

**MANAGEMENT STYLES AND JOB SATISFACTION IN MUKONO
MUNICIPALITY-UGANDA**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
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REQUIREMENT FOR THE AWARD OF THE DEGREE OF
BACHELOR OF SOCIAL WORK AND SOCIAL
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INTERNATIONAL
UNIVERSITY**

SEPTEMBER, 2014

DECLARATION A

"This report is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

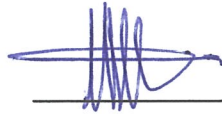
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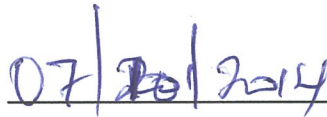
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"I confirm that the work reported in this report was carried out by the candidate under my/our supervision".



Name and Signature of Supervisor



Date

APPROVAL SHEET

This report Entitled” **Management styles and Job Satisfaction in Mukono Municipality**” has been prepared and submitted by TAIBU SALMAH in partial fulfillment of the requirement for award of Bachelor’s Degree in social work and social administration has been examined and approved by the Panel on Oral examination with a grade of.....

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Name and Sign of Supervisor



DEDICATION

This piece of work is dedicated to my mum and dad for their financial support and encouraging words that made the success of this research.

May God bless them.

ACKNOWLEDGEMENT

I wish to acknowledge God the Almighty for His protection that made me keep alive to participate in this research study.

I need also to appreciate the efforts rendered to me by my committed supervisor through his advisory support I was able to take a step in the completion of this work.

I further extend my recognition to my children whom i starved in terms of good care parental love and support during the sacrificial moments of my study. I thank them for their understanding of the situation I was experiencing during my study.

To you all, I thank you so much.

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ABSTRACT

The research determined the relationship between Management styles and Job Satisfaction in Mukono Municipality. The research achieved the following objectives, to establishing the level of management styles' application, job satisfaction, to establish whether there is a significant relationship between management styles application and Job Satisfaction in Mukono municipality. Questionnaires were used for reaching respondents who were randomly selected to be part of the study and the data collected was organized and analyzed to generate information which came up from the research.

The study recommends that there is need for proper planning, organizing and controlling of the systems of management styles so as to enhance the real leadership and management procedures, there is need for the government to increase performance of monitoring all the civil servants and public servants as well in local government so as to solve the problems that develop unsatisfactory tendencies, more control of the operation of the management styles should be fostered in Division Councils in order to carry out thorough monitoring and evaluation of the council activities, easy coordination of the activities in Division Councils is a requirement since it brings harmony in the operation of all the activities. This is affirmed through the use of viable and constructive management style, the management styles possible need to be fostered by certain degree of authority meaning that the subordinates should be aware of the prevailing situation in case they feel bad, the level of satisfaction should not only be manifested in the working for the purpose but also other areas including conceptualization of facts during council sessions, improving the management systems, development of contentment and other facts.

Change of philosophies, thinking, and arguments is necessary since management is not one way traffic but multidimensional in state. This develops council decisions and Good communication commands are necessary to advance the council sessions that determine job satisfaction and development of contentment by the councilors and other people is necessary but this is done through mutual understandings on a number of issues discussed and even motivational element to be fostered.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

1.1.1 Historical Background

There is no doubt that management is the engine of development in any organization. It is also an important factor for the progress, welfare and independence of nations (Zaccaro, 2001). The development however, was dependent on group work in every organization. In management and organizational behavior, organizational leadership alongside programming, organization and control was considered as one of the necessary duties of the director globally (Robins, 1995).

Armstrong, (2003) comments on democratic advocacy and citizen participation in India that demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community. Practices that contribute to this core content areas are: Democratic Advocacy: Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations). Citizen Participation: Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance (Gomez-Mejia, et al, 2008).

According to Allagheband (1999), Scientists and Researchers proposed different perspectives on the best ways or styles of leadership and guidance, the aim of all of which had increased the productivity of the sovereign organization. Employees,

an inseparable part of any organization, had different perceptions, opinions, and even diverse needs (Bahrolulum, 1999). Their satisfaction of the directorship's type of operation, physical working circumstances, etc., led to job-satisfaction among employees. No doubt, satisfaction of employees increased productivity and led to their augmented participation in the trend of performing their assignments (Bazargan, 1997). Therefore leaders exercised a range of management styles and deployed them as appropriate as possible to let the employees be motivated on their job.

In Uganda, it was observed that, successful management styles involved building teams, networks of relationships, and developing and motivating others at work in various types of jobs including, education, administration (Councils), trade and commerce, religious affiliations and other relevant organizations (Chen, 2004). There was a greater emphasis on participative management styles and people management skills (Juruga, 2012). Management theorists repeatedly found evidence to support the advantages of management styles such as participative management; Theory Y versus Theory X; Theory Z; Total Quality Management (TQM) (William, 1981); Management by Walking Around; Management by Objectives; and employee empowerment (McGregor, 1960).

A manager's style in mukono municipality was determined by the situation, the needs and personalities of the employees, and by the organizational culture (Mescon, 2002). Organizational restructuring and the accompanying cultural change caused mukono municipality management styles to become out of fashion. There had been a move away from an authoritarian style of management in which control was a key concept, to one that favoured teamwork and empowerment (Miller, 2004). Managerial styles that focused on managers as technical experts who directed, coordinated and controlled the work of others had been replaced by those that focused on managers as coaches, counselors, facilitators, and team leaders (Cherrington, 1994).

1.1.2 Theoretical Background

The study was guided by Classical management theory of Henri fayol, (1841). The theory postulated that the following; division of work, authority, discipline, unity of command, unity of direction, Subordination of individual interests to the general interest, Remuneration, Centralization, Scalar chain, order, equity, stability of tenure of personnel, and initiative as well as Esprit de corps brought together the management and job satisfaction together.

The theoretical frame work adopted for this study was derived Classical management theory which emerged as a guide towards the harmonization of the leadership and management strategies to harness the essence of job satisfaction attributes. Its origin stemmed from the three components including: Emphasis on structure, Prescriptive about 'what is good for the firm', and Practical manager. Its founder (Henri,1841) was concerned with the reduction of the span of attention or the effort for any one person or group in attempt to develop practice and familiarity; the right to give an order that should not be considered without reference to responsibility; outward marks of respect in accordance with formal or informal agreements between firm and its employees; one man supervisor; one head and one plan for a group of activities with the same objective; and the interest one individual group should not prevail over the general good (Ross, 1960).

There was also a system theory that cuts across all the four paradigms of management thoughts, for every organization that produced output was a system of some sort (Adair, 1988). This study was modeled on the postulates systems theory because Division Councils like other organizations were always in constant exchange with larger societies. The selection of this theory based on the fact that management takes place within a structured organizational setting with prescribed roles. It was directed towards the achievement of aims and objectives through influencing the efforts of others.

1.1.3 Conceptual Background

Variable 1 was management styles that referred to the trick or method of putting to action the ventures of controlling, manipulating, organizing, and leading, staffing and supervising a society, group, organization or an institution towards achieving a common goal (Brick, 2012). The management styles adopted by Mukono municipality management was a mixed kind of both *laizzez-faire* and autocratic, dictatorial management. On the *laizzez-faire* style, the employees some times had had time to perform their duties without any interference from management and this also increased their motivation and job satisfaction. However, it was not always free will but also strict and had rules and procedures were sometimes put in place to see that employees work in line with the prescribed rules and procedures including saving punishments put in place by management.

Job satisfaction was defined as a unidimensional subjective construct representing an overall emotional feelings individuals had about their job as a whole reflecting the degree of pleasure or happiness their job in general induces (Moorman, 1993). Heiks, (1990) defined job satisfaction as being a more objective and logical evaluation of various facets of a job including, cognitive tendencies that was unidimensional if it comprised evaluation of just one aspect of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job was simultaneously evaluated.

The definition of job satisfaction was adopted from moorman (1993) and Heiks, (1990). Job satisfaction was described as the well motivational traits that one inherits by the way he was treated by his superior in an organization where he works. In this study, job satisfaction was characterized by contentment on job, the extent of pleasurable emotional feelings, one-dimensional subjective constructs, degree of pleasure on job and motivational element.

1.1.4 Contextual Background

The study concentrated on the relationship between the management styles used by Mukono Municipality operationalised as laissez-faire and autocratic or dictatorial styles of management and employee job satisfaction characterized by contentment on job, the extent of pleasurable emotional feelings, one-dimensional subjective constructs, degree of pleasure on job and motivational element. The study focused on local government employees working with in Mukono Municipality alone and only those at work by the time this research was conducted.

1.2 Statement of the Problem

Job satisfaction among the employees in Mukono Municipality local government has been questionable for quite long and many employees have been seen leaving their work looking for new jobs elsewhere. This agreed with (Mulholland, 2010) who contended that despite the allowances given to councilors as part of their remuneration, still no job satisfaction had been realized. This scenario has been worsened by the management styles such as autocratic style of leadership that does not allow employees to participate freely with their bosses and open to them about their feel for job satisfaction, no open communications and clear job descriptions. This situation has led to a decrease in the performance of the employees since there is nothing to motivate them. Therefore it was upon this statement that the study was conducted to find out the relationship between management styles used in Mukono and the employees job satisfaction.

