6 Data collection instruments

The data collection instruments in this study were basically questionnaires. Questionnaires by definition meant a set of printed questions addressed by the researcher to the respondent for him or her to answer and after answering return the questionnaires to the researcher. The questionnaires were administered personally by the researcher to the respondents and collected after time interval. The questionnaires comprised of closed ended questions that required the respondents to answer all the questions to the best of their knowledge. The questionnaires comprised of three sections, section A, section B and Section C. Section A comprised of respondents' background information which was in terms of gender, age, level of education, years of experience and job position of the respondents, section B comprised of the extent of management styles in Esco (U) Ltd Bundibugyo which were examined in terms of autocratic, democratic and laissez faire style while section C comprised of the level of employee job satisfaction in Esco (U) Ltd Bundibugyo.

The questionnaires were used because they are cheap, quicker, they cover many respondents, and they are free from interview bias and give accurate information since respondents take their time to answer the questions. However, they have a disadvantage of non-response. The scoring system of this instrument was as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

3.7 Measurement of Variables

Management Styles: this variable was measured using a 4 point Likert scale with scales ranging from strongly agree (4) to Strongly disagree (1).

Employee job satisfaction: Items were accomplished by a 4-response format and the scales ranged from strongly agree (4) to strongly disagree (1) basing on the literature that was gathered.

3.8 Validity and Reliability of the Instruments

3.8.1 Validity of the instrument

Validity is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study. The study tested two types of validity, face validity and content validity. Face validity was achieved with the guidance of experts in the field of management. The researcher worked hand in hand with his research supervisor to adjust the instruments accordingly. It also measured the content validity of the instruments. In order to test this content validity of the instruments, the researcher availed the questionnaire to two experts to check each item for language, clarity, relevance, and comprehensiveness of the content. The items were rated as follows:

4 – Very relevant

3 – Quite relevant

2 – Somewhat relevant

1 – Not relevant

The researcher then put the items in 2 groups, with categories 1 and 2 in one group and the other 3 and 4 in the other group. The researcher then calculated the Content Validity Index (CVI) using the formula below:

$$\text{CVI} = \frac{\text{Items rated as very relevant and quite relevant (3 and 4)}}{\text{Total number of items}}$$

For the instrument to be valid, the CVI should be within the accepted statistical range of 0.5 to 1, specifically, the instrument which has the necessary content validity, it should have a CVI of 0.7 and above.

For management styles (IV), the Content Validity Index, (CVI) was as follows:

There are 15 questions in my questionnaire on management styles, 10 questions were very relevant, 04 questions were quite relevant whereas 01 question was somewhat relevant.

The CVI for management styles=(10+4)/15

$$=0.933$$

The CVI of 0.933 indicated that the instrument was a valid instrument for management styles.

For employee job satisfaction (DV), the Content Validity Index, (CVI) was as follows:

There were 15 questions in my questionnaire on employee job satisfaction, 09 questions were very relevant, 04 questions were quick relevant whereas 02 question were somewhat relevant.

The CVI for employee job satisfaction= $(09+4)/15$
=0.867

The CVI of 0.867 indicated that the instrument was a valid instrument for employee job satisfaction

3.8.2 Reliability of the instruments

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials.

The test-retest technique was used to assess the reliability (accuracy) of the instruments. The researcher devised the instruments to thirty qualified respondents, fifteen from employees from production department and fifteen from casual laborers. These respondents were not included in the actual study. In this test- retest technique, the questionnaires were administered twice to the same subjects after the appropriate groups of the subjects were selected, then the initial conditions were kept constant, the scores were then correlated from both testing periods to get the coefficient of reliability or stability. The tests and the trait measured if they were stable, indicated consistent and essentially the same results in both times (Treece and Treece, 1973).

This was done in the following ways: the appropriate group of subject was selected (30 qualified respondents); then the test was administered to the subject; all initial conditions were kept constant; a time lag of one week was waited and then the same test were administered to the same subject; the scores were correlated from both testing periods. If the scores are the same or nearly the same, the conclusion was the instrument is valid.

Also, internal consistency of the items was measured using Cronbach's alpha coefficient. The items of the questionnaires were considered to represent a measure of high internal consistency since the total alpha value was more than 0.7.

Reliability statistics	
Cronbachs Alpha	Number of Items
.988	30

3.9 Data Gathering Procedure

3.9.1 Before the administration of the questionnaires

1. An introduction letter was obtained from the college on higher degrees and Research for the researcher to solicit approval to conduct the study from respective management of Esco (U) Ltd Bundibugyo western Uganda.
2. When approved, the researcher secured a list of the qualified respondents from the management of management of Esco (U) Ltd Bundibugyo western Uganda and then simple random sampling used to select respondents from this list to arrive at the minimum sample size.
3. The researcher reproduced more than enough questionnaires for distribution.

3.9.2. During the administration of the questionnaires

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

The researcher emphasized retrieval of the questionnaires within five days from the date of distribution.

On retrieval, all returned questionnaires were checked if all questions were answered.

