

**LEADERSHIP STYLES AND JOB SATISFACTION; A CASE STUDY OF  
KICHWA TEMBO TENTED CAMP, KENYA**

**BY**

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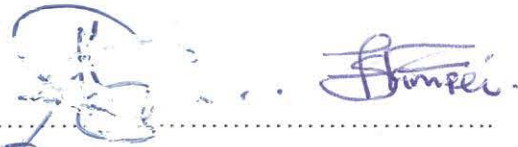
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**JUNE:2009**

## DECLARATION

I, SAMPEI HERDSON TUKENI, do hereby declare that this dissertation is my original work and has never been submitted to any university or college for any award. Where the works of others have been cited, acknowledgement has been made.

Signature.....

A handwritten signature in blue ink, appearing to read "Sampei", written over a dotted line.

Date.....

25<sup>th</sup> JUNE 20

## APPROVAL

I, certify that the dissertation entitled 'Leadership styles and job satisfaction' (case study of Kichwa Tembo Tented Camp-Kenya) submitted by the candidate was done under my supervision. His work is ready for submission for the award of Bachelors degree in Human Resource Management of Kampala International University.

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Date ..... 25<sup>th</sup> JUNE 2009

## DEDICATION

I dedicate this project to my parents; Mrs. and Mr. Ole Sampei P. Maita who have been my fountain of strength and pillars of my firm virtues and all my friends who gave me a helping hand in writing this dissertation.

## ACKNOWLEDGEMENT

I would like to acknowledge the participation, assistance and support I received wholly or partially from time to time from different people during the time I was writing this project.

To begin with, I would like to thank my project supervisor, Mr. Ddumba Yasser Arafat for his tireless, unreserved guidance and intellectual support he granted me during the time of both the proposal and the project writing.

My sincere gratitude goes to the management and employees of Kichwa Tembo Tented Camp: Trans-Mara district from where I collected data.

I would not forget to thank my guardians, Oloirien Group Ranch, and particularly the nominated councilor, Mrs. Caroline Nang'eya for the financial support in my studies.

I would also like to send my heartfelt congratulations to my family and friends for their emotional back up that saw the successful completion of this project.

May God bless you.

Thank you all.

## ABSTRACT

This research is about “Leadership Style and Job Satisfaction, taking Kichwa Tembo Tented Camp in Trans Mara District, Kenya as the study institution. It has been shown that it is evident that there are several problems of leadership towards employees’ job satisfaction due to a series of employees predictor of deviant work related behaviors such as absenteeism, late coming, labour turn over and leadership style. But leadership style has of late been observed and has taken the fore front thus the reason for this research. The general objective of this research was to determine the effect of leadership style on job satisfaction as applied by managers at Kichwa Tembo Tented Camp and thus led to the paramount drive for this study.

The methodology of this study was purposive/ judgmental sample research design where by the researcher analyzes the respondents views obtained from: both structured interviews, questionnaires and documentary reviews. All these ensured maximum credibility and validity of data collected. However, the researcher faced difficulty in approaching some of the interviewees, while some respondents failed to fill in the set questionnaires as well as difficulty in formulating mechanisms or scales for measuring the research variables.

Based on data analysis, both qualitative and quantitative methods were applied such as:- qualitative ratio scales of measurement, the ordinal scale and the ratio scale. For quantitative methods the percentages was used to provide mean values of data and summarize data.

This study has revealed that two types of leadership styles are employed in Kichwa Tembo Tented Camp: the democratic style of leadership and the autocratic style of leadership. The study has revealed that employees attitude towards leadership style is such that when the leadership style tends towards being democratic, employee satisfaction tend to be high. This study has also revealed that leadership style is related to job satisfaction in such a way that the leadership style either increases or decreases employee job satisfaction. All departmental heads need to be educated about how leadership styles influence employee results.

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## DEFINITION OF TERMS

**Leadership style** This is the behavior expressed by the leader to his/subordinates. It will either motivate or discourage on their performance.

**Job satisfaction** This implies the contentment employees or any other person achieve out of the task being performed or leadership employed at the workplace.

**Democratic/democracy** This is an aspect of leadership that grants subordinates authority to express whatever they may feel without fear of whatsoever and take part in decision- making of the organization.

**Autocracy** This implies a dictatorial leader who centralizes decision making power by himself without consulting others.

**Anarchy** This is the absence of leadership. It implies that employees are left to decide on their own whatever it takes them to accomplish some set objectives.

**Dynamic** This means the changes realized in the working business environment/ ever changing, perplexing and competitive internal and external business environment.

**Management** This implies the art of making things done through the combined

# CHAPTER ONE

## 1.0 INTRODUCTION

It has been a great problem and a challenge for the concern authorities to experience positive outcomes in performance and service delivery. The main issue is that the camp has never identified the most favorable system of leadership style that propels employees' morale as well as job satisfaction. The study was fostered to address this problem

The area (Lolgorian division) has about forty camps of such, which provides basically services to both nationals, and international tourists who frequently visit the camp during (winter), the harsh weather climatic conditions which happens across the continent of Europe. The camp has been experiencing the problem of leadership styles and unsatisfied job conditions. This made the operation/running of these camps usually a hard or tedious task for the managing directors and other senior executives involved.

### 1.1 Background to the Study

According to John Gastil (1992), leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members. Leadership occurs when one group member modifies the motivation or competencies of others in the group.