1.4 Purpose of the Study

The purpose of this study was to find out the relationship between management styles and the employees job satisfaction in Mukono Municipality.

1.5 Objectives of the Study

- i. To establish the relationship between the management styles and job satisfaction in the Division Councils of Mukono Municipality
- ii. To determine the level of job satisfaction in councils of Mukono Municipality
- iii. To establish whether there is a significant relationship between level of management styles application and level of Job Satisfaction in Division Councils of Mukono Municipality

1.6 Research Questions

- i. What is the relationship between the management styles' and job satisfaction in the Division Councils of Mukono Municipality?
- ii. How do you determine the level of job satisfaction in Division councils of Mukono Municipality?
- iii. What is the relationship between management styles' application and job satisfaction in Division Councils in Mukono Municipality?

1.7 Hyporeport

There is a significant relationship between level of management styles' application and level of job satisfaction in Division Councils in Mukono Municipality

There is no significant relationship between level of management styles' application and level of job satisfaction in Division Councils in Mukono Municipality

1.8 Scope of the Study

The scope of the study was based the following geographical, time, content and theoretical.

1.8.1 Geographical Scope

Mukono District bordered by Kayunga District to the North, Buikwe District to the East, the Republic of Tanzania to the South, Kalangala District to the Southwest, Wakiso District and Kira Town to the West and Luweero District to the Northwest. Mukono, the main municipal, administrative and commercial center of the district, was located approximately 27 kilometres (17 mi), by road, East of KaBDSla, the capital of Uganda and the largest city in that country. The coordinates of the district are: 00 20N, 32 45E. Mukono district being located in the central part of Uganda and on the main road (KaBDSla-Jinja Road) is strategic in nature in terms of enhancement of the management and administrative ventures. This is because in any case, the employees easily get helped because of easy accessibility of relevant officers.

1.8.2 Time Scope

The study covered a range of period December 2012-July, 2014 the time when active research was harnessed. All this unveiled management styles and job satisfaction in local council of Mukono District.

1.8.3 Content Scope

The study was set to investigate the relationship between the management styles and job satisfaction in the Division Councils of Mukono Municipality.

1.8.4 Theoretical Scope

The study was guided by both Classical management theory of Henri, (1841) and the Decision Making theory put up by (.....). The Classical management theory postulates that the following; division of work, authority, discipline, unity of command, unity of direction, Subordination of individual interests to the general interest, Remuneration, Centralization, Scalar chain, order, equity, stability of tenure of personnel, and initiative as well as Esprit de corps bring together the management and job satisfaction together if well fostered. The Decision making

theory stipulates that management has the roles of making important decisions in regard to employee welfare and remuneration services and motivational issues that will increase their satisfaction.

1.9 Significance of the Study

The study shall help the Ministry of local government to understand the systems of leadership that should be formulated in the local government policies to govern the local areas in the councils not only in Mukono but also countrywide. This will benefit the officials in same Ministry to easily monitor the work performed by the Division Councils in the country.

The District planners also will benefit from the study findings portrayed in this study to prioritize what to do in any given budget framework after having understood the gravity of the decisions made by the entire council that is practicing good managerial skills to develop the area. This will therefore contribute to planners' vigour to work diligently and with efficiency.

The Division Councils generally and those under Mukono District Local Government in particular, will ensure active participation in what they do including full attendance in council meetings or sessions, passing constructive decisions and discussing issues as per the priority not generally. This will develop their understanding and thus, developing their leadership career for further opportunities.

The researcher will also benefit from this study when she gets the information about the performance of the Division Councils in the country. This will be a base for her to think of may be joining politics to serve the people in future of otherwise.

1.10 Operational Definition of Key Terms

Management was the act of organizing, controlling, supporting, staffing, manipulating, directing and leading others towards the achievement of set targets and objectives of a given organization, group, society, or institution.

Management style is the trick or method of putting to action the ventures of controlling, manipulating, organizing, and leading, staffing and supervising a society, group, organization or an institution towards achieving a common goal.

Job was used to describe any activity that an individual is given to do that in return gives him a commission or payment to solve his personal and family needs.

Satisfaction was the positive feeling that one develops intrinsically when at the work-place or doing anything either for himself or others basing on the good treatment he is subjected to.

Job satisfaction described the well motivational traits that one inherits by the way he is treated by his superior in an organization where he works.

Government was known as a group of people who exercise laws governing the country involving the leaders and the subordinates.

Motivation was any inducement-based atmosphere that one is given when on job, in form of pay increment, weekly allowances, good reinforcement remarks and other attributes related to those.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two covered management styles and satisfaction in the first instance with a look at different researchers and scholars' views in relation to the researcher's opinion. Other related studies were added basing on the individual objectives of the study.

2.1 International Context of Management

In Saudi-Arabia, improvement of organizations was one of the much expanded processes in which factors such as management style and job satisfaction were of the utmost importance (Aslankhani, 1996). This was related to the opinion by the holy Quran in that, leadership and Imamate or management and guidance were described as growth, and in the last degree power of leadership was considered as equal to growth; that is when an individual intended to administer others, i.e. when the issue of growth was used to the meaning of administering other people, we considered it as equivalent to management and leadership (Motahari, 1993).

Talking of organizations' and institutions' productivity, without paying attention to optimized use of employees' aptitudes, producing motivation, directing them toward the goals of the institution, and providing a background for appearance of creativity and innovation in them were inappropriate claims (Allagheband, 1996). With regard to augmentation of requirements in education and other institutions like the local councils as well as instruction and decrease of resources, in order to prevent a fall in quality of this organ with a definitive role in the future of Iran, education authorities strongly believed that improvement of management and performance of educational directors was one of the principals and definitive factors of success in improvement and even reform of the education and

instruction system of the country, since efficient and informed educational managers could, employing their inherent capabilities, specialized knowledge and professional experience, achieve the educational and instructional objectives through expanding fewer resources and with better, more effective and more efficient quality (Allagheband, 1993).

Yukl (2006) points out that along with substantial growth in population, racial diversity, and size, the new Nelspruit faced several significant changes. These included the elections of new legislative personnel and of the (largely ceremonial) mayor, vastly expanded service responsibilities for Nelspruit in the former black townships, and an enlarged personnel system which included personnel from both the former white and black local government units.

According to Allagheband (1999), Scientists and Researchers proposed different perspectives on the best ways or styles of leadership and guidance, the aim of all of which had increased the productivity of the sovereign organization. Employees, an inseparable part of any organization, had different perceptions, opinions, and even diverse needs (Bahrolulum, 1999). Their satisfaction of the directorship's type of operation, physical working circumstances, etc., led to job-satisfaction among employees. No doubt, satisfaction of employees increased productivity and led to their augmented participation in the trend of performing their assignments (Bazargan, 1997).

Any organization without a leader was merely a scattered collection of individuals and organs. Leadership was the process of motivating and helping others to work happily in order to achieve the objectives (Buckley, 2004). Therefore, the human factor unified the groups and individuals, and motivated them to achieve the goals. Then, leadership in Africa as a whole was considered as one of the most profound present problems of management. And then in all organizations, it was quite clear that their continuing existence depended on the existence of human

beings, and so if there was penetration into the minds of these incognito beings and succeed in making them synthetic to us, there was the achievement of group and organizational objectives. There was need to find out the presentation of concepts and subjects relevant to leadership and study of the trend of management and leadership theories, without forgetting the subject of job satisfaction and its relevant theories (Rode, 2004).

In Nigeria, management styles were characteristic ways of making decisions and relating to subordinates to motivate them for their satisfaction career. Management styles were categorized into two main contrasting styles, autocratic and permissive (William, 1981). Management styles were also divided in the main categories of autocratic, paternalistic, and democratic. This idea was further developed by (Tannenbaum and Warren, 1973), who argued that the style of leadership was dependent on the prevailed circumstance. Therefore leaders exercised a range of management styles and deployed them as appropriate as possible to let the employees be motivated on their job.

A manager's style was determined by the situation, the needs and personalities of his or her employees, and by the culture of the organization (Mescon, 2002). Organizational restructuring and the accompanying cultural change caused management styles to come in and go out of fashion. There had been a move away from an authoritarian style of management in which control was a key concept, to one that favoured teamwork and empowerment (Miller, 2004). Managerial styles that focused on managers as technical experts who directed, coordinated and controlled the work of others had been replaced by those that focused on managers as coaches, counselors, facilitators, and team leaders (Cherrington, 1994).