3.9.3 After the administration of the questionnaire

The data gathered was edited, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.10 Data Analysis

The study used simple tables (frequencies and percentages) to analyze the profile of respondents. Similarly, mean was used to analyze the extent of management styles and the level of employee job satisfaction; and the regression analysis was used to analyze and test the significant effects of autocratic, democratic and laissez faire management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation as cited from Amin, (2005):

A. For the extent of management styles

Mean Range	Response Mode	Interpretation
3.26-4.00	Very high	Very satisfactory
2.26-3.25	High	Satisfactory
1.26-2.25	Low	Fair
0.26-1.25	Very low	Poor

B. For the level of employee job satisfaction

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very satisfactory
2.26-3.25	Agree	Satisfactory
1.26-2.25	Disagree	Fair
0.26-1.25	Strongly disagree	Poor

The Linear Regression Equation was used in testing the significant effects of autocratic, democratic and laissez faire management styles on employee job satisfaction at 0.05 level of significance and to test the last hypotheses.

The regression linear equation; $Y=a+BX_i$

Y is the dependent variable (employee job satisfaction) and x_i is the independent variable (Autocratic, democratic and laissez faire management style). i represents integers 1,2, 3, representing variables autocratic, democratic and laissez faire management styles respectively.

The 0.05 level of significance was used to determine the significance effects and to accept or reject the hypotheses –null or alternative (H_0 and H_1). The null hypothesis will be rejected if the p-value is less than 0.05 at 95 percent confident interval.

3.11 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. Seek permission to adopt the standardized questionnaire on management styles in a written communication to the author.
2. The respondents and ESCO (U) Ltd Bundibugyo was coded instead of reflecting the names.
3. Acknowledged the authors quoted in this study and the author of the standardized instrument through citations and referencing.
4. Presented the findings in a generalized manner.

3.12 The limitations of the study

The research study faced the following problems:

1. Most of the respondents in Esco (U) Ltd Bundibugyo, western Uganda were too busy, so less time was posed to the researcher. The researcher requested for help from the respondents to offer him some time to answer the questions.
2. Confidentiality, in that, there is some information which was not supposed to move out of organization to the researcher, this limited the research study. The researcher emphasized on keeping the company information secret and confidential.
3. Some respondents were hesitant to give information since it does not benefit them, thus they needed to have some funds committed to them. The researcher explained how the study will benefit the company, company employees and individual researcher and this made the respondents to feel convinced to accept giving out the information.
4. The study was only limited to the case study due to limited time and resources to cover the whole of Bundibugyo. The researcher resorted to simple random sampling and yet it had its own disadvantages.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter showed the response rate, profile information of respondents, the extent of management styles, the level of employee job satisfaction and the significant effects of autocratic, democratic and laissez faire management styles on employee job satisfaction in Esco (U) Ltd Bundibugyo, western Uganda.

4.1 The response rate

It was necessary to determine the response rate in the study and the findings were as shown on table 4.1 below

Table 4.1 The response rate

Questionnaires given out	Questionnaires brought back
160	118

Source: Company annual report, (2015)

The researcher distributed a total of 160 questionnaires and a total of 118 questionnaires were brought back. The response rate was $118/160 \times 100 = 73.75\%$.

4.2 Profile of Respondents

Respondents were asked to present information regarding their profile which was given in terms of their gender, age, highest level of education, their number of years of experience in the organization and their job position in the company. The findings were shown in table form as on table 4.2 below.

Table 4.2: The Profile of the respondents in Esco (U) Ltd Bundibugyo western Uganda

Gender category	Frequency	Percent
Male	116	98.3
Female	2	1.7
Total	118	100.0
Age group		
18-25	38	32.2
26-35	56	47.5
36-45	23	19.5
46-55	01	0.8
Total	118	100
Respondents' level of education		
Primary level	37	31.4
Secondary level	32	27.1
Vocational	23	19.5
Diploma	11	9.3
Bachelor's degree	15	12.7
Total	118	100
Respondents' years of experience		
1 year	11	9.3
2-3 Years	46	39.0
4-5 Years	43	36.4
6-8 Years	08	6.8
9-10 Years	10	8.5
Total	118	100
Respondents' job position		
Field officers/Store keepers	42	35.6
Casual laborers	76	64.4
Total	118	100

Source: Primary data, (2016).

The research findings from table 4.2 concerning gender; the results indicated that most of the respondents in this sample were male and this marked 116 respondents, the same as 98.3% of the total sampled population, whereas a few (02) the same as 1.7 % of the total sampled population were female, hence implying a gender gap in Esco (U) Ltd Bundibugyo.

The results in table 4.2 concerning respondents' age showed that majority of the respondents in this study's sample were aged between 26-35 years, who were 56 the same as (47.5%) of the total sampled population. These were followed by those between 18-25 years of age who were 38 constituting 32.2 % of the total sampled population, followed by those between 36-45 years who were 23 the same as 19.5% of the total sampled population and lastly the one

who was under age group of 56 years and above was 01 in number who marked 0.8% of the total sampled population. This implied that majority of staff in Esco (U) Ltd Bundibugyo were in their early adulthood age.

Concerning the respondents' level of education in Esco (U) Ltd Bundibugyo, the results in table 4.2 indicated that primary level of education who were 37 respondents the same as (31.4 %) of the total sample population dominated the study, followed by those of secondary level who were 32 in number the same as (27.1 %) of the total sampled population, 23 respondents, the same as 19.5 % of the total sample population were those who reached vocational level of education, 11 respondents, the same as 9.3 % of the total sample population were diploma holders, whereas 15 respondents, the same as 12.7 % of the total sample population were Bachelor's degree holders. This implied that most of staff in Esco (U) Ltd Bundibugyo, western Uganda in the positions of Field officers/store keepers and casual laborers are generally not well educated.