2.2 National Context of Management

In Uganda, it was observed that, successful management styles involved building teams, networks of relationships, and developing and motivating others at work in various types of jobs including, education, administration (Councils), trade and commerce, religious affiliations and other relevant organizations (Chen,2004). There was a greater emphasis on participative management styles and people management skills (Juruga, 2012). Management theorists repeatedly found evidence to support the advantages of management styles such as participative management; Theory Y versus Theory X; Theory Z; Total Quality Management (TQM) (William,1981); Management by Walking Around; Management by Objectives; and employee empowerment (McGregor,1960).

Management in all business and organizational activities was the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively (Juruga, 2010). Management comprised planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal (Berry ,2007). This was what was required of the councilors in their levels of administration to properly serve the people.

Employee empowerment led to the development of self-managed work teams. This management style delegated the authority to make decisions such as how to spend money, whom to hire, and what projects to undertake. Self-managed work teams generally composed of 10 to 15 people and required minimal supervision (Robbins, 2004). Xerox, General Motors, PepsiCo, Hewlett-Packard, and M&M/Mars were just a few organizations that implemented self-managed work teams. According to Stephen P. Robbins, one in every five coBDSnies used self-managed work teams.

2.3 Theoretical Review

The study was guided by Classical management theory of Henri, (1841). The theory postulates that the following; division of work, authority, discipline, unity of command, unity of direction, Subordination of individual interests to the general interest, Remuneration, Centralization, Scalar chain, order, equity, stability of tenure of personnel, and initiative as well as Esprit de corps bring together the management and job satisfaction together if well fostered.

The theoretical frame work adopted for this study was derived Classical management theory which emerged as a guide towards the harmonization of the leadership and management strategies to harness the essence of job satisfaction attributes. Its origin stems from the three components including: Emphasis on structure, Prescriptive about 'what is good for the firm', and Practical manager. Its founder (Henri,1841) was concerned with the reduction of the span of attention or the effort for any one person or group in attempt to develop practice and familiarity; the right to give an order that should not be considered without reference to responsibility; outward marks of respect in accordance with formal or informal agreements between firm and its employees; one man supervisor; one head and one plan for a group of activities with the same objective; and the interest one individual group should not prevail over the general good (Ross, 1960).

Theory Z by (William, 1981) was also adopted that assumes the best management style involving employees at all levels of the organization. Specific characteristics included in Theory Z are long-term employment, less specialized career paths, informal control, group decision making, and concern for the individual rises above work-related issues. This theory satisfies both lower order and higher order needs.

With theory Z by William, the Division Councils refrain from a few terms highlighted for example, there is no long term employment but predominantly, the rest of the terms pronounced are viable in Division Councils and are still followed. This is an implication to mean the fact that the theory prevails and is therefore suitable for the management styles and job satisfaction as clearly spelt out.

Looking out for employees' well being satisfies the lower-level needs. Incorporating group processes in decision making satisfy middle-level needs and encouraging employees to take responsibility for their work and decisions satisfy higher-level needs (Hollman, 2000). Many firms increase productivity by placing more emphasis on group decision-making and teams. Firms are also showing more concern for family-related issues like childcare, flexible work schedules, and telecommuting.

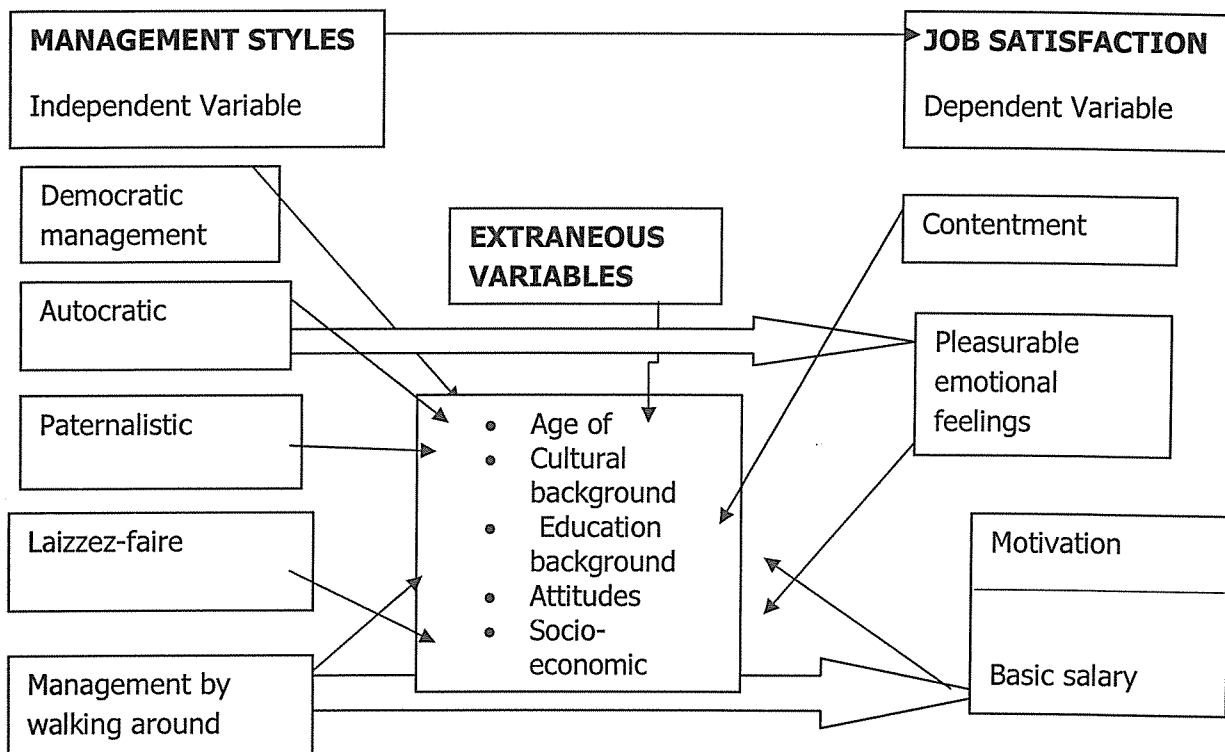
The needs of the local council members are genuinely spelt out basing on the issues indicated above. When the councilors are allowed to have collective decision making, job satisfaction is realized. For that reason therefore, management and job satisfaction are intertwined.

2.4 Conceptual Framework

Management styles and job satisfaction are the plausible variables in this text. They offer the meaning and the interpretation of this chapter by being broken down to reveal other variables from them. Management styles are defined as; democratic, autocratic, paternalistic, management by walking around, laissez-faire and dictatorial. These make the independent variables. The dependent variable (job satisfaction) is defined as contentment, pleasurable emotional feelings, motivational element, and reasonable basic salary. These two groups of variables can be influenced by the intervening variables including; the age of the respondents, respondents' cultural background, the attitude of the respondents,

education and socio-economic status respectively. The whole expression is as indicated in the framework below:

Fig 1: Conceptual Framework



2.3 Related Studies

2.3.1 Level of Management Styles' Application

Because one individual has complete control over an operation, there is less of a need for layers of management or bureaucracy. This makes for a more efficient operation as fewer people are involved in the decision-making process (Armstrong, 2003). The manager quickly identifies areas of inefficiency or malfunction before they turn into major problems. For example, if too much money is being allocated for the marketing aspect of a project, the manager spots this quickly, so a less expensive marketing technique can be implemented.

Councilors in their Division Councils have gotten the responsibility of controlling their decisions especially those to do with putting the priorities on programme ablaze. In the systems change where there is need for quick reaction towards an issue that is detrimental to development, bureaucracy is less considered. This calls for the straightforward and quickly intervening into the matter to rectify the situation. On this note, there is need for an outrageous manager to unveil the direction that enables the entire house to have their minds open for constructive decision-making.

Management positions require a certain degree of authority and therefore, managers find themselves in leadership positions. However, not all leaders are managers and not all managers are leaders. Managers who possess good leadership skills influence and motivate employees to achieve organizational goals (Christella, 2005).

This means that, it is noteworthy to mention that certain leadership styles lend themselves to effective management styles as well. Some managers rely greatly on the decisions made by their colleagues in the council meetings. They even reach to an extent of failing to pass judgment over critical issues for the good of their area. Thus, leaders are not necessarily managers and vice versa.

Management in all businesses and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively (Ehsani, et al, 2002). Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal (Berry ,2007). Management requires resourcing that encompasses the deployment and manipulation of human resources, financial resources, technological resources and natural resources (Richard, 2003).

This is thus interpreted that, the councils' management levels need to be manipulated by a strong person that effects the major roles of the management position that include; controlling, organizing and the rest. This is because; the Division Councils sit for their sessions basing on the objectives and goals they intend to achieve with even resourcing for the development of their area. In case no achievement is realized then, the gist of council sitting is done in vain.

The improvements in the management systems of different councils pave way for the increased performance in all sectors of government at local and national level. As conditions improve, managers move most of their deliberations from regional to national venues where they find seriousness and better pay especially in political positions (Yong, 2000).

This is an indicator that new national politics that focus on the performance of different individuals at local levels spearhead their programme to stand on different posts to realize high levels of leadership and management. This symbolizes that whoever has been a division councilor becomes a member of parliament whose exercise in the managerial levels increases.

There is need to have organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management is often included as a factor of production and also a system along with machines, materials and money (Gomez-Mejia, et al, 2008).

Since organizations are viewed as systems, management is defined as human action, including design, to facilitate the production of useful outcomes from a system. With the state of Division Councils at any level, there is much of human action than anything. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others most especially in the councils where they converge for discussions that aid decision making. In Division Councils

countrywide, management as a factor of production should tap the talents of all councilors especially those who give light to the council that spots the developmental aspect, bound to the objective and the ultimate decision making process as well. Managers have the power and responsibility to coordinate and sieve the decisions from the council that lead to one compressed idea that harnesses a positive change.

While management is an optable good component, its levels vary according the type under which it is being practiced (Chen, 2004). Considering autocratic management as a form of management where one leader/manager typically has complete control over a work area or project. In a small business environment, the owner implements this form of management style when the operation is relatively small and he has a limited number of employees (Chris, 2012).

Basing on the highlighted notion above, there are at times when it is not necessary when the councilors in the local council meetings tend to divert from the planned venture. It is then the duty of the speaker to autocratically decide the way forward that brings back the discussion to normal programme. So, it should not be overwhelmingly discouraged as bad management style that should not be adopted.

Armstrong, (2003) contends that managers select a management style that is best suited for them, their department, their subordinates, and finally the organization they work for. The situations managers encounter requires varying management styles depending on a specific assignment, the employees being managed, or the manager's personality. Management style ultimately determines the performance outcome of employees and a coBDSny's growth depends on the management styles of its executives (Locke, 1986).

Therefore, in order to determine the most appropriate management style, it is necessary to first review previous results produced as a result of a particular management approach especially in Division Councils where there have been

progression chairpersons and different speakers. If such a style of management does not consider open and free participation of the councilors and other possible liberty by everyone in the house, then it should not be adopted.

George, (2006) points out the most popular management styles as; Autocratic or Authoritarian, Paternalistic, Democratic, Laissez-faire, management by Coaching and Development, Management by Competitive Edge, Management by Consensus , Management by Decision Models, Management by Exception , Management by Information Systems, Management by Matrices, Management by Organizational Development, Management by Performance, Management by Styles, Management by Walking Around, Management by Work Simplification, Management by Intercourse.

This implies that for the Division Councils' successful deliberations in their meetings, there is need to select the best for the good of their ventures. However, the selection is checked first to see if the advantages of it outweigh the disadvantages. This is for the avoidance of all the problems that arise.

2.3.2 Level of Job satisfaction in Division Councils

One of the biggest preludes to the study of job satisfaction is the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that Nobel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed (Krishnan and Singh, 2010). This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management has a significant impact on the study of job satisfaction (Taylor, 1911). Taylor, in his book, *Principles of Scientific Management*, argues that there is a single best way to perform any given work task. This contributes to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increases productivity because workers are forced to work at a faster pace (Corbit, 1973). However, workers become exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

Therefore regarding this notion, job satisfaction is realized in the Division Councils if there is free-will of participation that calls for ample time to think about what to say during the sitting session. This scientific management only works in factories and industries where even there is an extra allowance added to the normal wage given to every worker but not in the Division Councils.

Job satisfaction is how contented an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction (Spector, 1997). Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs are enhanced.

While job satisfaction is a promising component in the goodness of the job, the citation above forgets only one domain that is psychomotor that deals with settling someone's mind while at job. If this is properly instilled in the individual councilors, then their work becomes easy and even the speakers who chair council meetings find it friendly to convene such meetings.

Range of Affect Theory by Edwin (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work, for the degree of autonomy in a position moderates how satisfied/dissatisfied one becomes when expectations are/aren't met.

This implies that as in Division Councils when a councilor values a particular facet of passing a decision, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if councilor A values autonomy of free participation in the council and councilor B is indifferent about the same, then councilor A is more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to councilor B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

The Dispositional Theory by Bowling, (2005) is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

In Division Councils, this normally is common in councilors whose term of office goes beyond one. They feel as if they are at home. However, this is dangerous as such councilors tend to misbehave during the council sessions by getting even minor mistakes from the young speakers who lead the councils and also the new

entrants in the position of the councilors. Thus, putting off the zeal and satisfaction of the councilors in question is not inevitable.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by (Timothy and Durham 1997) argue that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction (Huseman, et al, 1987).

Having an internal locus of control (believing one has control over his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction. This is exemplified in the councilors as they are given reports by the locals about anything bad or good that takes place in his area. He automatically thinks that he is the only one that has control over every issue in the area and for that reason he feels satisfied due to his job.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life—physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model serves as a good basis from which early researchers develop job satisfaction theories. In this case job satisfaction can be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction is understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Solomon and Corbit, 1974).

This implies that despite the needs an individual has, there is need to specify the actual needs that are beneficial to him especially those that affect the council's development. Councilors being human beings have many needs of which many of them are individualistic. These needs are bad as they retard the progress of the items under discussion. So, job satisfaction is never be realized if needs accumulate on the daily basis.

Hackman and Oldham, (1976) proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics iBDSct on job outcomes, including job satisfaction. The model states;

“that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which iBDSct three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics are combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM”.

Councilors much as they sit on different committees need to be multi-dimensional in terms of skills, understanding different sources of information. Councilors are well informed people who have the past, present and future happenings. He therefore needs to be focused. This theory therefore brings job satisfaction in case the mentioned qualities are harnessed by every councilor.

Krayer and Westbrook (1986) maintain that one of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job. Demands are

characterized as a communication load, which refers to “the rate and complexity of communication inputs an individual processes in a particular time frame. Individuals in an organization experience communication over-load and communication under-load which affects their level of job satisfaction. Communication overload occurs when “an individual receives too many messages in a short period of time which result in unprocessed information or when an individual faces more complex messages that are more difficult to process.” Due to this process, “given an individual’s style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which is positively or negatively related to job satisfaction (Farace and Russell, 1977). In coBDSrison, communication under load is occurring when messages or inputs are sent below the individual’s ability to process them.” According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

Good communication is an important tool to adopt whether someone is in his home or anywhere including in the council meetings, gatherings and in any place where there is a group of people for a common cause. When it comes to councilors, when communication is effective lets the good flow of views that cheer the debate and the clear resolution of aspects. This is the need for every councilor that lets him become satisfied on his job. Thus the theory is justified.

2.3.3 Management Styles and Job Satisfaction

The related literature under this subheading has been disregarded since there is the corrosion between the independent variables (Management styles) and dependent ones (Job satisfaction) that have been talked of above which are harnessed in the subsequent chapter.

CHAPTER THREE

METHODOLOGY

3.0 Research Design

The researcher under this arena used descriptive design that was in conjunction with quantitative approach. This design was used because the topic of study required extensive analysis and also needed to highlight the relationships that existed between different phenomena. It is only through descriptive design where an investigation about the current status and the nature of the phenomenon “Management styles and Job satisfaction” in this case, was best revealed and some other strategies that enhanced good deliberations. Descriptive studies being non-experimental, research about the characteristics of a particular individual, or of a group dealing with the relationship between variables, testing of hyporeport and development of generalizations and use of theories that had universal validity. Data collection employed the use of questionnaires, interview guides. Close-ended questions were designed for the selected groups of respondents.

3.1 Study Population

The study covered all five (5) administrative units (Wards) of Ggulu, Nsuube, Namumira, Ntawo and Mukono Municipality this made a total of 5 (five) mayors. Other groups in the target population included; twenty eight (28) elected councilors from the named wards all together, technical staff of the municipality including; eight (8) members of staff of management department, 5 (five) members of staff from treasury, 3 (three) members of staff from public health department, and 2 (two) members of staff from engineering department, totaling to 56.

3.2 Sample Size

The sample size of the study was determined according Krejcie and Morgan's table of sample determination. Under this, a target population was of 50 respondents but it was zeroed down to a sample size of 44 respondents respectively as stated by Krejcie and Morgan

Using the formula above, the following sample will be got as in Table 1.

Table 1: Study Respondents

| S.No | Respondent | Targeted | Sample size |
|------|---------------------|-----------|-------------|
| 1 | Mayor | 5 | 4 |
| 2 | Councilors | 28 | 28 |
| 3 | Management Dept | 7 | 4 |
| 4 | Treasury | 5 | 3 |
| 5 | Public Health dept. | 3 | 3 |
| 6 | Engineering dept. | 2 | 2 |
| | Total | 50 | 44 |

3.4 Sampling Procedure

The study used both Purposive and random sampling techniques. Purposive Sampling was used to obtain the information from the Mayor and the chairpersons of the wards as well as councilor. The reasons behind this method were that; these selected respondents were out of the study as they were the ultimate officers to allow the researcher to carry out research project. Also, they occupied their positions as the researcher did not have the substitutes for their positions. The researcher also applied Simple Random Sampling. This method was subjected to local government technical staff that includes; management department, treasury, public health department, and department of engineering. The technique was used

because it relieved the issue of bias in selection of the respondents and was easy to handle.