With respect to respondents' years of experience in the company, the results in table 4.2 denoted that majority of respondents had an experience of 2-3 years who were 46, the same as (39.0 %) of the total sampled population, these were followed by 43 respondents the same as 36.4 % of the total sampled population who had been in the company for between 4-5 years and only 11, 10 and 08 respondents, the same as 9.3 % , 8.5 % and 6.8% of the total population respectively had working experience of 01 year, 9-10 years and 6-8 Years respectively, implying that majority of staff in Esco (U) Ltd , Bundibugyo are not highly experienced, but fairly experienced.

According to the research findings on table 4.2 on the respondents' job position in Esco company, the results denoted that majority of respondents were casual workers who were 76 out of 118, the same as (64.4 %) of the total sampled population, and a few (only 42) out 118, the same as 35.6 % were field officers/store keepers, implying that majority of staff in Esco (U) Ltd, Bundibugyo in the two categories of job position are majorly casual workers and the findings still imply that for 01 field officer/store keeper, there are at least 02 casual workers.

4.3 The extent of management styles in Esco (U) Ltd Bundibugyo

The respondents were asked about the extent of management styles in Esco (U) Ltd Bundibugyo. The questions delivered to the respondents were aimed at investigating their

response towards the stated research objective. Management style was conceptualized into three elements as autocratic management style, democratic management style and laissez faire management style and analysis was done depending on each separate element.

Table 4.3: The extent of management styles in Esco (U) Ltd Bundibugyo western Uganda

Indicators	Mean	Std. Deviation	Mean rank	Interpretation
Autocratic management style				
Leadership in the company is based on threats and punishment	3.57	0.615	1	Very High
Leaders in the company retain the decision making authority	3.53	0.670	2	Very High
Managers inform us of what has already been decided	3.52	0.671	3	Very High
The little views got from us are not considered in decision making process	3.44	0.728	4	Very High
The manager minimizes my input in decision making	3.43	0.679	5	Very High
Average mean	3.4983			Very High
Democratic management style				
Our managers listen carefully and provide empowerment	2.06	0.875	1	Low
Our superiors encourage and enhance our cooperation with top management	2.05	0.832	2	Low
Our bosses encourage us to express our ideas and make suggestions	2.04	0.827	3	Low
Our leaders motivate us beyond regular expectations	1.81	1.007	4	Low
The manager consults me before decision is made	1.69	0.604	5.5	Low
I have my own voice in decision making process in the company	1.69	0.644	5.5	Low
Average mean	1.8894			Low
Laissez faire management style				
I am aware of what to do and how to do it	2.99	0.904	1	High
I am aware of the mission and vision of the company	2.35	0.926	2	High
Our managers inspire us with vision and mission of the company	2.30	0.995	3	High

Our leaders make jobs satisfying and enjoying since they give us freedom	2.14	0.856	4	Low
Average mean	2.447			High
Overall mean	2.61			High

Source: Primary data, (2016).

According to the research findings from table 4.3 concerning the extent of management styles in Esco (U) Ltd Bundibugyo, they revealed that a mean=3.57, SD=0.615 fall under very high implying that the extent to which Leadership in the company is based on threats and punishment is very high; a mean of 3.53, SD=0.670 fall under very high implying that the extent to which Leaders in the company retain the decision making authority is very high; the mean of 3.52, SD=0.671 fall under very high, implying that the extent to which Managers inform us of what has already been decided is very high; the mean of 3.44, SD=0.728 fall under very high implying that the extent to which the little views got from us are not considered in decision making process is very high and the mean of 3.43, SD=0.679 fall under very high, implying that the extent to which the manager minimizes my input in decision making is very high.

The average mean of 3.4984, SD=0.6726 on the use of autocratic management style in Esco fall under very high which gives a general implication that managers in Esco (U) Ltd Bundibugyo very highly use autocratic management style during their interaction with employees.

Still the research findings from table 4.3 concerning the extent of democratic management style, they showed that a mean of 2.06, SD=0.875 fall under low implying that employees' managers do not listen carefully and do not provide empowerment to employees; a mean of 2.05, SD=0.832 fall under low implying that the superiors do not encourage and enhance employees' cooperation with top management; the mean of 2.04, SD=0.827 fall under low, implying that employees' bosses do not encourage them to express their ideas and make suggestions; the mean of 1.81, SD=1.007 fall under low implying that the extent to which the leaders motivate employees beyond regular expectations is low; the mean of 1.69, SD=0.604 fall under low, implying that managers do not consult employees before decision is made, and the mean of 1.69, SD=0.644 fall under low implying that employees do not have their own voice in decision making process in the company.

The average mean of 1.8894, SD=0.7982 on the extent of democratic management style fall under low which gives a general implication that the extent to which the management uses democratic management style in the company is low.

Concerning the extent of laissez faire management style in Esco (U) Ltd Bundibugyo, the research findings indicated that a mean of 2.99, SD=0.904 fall under high implying that employees are highly aware of what to do and how to do it; a mean of 2.35, SD=0.926 fall under high implying that the extent to which employees are aware of the mission and vision of the company is high; the mean of 2.30, SD=0.995 fall under high, implying that the extent to which employees' managers inspire them with vision and mission of the company is high and a mean of 2.14, SD=0.856 fall under high, implying that the extent to which employees' leaders make jobs satisfying and enjoying since they give them freedom is high.