3.5 Instruments for Data Collection

The research instruments that were used for data collection were questionnaires and interview guides.

3.5.1 Questionnaires

Questionnaires were given to the mayor, Local council chairpersons and the councilor. The questionnaires were popular because the respondents filled them at their own convenience and are appropriate for large samples. The questionnaires were designed in accordance with the objectives of the study. All questions were close-ended (See Appendix II). According to Amin (2005), questionnaires were popular with researchers because information was obtained fairly, easily and the responses were easily coded. However, the major weaknesses of questionnaires were that they did not provide detailed information to the problem and this is why they were substantiated by interviews.

3.5.2 Interview Guide

The researcher also conducted interviews with technical staff of management, treasury, public health department, and engineering department. Interviews were preferred because of their provision of the in-depth information about a particular research issue or question. Interviews were used because it was easy to fully understand someone's impressions or experiences, or learn more about their answers to questionnaires.

3.6 Validity of the Instruments

Validity was the accuracy and meaningfulness of inferences, which were based on the research results (Mugenda, 1999). Validity of instruments were ascertained by first of all discussing the questionnaire and interview schedule drafts with the supervisor. The content validity of the instrument was found worthy executing for

the pilot run and thus the study. After constructing the questionnaire the researcher contacted the supervisor and three other experts in order to get expertise judgment on the validity. According to Gay (1996) construct validity of an instrument was based on expert advice. The following formula was used to test validity index

$$CVI = \frac{\text{Number of items regarded relevant by judges}}{\text{Total number of items}}$$

For the results of the figures indicated 0.95, meaning that the instruments were valid for use (See Appendix V).

3.7 Reliability of the Instruments

According to Mugenda (1999), reliability was a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The reliability of instruments was established basing on the preliminary results derived from the pilot study. The study instruments were set for the pilot run. Results realized were discussed with the supervisor and the content reliability of the instrument was accepted.

The reliability of the questionnaire was established using CRONBACH Alpha Coefficient

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum \sigma^2 k}{\sigma^2} \right)$$

Where;

α = Reliability, Alpha Coefficient (CRONBACH) was 0.502

K = Number of items in the instrument

$\sum \sigma^2 k$ = Variance of individual items

σ^2 = Variance of the total instrument

\sum = Summation

3.8 Data Gathering Procedures

Before the administration of the questionnaires, an introduction letter was obtained from the College of Social Sciences for the researcher to solicit approval to conduct the study from respective mayor of Mukono Municipality; when approved, the researcher secured a list of the qualified respondents from the Mayor and select through systematic random sampling from this list to arrive at the minimum sample size. The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix 3).

During the administration of the questionnaires, the respondents were requested to answer completely and were not allowed to leave any part of the questionnaires unanswered. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked to find out if all were answered.

After the administration of the questionnaires, the data gathered was correlated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.9 Data Processing

Data processing involved checking all questionnaires and removal of those which were not answered. All answers which lacked clarity were not included in the analysis. Data was coded and prepared ready for analysis in SPSS computer programme by the help of a statistician.

3.10 Data analysis

The frequency and percentage distribution were used to determine the demographic characteristics of the respondents. The mean and standard deviation were used to determine the level of management styles and level of job

satisfaction. All item strategies were established in terms of mean and rank. The following mean ranges were used to arrive at the mean of individual indications.

| Mean range | Response mode | Interpretation |
|-------------------|----------------------|-----------------------|
| 3.26-4.00 | Strongly agree | Very satisfactory |
| 2.51-3.25 | Agree | Satisfactory |
| 1.76-2.50 | Disagree | Fair satisfactory |
| 1.00-1.75 | Strongly disagree | Unsatisfactory |

The relationship between management styles and job satisfaction were evaluated using Pearson's correlation coefficient using Statistical Package for Social Scientists (SPSS). According to Amin (2005), the correlation coefficient always takes a value between -1 and 1, with 1 or -1 indicating perfect correlation (all points were laid along a straight line in this case). A positive correlation indicated a positive association between the variables (increasing values in one variable correspond to increasing values in the other variable), while a negative correlation indicated a negative association between the variables (increasing values in one variable correspond to decreasing values in the other variable). A relationship value close to 0 indicated no association between the variables.

Since the method for calculating the correlation coefficient standardizes the variables, changes in scale or units of measurement did not affect its value. For this reason, the correlation coefficient was more useful than a graphical depiction in determining the strength of the association between two variables.

3.11 Ethical Consideration

All the data collected by the researcher from the respondents were kept confidential and were only used for academic. Further an introductory letter was obtained from the dean, school of post graduate studies faculty of business

administration which was shown to each approached respondents requesting for their co-operation.

3.12 Limitations of the Study

The extraneous variables: Those that were likely to trigger the success of the project including, the respondents' unethical by closing offices before closure time, dishonesty of the respondents and hiding the necessary information. The researcher curbed them down by meeting the respondents before the filling in exercise begins.

Attrition: Attrition was also called data mortality involves failure to return some questionnaires from the respondents and also returning unanswered questions. The researcher therefore was careful with extra questionnaires that she used in case of data mortality.

The researcher was treated with suspicion by some respondents by imagining her as a spy leading to some respondents declining to cooperate in an attempt to safeguard their jobs, position and interests. However, the above limitations were overcome by;

- The researcher made it clear to the respondents that the research was purely academic, that research was mandatory to do in order to qualify in her studies.
- The researcher also explained how the research was authorized by the University Registrar's office so as to clear any cause of suspicion.

Closed offices: The researcher found problems like closed office during certain working hours with excuses of attending meetings, public holydays, falling sick and unforeseen calamities, hence absence of respondents. However, the researcher clearly scheduled the programs by making appointments with respective respondents.

Limited funds: a research of this nature required a lot of resources in terms of stationary, transport fares, feeding, accommodation costs, time, telephone, internet fee, typing costs/secretarial assistance, printing, binding, and

photocopying costs and many other miscellaneous expenses this requires a firm financial stand. The researcher used part of her salary to conduct the research successfully.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

Chapter four presents the presentation, analysis and interpretation of data that was collected from the field. Using frequency counts and SPSS Software, the information basing on the following key issues in this study was realized. These issues were the driving forces of the study that included though not limited to the following; socio-demography of respondents in terms of age, gender, work experience, culture, education and economic background, the level of management styles' application in Division Councils, the level of job satisfaction in councils of Mukono District Local Government. The whole episode was pronounced in practical terms as here below:

Socio-Demographic Characteristics of Respondents

The study had the demographic characteristics of the respondents that were observed and presented in the table of frequencies. These included the gender, age, marital status, educational level, and experience in service among the many as indicated in Table 2.

Table 2: Socio-Demographic Characteristics of Respondents (N=45)

| Gender | Frequency | Percentage (%) |
|---------------------------|------------------|-----------------------|
| Male | 30 | 66.7 |
| Female | 15 | 33.3 |
| Total | 45 | 100 |
| Age of Respondents | | |
| 20-39 | 27 | 60 |
| 40-59 | 15 | 33.3 |
| 60 years+ | 03 | 6.7 |

| | | |
|--------------------------|-----------|------------|
| Total | 45 | 100 |
| Educational Level | | |
| Certificate | 08 | 17.8 |
| Diploma | 12 | 26.7 |
| Bachelor's Degree | 15 | 33.3 |
| Post graduate | 01 | 2.2 |
| Others | 09 | 20 |
| Total | 45 | 100 |
| Marital Status | | |
| Married | 20 | 44.4 |
| Not married | 15 | 33.3 |
| Widowed | 04 | 9 |
| Single Parent | 06 | 13.3 |
| Total | 45 | 100 |
| Experience | | |
| 0-2 years | 20 | 44.4 |
| 3-10 years | 10 | 22.2 |
| Above 10 years | 15 | 33.3 |
| Total | 45 | 100 |

Source: *Primary Data*

From Table 2, the study in terms of gender had 30 males with 66.7%. 15 females were also involved in the study with 33.3%. This made 45 respondents with 100%.

The age of respondents, those between the age-brackets of 20-39 years were 27 respondents with 60%, 40-59 years had 15 respondents with 33.3%, and finally

those with 60 years and above were 3 with 6.7%. All together were 45 respondents with 100%.

On the education level, it was manifested as follows: the respondents with certificates were 8 with 17.7%, Diploma were 12 with 26.7% while those with Bachelor's Degree were 15 with 33.3% and those not in the mentioned categories were 9 with 20%. The total number of respondents was 45 with 100%.

Respondents' marital status, those who were married were 20 with 44.4%, those not married were 15 with 33.3%, widowed were 4 with 9% and the single parents were 6 with 13.3%. All together were 45 respondents with 100%.

The respondents' experience was arranged as follows: those with the range between 0-2 years were 20 with 44.4%. The respondents with 3-10 years were 10 with 22.2%. Finally those above 10 years were 15 in number with 33.3%. The males exceeded in the exercise by 50% compared to the females. Therefore, there were more male participants than the females in the study. The respondents with the age bracket of 20-39 years dominated the study while the least were those with above 60 years of age. Therefore it can be deduced that, the early adulthood respondents were the major participants in the study.

Bachelor's Degree holders were many compared to other qualifications' holders while those with certificate qualification were the least in the study respondents. The conclusion was that the study employed more graduates compared to others. The married respondents exceeded the rest in the study exercise while the least were the widowed. This therefore was concluded that, it was the married respondents whose participation appeared frequently in the study.

The experience was analyzed in such a way that those between 0-2 years of age, were majorly in the exercise while those between 3-10 years of age were the less participants of the study. This can be deduced that, there were many participants with less experience than those with the average one in the study.

Using the Table Guide, the subsequent Tables arranged according to objectives used it to analyze the pieces of information that was required for the study at hand. This Table Guide revealed different levels of ratings ranging from 4.00 to 1.00 as here below.

| Mean range | Response mode | Interpretation |
|------------|-------------------|-------------------|
| 3.26-4.00 | Strongly agree | Very satisfactory |
| 2.51-3.25 | Agree | Satisfactory |
| 1.76-2.50 | Disagree | Fair satisfactory |
| 1.00-1.75 | Strongly disagree | Unsatisfactory |

Level of Application of Management Styles

The first objective of the study was to determine the extent of Management Styles in Mukono Municipality. This study was broken into 5 questions and were rated using the scale ranging from 1-4 (1-strongly disagree, 2- Disagree, 3-Agree 4-Strongly agree). Respondent's responses were analyzed and described using means and standard deviations as shown in table 4 below.

Table 3: Determination of Level of Application of Management Styles (N=45)

| No. | Items | Mean | Standard Deviation | Rank | Interpretation |
|-----|---|------|--------------------|------|----------------|
| 1 | The Municipality has proper planning, organizing and controlling systems of | 3.49 | .695 | 1 | Satisfactory |

| | | | | | |
|---|---|-------------|-------|---|---------------------|
| | management | | | | |
| 2 | There is an improvement in the Performance of employees in the Municipality | 2.87 | .894 | 3 | Satisfactory |
| 3 | There is easy coordination of Municipal activities | 2.69 | .973 | 5 | Satisfactory |
| 4 | There is a need for certain Degree of Authority | 2.44 | .967 | 8 | Fair Satisfactory |
| 5 | There is control over an operation | 2.33 | 1.243 | 9 | Fair Satisfactory |
| | Mean average | 2.76 | | | Satisfactory |

Source: *Primary Data*

From Table 4, the first in rank was proper planning, controlling and organizing the management systems had the mean score of 3.49 with the standard deviation of .695 interpreted as satisfactory meaning that it was average in being accepted.

In the second position was increased performance in government that gave the mean score of 2.87 with the standard deviation of .894 interpreted as satisfactory.

The third position was occupied by easy coordination of activities which had the mean score of 2.69 and the standard deviation of .973 interpreted as satisfactory.

The fourth in rank was the issue to do with need for certain degree of authority that obtained a score in terms of mean as 2.44 and the standard deviation of .967 interpreted as fair satisfactory that literally reveals disagreement with the indicator by the respondents not to be used.

The fifth ranked viewpoint was control over an operation that had the mean of 2.33 and the standard deviation of .243 interpreted as fair satisfactory which shows disagreement to use the indicator by the respondents.

Conclusion

The average mean score obtained reflected 2.76 interpreted as “Satisfactory.” This means that the extent of proper management styles was moderate.

Level of Job Satisfaction

The second objective of the study was to determine the level of job satisfaction in Mukono Municipality. The level of job satisfaction was measured using 7 quantitative questions and respondents were requested to state the extent to which they agree or disagree with the statement by making the best explanation of their perception. All items on the level of job satisfaction were rated using 4 scales ranging from 1-4 (1-Strongly disagree, 2- Disagree, 3-Agree, 4-strongly agree) as in the Table guide stipulated before Table 3 above. Respondent’s responses were analyzed and described using means and standard deviations as shown in table 4.

Table 4: Level of Job Satisfaction (n=45)

| No | Item | Mean | Standard Deviation | Rank | Interpretation |
|----|--|-------------|--------------------|------|---------------------|
| 1 | Most employees Work for purpose but not pay | 3.20 | .944 | 1 | Satisfactory |
| 2 | There is a change of philosophies, thinking and argument in the municipality | 3.02 | .917 | 2 | Satisfactory |
| 3 | There is development of affective and cognitive domains of job satisfaction | 2.93 | 1.095 | 3 | Satisfactory |
| 4 | Job satisfaction is the management of communication demands | 2.87 | 1.198 | 4 | Satisfactory |
| 5 | There is development of contentment | 2.36 | .743 | 5 | Fair Satisfactory |
| 6 | There is satisfying 5 key needs | 2.18 | 1.211 | 7 | Fair Satisfactory |
| 7 | Satisfaction is determined by discrepancy between what one wants and what one has on a job | 2.07 | 1.116 | 8 | Fair Satisfactory |
| | Mean Average | 2.66 | | | Satisfactory |

Source: *Primary Data*

According to Table 4, working for purpose but not pay was the first in rank with 3.20 as mean and the standard deviation of .944 interpreted as satisfactory meaning agreeing upon the indicator as the parameter of measurement for the level of job satisfaction.

The second ranked indicator was changes in philosophies, thinking and arguments that obtained the mean of 3.02 with the standard .917 interpreted as satisfactory indicating a bond that brings on board the indicator of job satisfaction.

Number three was the indicator to do with development of affective and cognitive domains of job satisfaction. This obtained to get 2.93 as the mean score with the standard deviation of 1.095 interpreted as satisfactory meaning that the respondents agreed on it to act as an indicator to determine job satisfaction.

The fourth in rank was the issue to do with job satisfaction being the management of communication demands. It had the mean of 2.87 with the standard deviation of 1.198 interpreted as satisfactory as it shot to the mindset of respondents with agreement.

Development of contentment was viewed as the fifth indicator to determine the level of job satisfaction. It obtained the mean score of 2.31 with the standard deviation of 1.145 interpreted as fair satisfactory. In actual sense it was not supposed to be used by the respondents because it pronounces disagreement.

The sixth ranked point was that people seek to satisfy the 5 key needs including physiological, safety, social, self-actualization and self-esteem needs. This indicator unveiled by the mean score of 2.18 with the standard deviation of 1.211 interpreted as fair satisfactory.

Satisfaction being determined by discrepancy between what one wants in a job and what has in a job was the seventh in the ranks' order with the mean of 2.07 and the standard deviation of 1.116 interpreted as fair satisfactory.

Conclusion

The deduction for this determination therefore was that, the respondents looked at working for the purpose not pay as the supreme indicator to determine the level of job satisfaction. The average mean score of all the scores in the level of job satisfaction was 2.66 interpreted as satisfactory meaning that it was moderate.

Relationship between Level of Application of Management Styles and Level of Job Satisfaction

The third objective was to determine whether there is a significant relationship between level of application of management styles and job satisfaction in Mukono Municipality. Two hyporeport were used both the null and alternative hypothesizes. To test the both hypothesizes, and to get an overall picture of the relationship, the researcher combined all the means and computed them in table 5 and 6 above and two mean indices were correlated using Pearson's Linear Correlation Coefficient (PLCC) as shown in table 6 below.

Table 5: Relationship between Level of Management Styles and Job Satisfaction (Level of significance=0.05)

| Variable correlated | Computed r-value | p-value | Interpretation of Correlation | Decision on H ₀ |
|---|------------------|---------|-------------------------------|----------------------------|
| Application of Management Styles and Job Satisfaction | 0.344 | 0.000 | Positive and significant | Reject |

Source: *Primary Data*

Using the Pearson Linear Correlation Coefficient at 0.05 level of significance, Table 6 shows that the relationship between the level of the application of management style and level of job satisfaction are significant since the computed P-value is less than 0.05. The null hyporeport is rejected; therefore there is a significant relationship between the level of the application of management styles and level of job satisfaction in Mukono Municipality.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents discussion, conclusion, and recommendations. All this was dependent on the study objectives as here below.

5.1 Discussion

5.1.1 Determining the Level of Application of Management Styles

Determination of the level of application of job satisfaction was the first objective of the study. Discussion of its findings went as follows:

Proper planning, organizing and controlling of systems of management were the leading variable in the determination of the extent of management styles. This was discussed in a way that the councils' management levels needed to be manipulated by a strong person that affected the major roles of the management position that included; controlling, organizing and the rest. This was because; the Division Councils sat for their sessions basing on the objectives and goals they achieved with even resourcing for the development of their area. In case no achievement was realized then, the gist of council sitting was done in vain. Muyanja Ssenyonga the mayor of Mukono Municipality argued that the municipality employees can only be satisfied with there work when both the politicians and the technocrats agree to work together for the common good of Mukono Municipality (2012, Nov; New vision)

This was assimilated to the fact that management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal (Berry ,2007). Management required resourcing that encoBDSses the deployment and

manipulation of human resources, financial resources, technological resources and natural resources (Richard, 2003).