The average mean of 2.44673, SD=0.9203 on laissez faire management style fall under high which gives a general implication that the extent to which managers in Esco (U) Ltd practice laissez faire management style is high meaning that the use of laissez faire management style in Esco (U) Ltd is high.

The overall mean of 2.61, SD=0.797 on the extent of management styles in Esco (U) Ltd Bundibugyo fall under high, implying that the extent of management style in Esco (U) Ltd Bundibugyo is high. This means that managers highly use the management styles wisely in Esco (U) Ltd Bundibugyo.

4.4 The level of employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

Respondents were asked about the level of employee job satisfaction in Esco (U) Ltd Bundibugyo. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. Employee job satisfaction was conceptualized into three elements good attendance, improved performance and employee commitment and analysis was done depending on each separate element.

Table 4.4: The level of employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

Indicators	Mean	Std. Deviation	Mean rank	Interpretation
Employee good attendance				
Punctual employees finish their duties in the normal and expected time	3.47	0.645	1	Very High
Employees in the company keep the appointment or fixed time of work	3.27	0.750	2	Very High
Frequent absence from the work may be an indicator of poor morals of employees	3.26	0.527	3	Very High
Managers communicate the absenteeism and attendance rules to employees and improve job satisfaction	3.23	0.725	4	High
Employees tend to come on time at work	3.17	0.701	5	High
Average mean	3.2802			Very High
Employee improved performance				
There is a clear performance procedure in Esco (U) Ltd Bundibugyo	3.39	0.661	1	Very High
Performance of employees at work in Esco (U) Ltd has been improving	3.27	0.590	2	Very High
Employees in the company concentrate on what they are supposed to do to reach the required standard	3.24	0.705	3	High
Lack of clear expectation and standards reduces my input and efforts and reduces my performance at work	2.89	0.952	4	High
Being aware of a company mission and vision motivates me to improve my job satisfaction and good performance	2.69	0.954	5	High
Average mean	3.0958			High
Employee commitment				
Employees ask for permission to be	3.37	0.805	1	Very High

absent from work				
Employees are committed to their work in Esco (U) Ltd Bundibugyo	2.93	0.810	2	High
Employees usually work without tight supervision	2.62	0.866	3	High
Employees are willing to work beyond the required time	2.56	0.863	4	High
Employees in the company have security for their jobs	1.58	0.737	5	Low
Average mean	2.6132			High
Overall mean	2.9964			High

Source: Primary data, (2016).

The research findings from table 4.4 about the level of good attendance showed that the mean of 3.47, SD=0.645 fall under very high implying that the level to which Punctual employees finish their duties in the normal and expected time is very high; the mean of 3.27, SD=0.750 fall under very high implying that the level to which employees in the company keep the appointment or fixed time of work is very high; the mean of 3.26, SD=0.527 also fall under very high, implying that the level to which frequent absence from the work may be an indicator of poor morals of employees is very high; the mean of 3.23, SD=0.725 fall under high implying that managers very highly communicate the absenteeism and attendance rules to employees and improve job satisfaction; and the mean of 3.17, SD=0.701 fall under high, implying that the level to which employees tend to come on time at work is very high. The average mean of 3.28032, SD=0.6696 on the level of good attendance fall under very high which gives a general implication that the level to which employees in Esco (U) Ltd Bundibugyo show good attendance at work is very high.

Concerning the level of employee improved performance from table 4.4, the findings show that a mean of 3.39, SD=0.661 fall under very high implying that there is a very high clear performance procedure in Esco (U) Ltd Bundibugyo; the mean of 3.27, SD=0.590 fall under very high implying that Performance of employees at work in Esco (U) Ltd has very highly been improving; the mean of 3.24, SD=0.705 fall under high implying that employees in the company highly concentrate on what they are supposed to do to reach the required standard; the mean of 2.89, SD=0.952 fall under high implying that lack of clear expectation and standards highly reduces employees' input and efforts and reduces their performance at work; and the mean of 2.69, SD=0.954 fall under high implying that being aware of a company

mission and vision highly motivates employees to improve their job satisfaction and improved performance .

The average mean of 3.09508, $SD=0.7724$ on Employee improved performance at work fall under high which gives a general implication that the level of employee improved performance at work in Esco (U) Ltd is high, meaning that there is improved performance at work in Esco (U) Ltd Bundibugyo.

Concerning the level of employee commitment in Esco (U) Ltd Bundibugyo, the findings from table 4.4 still indicate that the mean of 3.37, $SD=0.805$ fall under very high implying that employees very highly ask for permission to be absent from work; the mean of 2.93, $SD=0.810$ fall under high implying that the level to which employees are committed to their work in Esco (U) Ltd Bundibugyo is high; the mean of 2.62, $SD=0.866$ fall under high, implying that the level at which employees usually work without tight supervision is high; the mean of 2.56, $SD=0.863$ fall under high implying that employees' willingness to work beyond the required time is high; and the mean of 1.58, $SD=0.737$ fall under low, implying that the level at which employees in the company have security for their jobs is low meaning that they have no job security.

The average mean of 2.61312, $SD=0.8162$ on the level of employee commitment fall under high which gives a general implication that the level of employee commitment to their work in Esco (U) Ltd Bundibugyo is high, meaning that employees in Esco (U) Ltd Bundibugyo are highly committed to their work.