Increased performance in government was the second in rank. The rankings in this set of determination for management styles' application indicated a number of issues surrounding the operation of activities done in government where there was an indication of increase in the performance level. This was an indicator that new national politics that focus on the performance of different individuals at local levels spearhead their programme to stand on different posts to realize high levels of leadership and management. This symbolized that whoever had been a division councilor became a member of parliament whose exercise in the managerial levels increased.

This agreed with this statement that; the improvements in the management systems of different councils pave way for the increased performance in all sectors of government at local and national level. As conditions improve, managers move most of their deliberations from regional to national venues where they find seriousness and better pay especially in political positions (Yong, 2000).

Easy coordination of activities was the third ranked variable due to the facts talked about that since organizations were viewed as systems, management was defined as human action, including design, to facilitate the production of useful outcomes from a system. With the state of Division Councils at any level, there was much of human action than anything. This view opened the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others most especially in the councils where they converged for discussions that aided decision making. In Division Councils countrywide, management as a factor of production tapped the talents of all councilors especially those who gave light to the council that spots the developmental aspect, bound to the objective and the ultimate decision

making process as well. Managers had the power and responsibility to coordinate and sieve the decisions from the council that led to one compressed idea that harnessed a positive change.

The same comment was assimilated to this one that; there was need to have organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management was often included as a factor of production and also a system along with machines, materials and money (Gomez-Mejia, et al, 2008).

The fourth in rank was the issue to do with need for certain degree of authority. According to the scores of this sort meant that, it was noteworthy to mention that certain leadership styles lent themselves to effective management styles as well. Some managers relied greatly on the decisions made by their colleagues in the council meetings. They even reached to an extent of failing to pass judgment over critical issues for the good of their area. Thus, leaders were not necessarily managers and vice versa. This was corroborated to the statement uttered out that; management positions required a certain degree of authority and therefore, managers found themselves in leadership positions. However, not all leaders are managers and not all managers are leaders. Managers who possessed good leadership skills influenced and motivated employees to achieve organizational goals (Christella, 2005).

The fifth ranked viewpoint was control over an operation. This was because the respondents observed that they had a say on the operation of systems within the flow of activities. Councilors in their Division Councils had gotten the responsibility of controlling their decisions especially those to do with putting the priorities on programme ablaze. In the systems change where there was need for quick reaction towards an issue that was detrimental to development, bureaucracy was less considered. This called for the straightforward and quickly intervening into the matter to rectify the situation. On this note, there was need for an

outrageous manager to unveil the direction that enables the entire house to have their minds open for constructive decision-making. This was put right by the statement pronounced that; because one individual had complete control over an operation, there was less of a need for layers of management or bureaucracy. This made for a more efficient operation as fewer people were involved in the decision-making process (Armstrong, 2003).

5.1.2 Determining the Level of Job Satisfaction

Determining the level of job satisfaction was the second objective. Working for purpose but not pay was the first in rank. The level of job satisfaction was assimilated to working for a purpose not pay which was not vice-versa. This shaped the level of working conditions aiming at achieving a common goal.

This was in coincidence with the views that; one of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that Nobel changes in work conditions temporarily increased productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed (Krishnan and Singh, 2010). This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

The second ranked indicator was changes in philosophies, thinking and arguments. The arguments about the change in philosophies was discussed fully by the concerned respondents who came up with the position that, job satisfaction was realized in the Division Councils if there was free-will of participation that called for ample time to think about what to say during the sitting session. This scientific management only worked in factories and industries where even there

was an extra allowance added to the normal wage given to every worker but not in the Division Councils.

This was best explained by the fact related to this comment that; scientific has a significant impact on the study of job satisfaction (Taylor, 1911). Taylor, in his book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace (Corbit, 1973). However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

In addition there was the indicator to do with development of affective and cognitive domains of job satisfaction. The respondents revealed that the level of job satisfaction was in support by the use of cognitive and affective domains that guided them to have the revelation of job satisfaction. This was best explained by the views that; while job satisfaction is a promising component in the goodness of the job, the citation above forgot only one domain that is psychomotor that deals with settling someone's mind while at job. If this was properly instilled in the individual councilors, then their work became easy and even the speakers who chaired council meetings found it friendly to convene such meetings.

These issues were in line with the statement that job satisfaction was how contented an individual was with his or her job. Scholars and human resource professionals generally made a distinction between affective job satisfaction and cognitive job satisfaction (Spector, 1997). Affective job satisfaction was the extent of pleasurable emotional feelings individuals had about their jobs overall, and was different to cognitive job satisfaction which was the extent of

individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs are enhanced.

Furthermore the issue to do with job satisfaction being the management of communication demands was considered. From the meeting with respondents of different categories, it was found out that good communication was an important tool to adopt whether someone was in his home or anywhere including in the council meetings, gatherings and in any place where there was a group of people for a common cause. When it came to councilors, when communication was effective let the good flow of views that cheered the debate and the clear resolution of aspects. This is the need for every councilor that let him become satisfied on his job.

This agreed with Krayner and Westbrook (1986) who maintain that one of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job. Demands are characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual processes in a particular time frame. Individuals in an organization experience communication over-load and communication under-load which affects their level of job satisfaction. Communication overload occurs when "an individual receives too many messages in a short period of time which result in unprocessed information or when an individual faces more complex messages that are more difficult to process." Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which is positively or negatively related to job satisfaction (Farace and Russell, 1977).

Development of contentment was viewed as the fifth indicator to determine the level of job satisfaction. The arguments from the respondents proposed that with contentment, there was an inducement or motivational element. If the councilors for example were motivated, it was automatic that they were contented on their job. However, one did not say he was motivated if at all he was on a grumbling stomach without an appeasing income. While job satisfaction was a promising component in the goodness of the job, the citation below forgot only one domain that was psychomotor that dealt with settling someone's mind while at job. If this was properly instilled in the individual councilors, then their work became easy and even the speakers who chaired council meetings found it friendly to convene such meetings. The citation about commitment best explains the matter:

Job satisfaction is how contented an individual is with his or her job. Scholars and human resource professionals generally make a distinction between affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is the extent of pleasurable emotional feelings individuals have about their jobs overall, and is different to cognitive job satisfaction which is the extent of individuals' satisfaction with particular facets of their jobs, such as pay, pension arrangements, working hours, and numerous other aspects of their jobs are enhanced (Spector, 1997).

The sixth ranked point was that people seek to satisfy the 5 key needs including physiological, safety, social, self-actualization and self-esteem needs. The discussions indicated that the needs an individual specified the actual needs that were beneficial to him especially those that affected the council's development. Councilors being human beings had many needs of which many of them were individualistic. These needs were bad as they retarded the progress of the items under discussion. So, job satisfaction was never realized if needs accumulated on the daily basis. This coincided with the following comment that; some argued that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for

job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life—physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model serves as a good basis from which early researchers develop job satisfaction theories. In this case job satisfaction was seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction was understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Solomon and Corbit, 1974).

Satisfaction being determined by discrepancy between what one wants in a job and what has in a job was the seventh in the ranks' order. The scores obtained exactly tallied with the views pronounced by most of the respondents and the research as that as in Division Councils when a councilor valued a particular facet of passing a decision, his satisfaction was more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who did not value that facet. To illustrate, if councilor A valued autonomy of free participation in the council and councilor B was indifferent about the same, then councilor A was more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to councilor B. This theory also stated that too much of a particular facet produced stronger feelings of dissatisfaction the more a worker valued that facet.

The same opinion was echoed about by Range of Affect Theory by Edwin (1976) was arguably the most famous job satisfaction model. The main premise of this theory was that satisfaction was determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory stated that how much one valued a given facet of work, for the degree of autonomy in a position

moderated how satisfied/dissatisfied one became when expectations were/were not met.

5.1.3 The Relationship level of application of management styles and job satisfaction

The third objective of the study was set to establish whether there was a significant relationship between level application of management styles and level of job satisfaction in Mukono Municipality for which it was hypothesized before that there is no significant relationship between the level of application of management styles and job satisfaction. Basing on the findings, the null hyporeport rejected leading to a conclusion that application of management styles was of a positive and a significant influence to job satisfaction in Mukono Municipality. The justification of this is revealed by the level of significant value that is less than 0.05 for example ($r=0.344$, $sig=0.000$). The same results were supported by the linear regression results which also indicate that the application of the management styles influence job satisfaction in Mukono Municipality.

5.2 Conclusion

The null hyporeport was rejected and the alternative was accepted. The study validated the “theory Z” by William (1981), that gives the best management style involving employees at all levels of the organization. Specific characteristics included in Theory Z are long-term employment, less specialized career paths, informal control, group decision making, and concern for the individual rises above work-related issues.