The overall mean of 2.9964, $SD=0.75273$ on employee job satisfaction fall under high, which gives a general implication that employee job satisfaction in Esco (U) Ltd Bundibugyo is high, implying that employees are satisfied with their jobs in Esco (U) Ltd Bundibugyo.

4.5 The effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo.

A question was derived from the first objective of the research study about whether there is significant effect of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo? The researcher stated the first null hypothesis that there is no significant effect of autocratic management style on employee job satisfaction in Esco (U) Ltd

Bundibugyo, western Uganda. Therefore, to achieve this objective and to test this first null hypothesis, the researcher used regression analysis as indicated on table 4.5 below.

Table 4.5: The Regression analysis to test the effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.112	3.048		2.005	.048
	Autocratic management style	.616	.052	.779	11.793	.000
a. Dependent Variable: Employee job satisfaction						

Source: Primary data, (2016).

The coefficient for autocratic management style is 0.616 with a p value of 0.000. The p value of 0.000 is less than 0.05 ($p < 0.05$) implying that the coefficient of autocratic management style is statistically significant at 5 percent significance level. The study findings imply that autocratic management style highly affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda and a unit improvement in autocratic management style would lead to 0.616 increase in employee job satisfaction. Here, the stated first null hypothesis was rejected while the first alternative hypothesis was accepted and concluded that autocratic management style affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda.

The regression linear equation; $Y = a + BX$

Y is the dependent variable (employee job satisfaction) and x is the independent variable (Autocratic management style)

The regression linear equation becomes: $Y = 6.112 + 0.616X$

This implies that when autocratic management style is zero (0), employee job satisfaction is 6.112.

($\beta = 0.779$, Sig = 0.000).

4.6 The effects of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo.

A question was derived from the second objective of the research study about whether there is significant effect of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo? The researcher stated the second null hypothesis that there is no significant effect of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo, western Uganda. Therefore, to achieve this objective and to test this second null hypothesis, the researcher used regression analysis as indicated on table 4.6 below.

Table 4.6: The Regression analysis to test the effects of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.487	2.961		3.880	.000
	Democratic management style	2.057	.198	.738	10.379	.000
a. Dependent Variable: Employee job satisfaction						

Source: Primary data, (2016).

The coefficient for democratic management style is 2.057 with a p value of 0.000. The p value of 0.000 is less than 0.05 ($p < 0.05$) implying that the coefficient of democratic management style is statistically significant at 5 percent significance level. The study findings imply that democratic management style highly affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda and a unit improvement in democratic management style would lead to 2.057 increase in employee job satisfaction. Here, the stated second null hypothesis was rejected while the second alternative hypothesis was accepted and concluded that democratic management style affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda. The findings are a wake-up call to Esco (U) Ltd management not to discard issues like getting the views of employees before any decision is made since it

improves job satisfaction.

The regression linear equation; $Y=a+BX$

Y is the dependent variable (employee job satisfaction) and x is the independent variable (Democratic management style)

The regression linear equation becomes: $Y=11.487+2.057X$

This implies that when democratic management style is zero (0), employee job satisfaction is 11.487.

($\beta=0.738$, Sig=0.000).

4.7 The effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo

A question was derived from the third objective of the research study about whether there is significant effect of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo? The researcher stated the third null hypothesis that there is no significant effect of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo, western Uganda. Therefore, to achieve this objective and to test this third null hypothesis, the researcher used regression analysis as indicated on table 4.7 below.

Table 4.7: The Regression analysis to test the effects of Laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.423	3.314		4.050	.000
	Laissez faire management style	1.892	.220	.671	8.595	.000
a. Dependent Variable: Employee job satisfaction						

Source: Primary data, (2016).

The coefficient for laissez faire management style is 1.892 with a p value of 0.000. The p value of 0.000 is less than 0.05 ($p<0.05$) implying that the coefficient of laissez faire

management style is statistically significant at 5 percent significance level. The study findings imply that laissez faire management style highly affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda and a unit improvement in laissez faire management style would lead to 1.892 increase in employee job satisfaction. Here, the stated third null hypothesis was rejected while the third alternative hypothesis was accepted and concluded that laissez faire management style affect employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda. The findings encourage Esco (U) Ltd management to endeavour employing laissez faire management style at work for example through giving freedom to senior staff to work on their own because it increases employee job satisfaction which is what every company owner desires.

The regression linear equation; $Y=a+BX$

Y is the dependent variable (employee job satisfaction) and x is the independent variable (Laissez faire management style)

The regression linear equation becomes: $Y=13.423+1.892X$

This implies that when Laissez faire management style is zero (0), employee job satisfaction is 13.423.

($\beta=0.671$, Sig=0.000).