The study had more males than females. More graduates coBDSred to other categories were the major participants in the study. The married respondents exceeded the rest. Management by organizational development was the best in the forms of management styles. The level of the application of management styles

had the major indicator “able to meet assignment” as the best. The respondents looked at working for the purpose not pay as the supreme indicator to determine the level of job satisfaction.

On the side of the relationship between the level of the application of the management styles and job satisfaction, it was concluded that the extent of management styles and that of job satisfaction are synonymous and mutually exclusive since they reveal a significant relationship by value obtained.

5.3 Recommendations

Basing on the findings, the researcher made the following recommendations:

The municipality should improve on its planning, organizing and controlling of the systems of management styles so that it enhances the real leadership and management procedures that will improve job satisfaction.

The government should increase the checks and balances through monitoring and evaluation exercises on the performance of all civil and public servants as well as well as the politicians in local government so as to solve the problems that develop unsatisfactory tendencies.

More control of the operation of the management styles should be fostered in Division Councils in order to carry out thorough monitoring and evaluation of the council activities.

Easy coordination of the activities in Division Councils is a should be adopted since it brings harmony in the operation of all the activities. This is affirmed through the use of viable and constructive management style.

The management styles possible need to be fostered by certain degree of authority meaning that the subordinates should be aware of the prevailing situation in case they feel bad.

The level of satisfaction should not only be manifested in the working for the purpose but also other areas including conceptualization of facts during council sessions, improving the management systems, development of contentment and other facts.

Change of philosophies, thinking, and arguments is necessary since management is not one way traffic but multidimensional in state. This develops council decisions.

Job satisfaction should be fostered through the use of affective and cognitive domains in passing out council decisions and good communication commands should be made necessary to advance the council sessions that determine job satisfaction.

Development of contentment by the councilors and other people is necessary but this is done through mutual understandings on a number of issues discussed and even motivational element to be fostered.

5.4 Areas for Future Research

In order to enhance the operation of the Division Councils, the following areas should be tackled by further researchers:

More research should be made in areas of concern including; the relevancy of allowances to motivation building of local government officers in order to elevate the operation of the Division Councils.

The central role of the council committees to the development of the Division Councils in any part of the country.

The iBDSct of local council budgets to the household development in local areas in Uganda.

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APPENDIX I

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a Masters Degree in Public Administration candidate of KaBDSIa International University. Part of the requirements for the award is a research report. My study is entitled, "**Management styles and Job Satisfaction in Mukono Municipality** 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)

Thank you very much in advance.

Yours faithfully,

BDS/34990/113/DU

APPENDIX II

CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg.# _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

Results of Ethical Review

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members _____

APPENDIX III:

INFORMED CONSENT

I am giving my consent to be part of the research study carried out by M/s Ndagire Fatima Ssekandi that will focus on “*Management styles and Job Satisfaction in Division Councils in Mukono Municipality*”

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to be if I request for them

Initials.....

Date.....

APPENDIX IV

FACE SHEET

PART 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENT

Direction: Please provide information about yourself. Kindly tick or fill out in the blank spaces of each option:

Gender:

.....Male

.....Female

Age:

.....Early adulthood (20-39) years

.....Middle adulthood (40-59) years

.....Late adulthood (60years+)

Others, specify.....

Educational level: _____

Marital Status:

Married____Not married____Widowed____Single Parent____

position/post in the organization: _____

Experience: _____

Respondent Category:

Mayor

Councilor

Member of technical staff from;

- i. Engineering department
- ii. Public health department
- iii. Treasury

PART 2: QUESTIONNAIRE TO DETERMINE THE FORMS OF

MANAGEMENT STYLES' APPLICATION

Direction: Please tick your preferred option on the space provided before each item. Kindly use the rating guide below:

| Rating | Response mode | Description | Interpretation |
|--------|-------------------|-----------------------------------|-------------------|
| 4 | Strongly agree | You agree with no doubt at all | Very satisfactory |
| 3 | Agree | You agree with some doubt | Satisfactory |
| 2 | Disagree | You disagree with some doubt | Fair |
| 1 | Strongly disagree | You disagree with no doubt at all | Poor |

| NO | Rate the following management styles that are used in Division Councils | 1 | 2 | 3 | 4 |
|----|---|---|---|---|---|
| 1 | Democratic | | | | |
| 2 | Autocratic | | | | |
| 3 | Directive | | | | |
| 4 | Persuasive | | | | |
| 5 | Chaotic | | | | |
| 6 | Laissez-faire | | | | |
| 7 | MBWA (Management by Walking Around) | | | | |
| 8 | Paternalistic | | | | |
| 9 | pacesetting | | | | |
| 10 | Management by Style | | | | |
| 10 | Management by Coaching and Development | | | | |

PART 3: QUESTIONNAIRE TO DETERMINE LEVEL OF MANAGEMENT

STYLES' APPLICATION

Direction: Please tick your preferred option on the space provided before each item. Kindly use the rating guide below:

| Rating | Response mode | Description | Interpretation |
|--------|-------------------|-----------------------------------|-------------------|
| 4 | Strongly agree | You agree with no doubt at all | Very satisfactory |
| 3 | Agree | You agree with some doubt | Satisfactory |
| 2 | Disagree | You disagree with some doubt | Fair |
| 1 | Strongly disagree | You disagree with no doubt at all | Poor |

| What is your take on the following indicators of Level of Management Styles' Application? | | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1 | An individual has control over an operation | | | | |
| 2 | There is absolute decision making | | | | |
| 3 | There in need for certain degree of authority | | | | |
| 3 | Management opens leadership position | | | | |
| 4 | Development of team spirit | | | | |

| | | | | | |
|---|-------------------------------------|--|--|--|--|
| 5 | Increased performance in government | | | | |
| 5 | Easy coordination of activities | | | | |
| 6 | Limit in audience's participation | | | | |
| 7 | Able to meet assignments | | | | |

PART 4: QUESTIONNAIRE TO DETERMINE THE LEVEL OF JOB SATISFACTION

Direction: Please tick your preferred option on the space provided before each item. Kindly use the rating guide below:

| Rating | Response mode | Description | Interpretation |
|--------|-------------------|-----------------------------------|-------------------|
| 4 | Strongly agree | You agree with no doubt at all | Very satisfactory |
| 3 | Agree | You agree with some doubt | Satisfactory |
| 2 | Disagree | You disagree with some doubt | Fair |
| 1 | Strongly disagree | You disagree with no doubt at all | Poor |

| NO | The following pronounce indicators for job satisfaction. What is you rating on each of the following? | 1 | 2 | 3 | 4 |
|----|---|---|---|---|---|
| 1 | Development of affective and cognitive domains of job satisfaction | | | | |
| 2 | Development of Commitment | | | | |
| 3 | Skills' Development | | | | |
| 4 | Persuasive increased degree of pleasure | | | | |
| 5 | Working for purpose but not pay | | | | |
| 6 | Development of Contentment | | | | |
| 7 | Development of Constructive tendencies | | | | |
| 8 | Improved management System | | | | |
| 9 | Communication development | | | | |

| | | | | | |
|----|---|--|--|--|--|
| 10 | Development of Life Skills | | | | |
| 10 | Factual conceptualization | | | | |
| 11 | Change of philosophies, thinking, and argument | | | | |
| 11 | People seek to satisfy the 5 key needs (physiological needs, safety needs, social needs, self actualization needs and self-esteem needs) | | | | |
| 12 | Development of good relationships that may disrupt general well-being, cause of stress at work, control at work, home-work interface and working conditions | | | | |
| 13 | Satisfaction is determined by discrepancy between what one wants in a job and what one has in a job | | | | |
| 14 | The degree of autonomy in a position moderates how satisfied/dissatisfied one becomes when expectations are not met | | | | |
| 15 | Having locus of control leads to job satisfaction | | | | |
| 16 | Job satisfaction is the management of communication demands | | | | |

APPENDIX VII:

CONTENT VALIDITY INDEX

$$C=N/K$$

Where C=Content Validity Index

N= Number of Valid tested questions

K= Number of questions in the questionnaire

$$N=38$$

$$K=40$$

Thus,

$$CVI= \frac{38}{40}$$

CVI=0.95 (Content Validity Index)

APPENDIX IX:

THE TIME FRAME OF THE STUDY

| No | Activity | Action Plan Schedule as per October,2012 to Feb , 2013 | | | | |
|----|---|--|----------------------|----------------------|----------------------|----------------------|
| | | October | November | Dec | Jan | Feb |
| 1 | Writing Proposal | 1 st | 2 nd Week | 3 rd Week | 2 nd Week | 1 st Week |
| 2 | Data collection | | | | | |
| 3 | Submission of the First Draft of the Research Proposal | | | | | |
| 4 | Submission of the Final Draft of the REPORT proposal | | | | | |
| 5 | Report Writing | | | | | |
| 6 | Data Collection and interpretation | | | | | |
| 7 | Submission of the First Draft of the Report | | | | | |
| 8 | Correction and Submission of The Second Draft of The Report | | | | | |
| 9 | Submission of The Final Report | | | | | |