Table 4.8: The Multiple Regression analysis between the Constructs of management styles and employee job satisfaction to test the significant effects of the constructs of management styles on employee job satisfaction

Variables regressed	Adjusted r^2	F-value	Sig.	Interpretation	Decision on H_0
Employee job satisfaction VS Management styles	2.057	-36.604	.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig		
(Constant)		6.112	.048		
Autocratic management style	.052	11.793	.000	Significant effect	Rejected
Democratic management style	.198	10.379	.000	Significant effect	Rejected
Laissez faire management style	.220	8.595	.000	Significant effect	Rejected

Source: Primary Data, (2016)

Regression analysis results in table 4.8 above revealed that management styles accounted for 205.7% increase on employee job satisfaction in Esco (U) Ltd Bundibugyo and this was

indicated by adjusted r squared of 2.057 leading to a conclusion that management styles significantly affect employee job satisfaction in Esco (U) Ltd Bundibugyo. The coefficients table further indicated that among all the aspects of management styles, laissez faire management style accounted for the biggest influence on employee job satisfaction ($\beta=0.220$, Sig=0.000).

The value of Beta (0.220) mean that 1 unit increase in laissez faire management style will lead to 22.0 percentage increase in employee job satisfaction. The level of significance is 0.000, the third null hypothesis was rejected while the third alternative hypothesis was accepted and concluded that there was statistical significance effects of laissez faire management style on employee job satisfaction at 5 percent level of significance.

This was followed by democratic management style ($\beta=0.198$, Sig=0.000). The value of Beta (0.198), mean that 1 unit increase in democratic management style will lead to 19.8 unit increase in employee job satisfaction. The level of significance is 0.000, the second null hypothesis was rejected while the second alternative hypothesis was accepted and concluded that there is statistical significance effects of democratic management style on employee job satisfaction at 5 percent level of significance.

Whereas autocratic management style accounted for the least influence on employee job satisfaction ($\beta=0.052$, Sig=0.000). The value of Beta (0.052) mean that 1 unit increase in autocratic management style will lead to only 5.2 unit increase in employee job satisfaction. The level of significance is 0.000, the first null hypothesis was rejected while the first alternative hypothesis was accepted and concluded that there is statistical significance effects of autocratic management style on employee job satisfaction at 5 percent level of significance.

CHAPTER FIVE

DISCUSSIONS OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Discussion of the findings

The findings of the study were discussed objective by objective as per the topic under investigation.

5.1.1 The effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

To achieve this objective, the researcher tested the first null hypothesis and to test this null hypothesis, the researcher used simple regression analysis as indicated in table 4.5 above. Data analysis and interpretation revealed the following findings on this objective. Based on the analysis of chapter four, from Table 4.5 the findings indicated that 1 unit increase in autocratic management style will lead to 61.6 unit increase in employee job satisfaction. The level of significance is 0.000, the first null hypothesis was rejected while the first alternative hypothesis was accepted and concluded that there is statistical effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo at 5 percent level of significance.

The above findings are in agreement with Bass, (2001), who stated favorable attitudes towards supervision helped to achieve employee job satisfaction. This means that when employee supervision is wisely done, it will help employees attain job satisfaction at work.

5.1.2 The effects of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

To achieve this objective, the researcher tested the second null hypothesis and to test this null hypothesis, the researcher used simple linear regression analysis as indicated in table 4.6 above. Data analysis and interpretation revealed the following findings on this objective. Based on the analysis of chapter four, from Table 4.6 the findings indicated that 1 unit increase in autocratic management style will lead to 205.7 unit increase in employee job satisfaction. The level of significance is 0.000, the second null hypothesis was rejected while the second alternative hypothesis was accepted and concluded that there is statistical effects of democratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo at

5 percent level of significance.

The above findings are in agreement with Bass, (2001), who stated favorable attitudes towards supervision helped to achieve employee job satisfaction. This means that when employee supervision is wisely done, it will help employees attain job satisfaction at work.

5.1.3 The effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

To achieve this objective, the researcher tested the third null hypothesis and to test this null hypothesis, the researcher used simple linear regression analysis as indicated in table 4.7 above. Data analysis and interpretation revealed the following findings on this objective. Based on the analysis of chapter four, from Table 4.7 the findings indicated that 1 unit increase in laissez faire management style will lead to 189.2 unit increase in employee job satisfaction. The level of significance is 0.000, the third null hypothesis was rejected while the third alternative hypothesis was accepted and concluded that there is statistical effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo at 5 percent level of significance.

5.2 Conclusions

With respect to the effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo, it was concluded that there is a significance effects of autocratic management style on employee job satisfaction in Esco (U) Ltd Bundibugyo.

It can as well be concluded that, democratic management style significantly affect employee job satisfaction in Esco (U) Ltd Bundibugyo.

It can also be concluded that, there is a significance effect of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo.

5.3 Recommendation

5.3.1 Recommendation on the effects of autocratic management style on employee job satisfaction

The researcher recommends to the management of Esco to always give direction employees who are still new in the company to help them perform their tasks well and this will help them attain high satisfaction with their jobs. This means that wise employment of autocratic style will directly have an impact on the employees of the company in terms of their job satisfaction.

5.3.2 Recommendations on the effects of democratic management style on employee job satisfaction

The researcher recommends to the Esco (U) Ltd management to always provide means of attaining high employee job satisfaction. This will be done through democratic style of management such as having free and fair means of communication in place that can make employees attain high job satisfaction. The researcher still recommends to the management to always consult staff and use their views and efforts in the activities of the company to motivate them and make their jobs satisfying. This can be done by doing job rotation, job enlargement and autonomous work groups; to provide job security to staff so as to make employees love the company for improved loyalty. This can be done by providing staff with a guarantee or assurance that they are permanent on their jobs; to always respect the staff of the company and to always solicit the views of staff members and use such views in the decision making process of the company.

5.3.3 Recommendations on the effects of laissez faire management style on employee job satisfaction in Esco (U) Ltd Bundibugyo

Management of Esco (U) Ltd should employ management styles wisely so as to have improved job satisfaction from employees. This means that for seniors, laissez faire management style can work well since they know how tasks are done.

5.4 Contribution to the knowledge

The findings of this study will contribute to the knowledge in that;

It will fill the conceptual or content gap in the previous researchers' literature. This will be true because the researcher conceptualized employee job satisfaction into manageable

elements which the previous researcher did not seriously put into consideration. This study conceptualized employee job satisfaction into three manageable elements as good attendance, improved performance and employee commitment, (Schermerhorn, Hunt & Osborn, 1991).

The study will also contribute to the knowledge through filling a theoretical gap that was identified in the previous researcher's work. This will be true because the researcher used two good theories that well explain the effects of management styles on employee job satisfaction. These theories are behavioral leadership theory, (Prasad, 2001) and human relations theory, (Prasad, 2002).

The research will also contribute to the knowledge in that it has found out that management styles (autocratic, democratic and laissez faire) have effects on employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda. This has helped the company to always employ the management styles wisely to attain employee job satisfaction, (Bass, 1990).

It will help managers to identify the key management styles and understand that the management style becomes the best style when it is applied depending on the situation.

It will enlighten managers of other companies on the elements of the management styles and how to apply these styles to improve their employees' job satisfaction.

It will enlighten the other members of Esco (U) Ltd Bundibugyo such as employees and other support staff on the elements of job satisfaction and how to attain such elements as good attendance, improved performance and employee commitment.

5.5 Areas for further research

Prospective researchers and even students are encouraged to research on the following areas; An analysis of the influence of management styles on employee performance in Esco (U) Ltd Bundibugyo western Uganda.

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APPENDICES

APPENDIX 1 A

**TRANSMITTAL LETTER FROM CHDR
OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)
COLLEGE OF HIGHER DEGREE AND RESEARCH (CHDR)**



KAMPALA
INTERNATIONAL UNIVERSITY

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PO BOX20000, Kampala, Uganda
Mob: +256 – 0772-188-321
Website: <http://www.kiu.ac.ug>

**OFFICE OF THE HOD DEPARTMENT OF BUSINESS & MANAGEMENT
COLLEGE OF ECONOMICS AND MANAGEMENT**

Wednesday 08 June, 2016

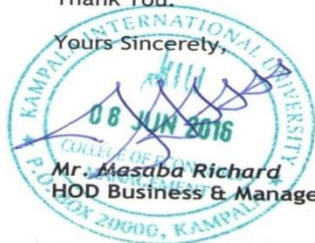
RE: AGABA JULIUS.REG.NO:MBA/19256/151/DU

This is to certify that the above mentioned person is a bonafide student of the Kampala International University, in the College of Economics and management, pursuing a Masters of Business Administration in 2nd year.

He is a hardworking and cooperative student. Any assistance offered to him will be highly appreciated.

Thank You.

Yours Sincerely,



Mr. Masaba Richard
HOD Business & Management

APPENDIX 1B
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am an MBA candidate of Kampala International University. Part of the requirements for the award is a thesis. My study is entitled, **Management styles and Employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda**. Within this context, may I request you to participate in this study by answering the questionnaires? Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thanks you so much in advance

Yours sincerely

Agaba Julius

From Kampala international university

Kampala, Uganda

**APPENDIX II
QUESTIONNAIRE**

SECTION A

Demographic characteristics of the respondents in Esco (U) Ltd Bundibugyo western Uganda.

Please tick the appropriate box

- 1. Gender:** Male Female

- 2. Age:** 18 -25 26-35 36-45 46-55 56+

- 3. Education Level:**
Primary Secondary Vocational Diploma Bachelor's degree Master's degree Other,
specify_____

- 4. Years of experience (in organization):** 1 2-3 4-5 6-8 9-10 11+

- 5. Job position in the organization**
 Field officer/Store keeper **Casual laborer**

SECTION B

Questionnaires to determine the extent of management styles in Esco (U) Ltd Bundibugyo western Uganda

Direction: On the space provided before each option, indicate your best choice by using the rating system below:

Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly disagree	(1)	you disagree with no doubt at all

	Indicators	1	2	3	4
	Democratic management style				
1	The manager consults me before decision is made				
2.	I have my own voice in decision making process				
3.	Our bosses encourage us to express our ideas and make suggestions				
4.	Our superiors encourage and enhance our cooperation with top management.				
5	Our managers listen carefully and provide empowerment				
6.	Our leaders motivate us beyond regular expectations				
	Laissez faire management style				
7	Our managers inspire us with vision and mission of the company				
8.	I am aware of the mission and vision of the company				
9.	I am aware of what to do and how to do it				
10	Our leaders make jobs satisfying and enjoying since they give us freedom				
	Autocratic management style				
11	The manager minimizes my input in decision making				
12	Leadership in the company is based on threats and punishment				
13	Leaders in the company retain the decision making authority				
14	The little views got from us are not considered in decision making				
15	Managers just inform us of what has already been decided				

SECTION C

Questionnaire to determine the level of employee job satisfaction in Esco (U) Ltd Bundibugyo western Uganda

Direction: On the space provided before each option, indicate your best choice by using the rating system below:

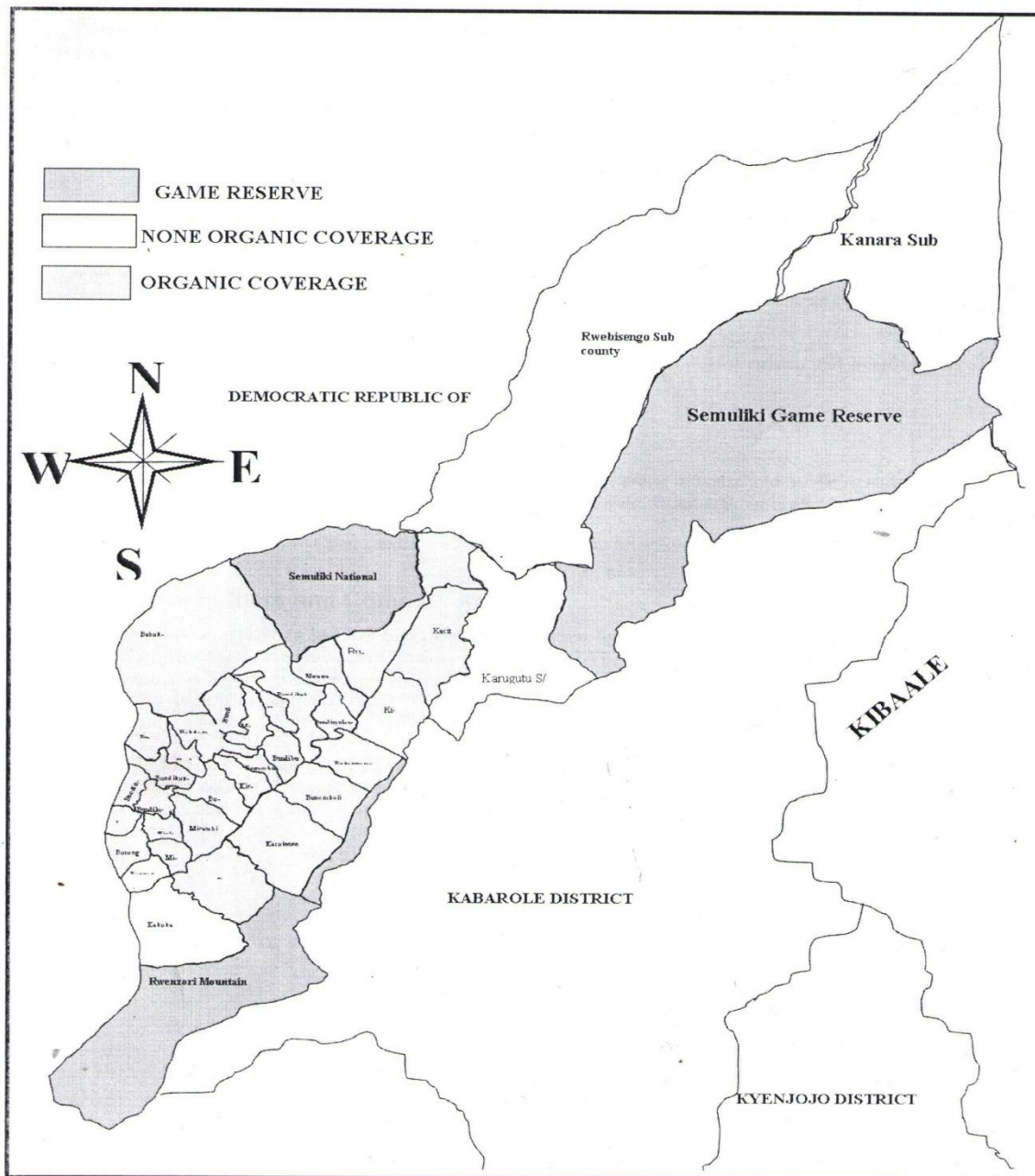
Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly disagree	(1)	You disagree with no doubt at all

Indicators	1	2	3	4
Good attendance				
1. Employees in the company keep the appointment or fixed time of work				
2. Punctual employees finish their duties in the normal and expected time				
3. Frequent absence from the work may be an indicator of poor morals of employees				
4. Employees tend to come on time at work				
5. Managers communicate the absenteeism and attendance rules to employees and improve job satisfaction				
Good performance				
6. Being aware of company mission and vision motivate me to improve my job satisfaction and good performance				
7. Lack of clear expectation and standards reduces my input and efforts and reduces my performance at work				
8. Employees in the company concentrate on what they are supposed to do, to reach the required standard.				
9. Performance of employees at work in Esco (U) Ltd has been improving				
10. There is a clear performance procedure in Esco (U) Ltd Bundibugyo				
Employee commitment at work				
11. Employees are committed to their work in Esco (U) Ltd Bundibugyo				
12. Employees in the company have security for their jobs				
13. Employees are willing to work beyond the required time				
14. Employees usually work without tight supervision				
15. Employees ask for permission to be absent for work				

THANKS SO MUCH FOR YOUR CO-OPERATION

APPENDIX III
MAP OF THE STUDY AREA

MAP OF BUNDIBUGYO DISTRICT SHOWING
THE ORGANIC/UTZ COVERAGE



*Designed by ESCO Uganda Limited Bundibugyo 2010
Updated 2011*