Researchers, Tannenbaum and Schmidt May/June (1973), Harvard College, illustrated leadership as a continuum with varying amounts of employee participation, ranging from purely boss-centered to subordinates-centered leadership. It also says that successful leadership depends largely on who being led and in what situation. It also supports the notion that any leadership style ranging from autocratic to laissez-faire may be successful depending on the people and the situation. While Job satisfaction represents an individual reaction.

Its relationship to morale resides in the fact that job satisfaction is influenced by one's associates or one's team mates and by the leadership.

However, job satisfaction is also influenced by the individual adjustments to the job, and thus represents a complex of satisfactions. Job satisfaction is viewed as a single attitude. Studies done evaluated the components of job satisfaction based on; the work itself, work interactions such as supervision and co working relationships; and the incentives and rewards of the job, such as pay and benefits.

According to Hackman and Oldham (1975, 1976), the nature of work itself has been a central feature of the job and satisfaction, and substantial relationships between the content of the job have been observed. Satisfaction with pay. According to studies conducted by Dyer and Theriault (1976), it was found that some people were satisfied with high wages and less satisfied with lower. The wage level has been used to predict satisfaction. Based on Gomez-Mejia and Balkin (1984), Pay and other compensatory issues were considered in a recent study of Michigan university faculty members. The data revealed that actual amount of pay was highly significant in predicting satisfaction of both unionized and non unionized samples.

Based on the classical study conducted, it defined two leadership styles on the nature of decision-making approaches: the autocratic style and the democratic style. It was analyzed that leaders who use the autocratic style by making decision on their own and announce them as a done deal. While a democratic leader actively tries to solicit the input of subordinates, often requiring consensus or a majority vote before making a final decision. This early study found that a democratic style resulted in higher subordinate satisfaction with the leader but that an autocratic approach resulted in some what higher performance. A laissez-faire style, in which a leader a voids making decisions, results in both low satisfaction and low performance.

Satisfaction with supervisor, a subordinate's satisfaction with the supervisor may depend on the supervisor's style of leadership. *Most leadership theory has concentrated on the effects of leadership on productivity rather than on job satisfaction.* However, two theories of leadership can be used to understand subordinate satisfaction with the supervisor, Yukl's

(1971) discrepancy model and House's (1971) path-goal theory both focus on the leader's function in motivating subordinates and address the impact of the leader on satisfaction.

An autocratic leader is one who centralizes decision-making power in himself without consulting others, assumes full responsibility for all actions, determines plans, policies and strategies for his department, design the work load of his subordinates to follow the orders and directions and freely uses threats of punishment and penalty towards his subordinates. While anarchy is often considered the absence of leadership. The leader gives complete freedom to his subordinates by setting objectives and employees being relatively free to do whatever it takes to accomplish those objectives, representing a hands-off (*laissez-faire*) policy likely to end in chaos. While democracy carries a favorable connotation, and we think of it as fair to people and considerate of them.

The specific definition of these terms, however, is a complex matter involving many differences of opinion over the meanings inherent in them. One may argue that democracy means majority rule, protection of minorities through a bill of rights, equality before the law, a method for choosing leaders, a method for making reforms, or some combination of these conditions.

Democratic /participative leadership is where the manager/leader decentralizes and delegate's power to his subordinates, takes the final decision only after discussing the problems with his subordinates, draws and appreciate ideas and suggestions from his subordinates, the leader determines the organizational plans, policies, strategies, programmes and he allows employees to participate in decision-making process. This style of leadership may not necessarily increase effectiveness, but it usually creates goodwill, improve morale, which affects their sincerity, integrity, involvement, dedication hence greater a mount of job satisfaction.

Kurt Lewin and his colleagues presented what has become the classic formulation of democratic leadership (Lewin Lippitt 1938; Lewin et al. 1939; White and Lippitt 1960). They distinguished democratic leadership from autocratic and *laissez-faire* styles, arguing that

democratic leaders relied upon group decision-making, active member involvement, honest praise and criticism, and a degree of comradeship.

Despite this lack of conceptual precision, Lewin, Dahl (1989) and Fishkin (1991) identified the central element of the term: democratic leadership is behavior that influences people in a manner consistent with and / or conducive to basic democratic principles and processes, such as self-determination, inclusiveness, equal participation, and deliberation

The nature of leadership varies from one organization, individual to another. For most people, a leader is somebody larger than life, a Gandhi or Nehru or a Lenin.

In the public mind, the leader is a hero, somebody who approaches Godhood, somebody with charisma, an aura of greatness.

According to Social scientists they do perceive leadership as a set of functions. They see the leader as someone who either performs or helps others to perform certain crucial functions for a group, plans the group activities, set targets, allocate responsibilities, coordinates and control, motivates subordinates, resolve conflicts and respond to human needs of his subordinates. A leader need not be a great individual, but may often be quite a mediocre.

Consequently, leadership has been termed as an integral part of management. Individual leadership is the way a leader relates to those he heads. Is he autocratic and arbitrary? Is he supportive and considerate to his subordinates? Does he believe in leaving his subordinates alone? Does he seek the participation of the subordinates in decision making by consulting them? Is he directive and does he spell out precisely what his subordinates are to do?

However, Organizations are globalizing in their quest for markets that will bring new opportunities for growth and prosperity. Development in technology and leadership traits/styles are leading to a greater efficiency, reduced costs and opportunities to launch new products and services hence adaptability and flexibility are the essentials characteristics for survival and success.

However, Kichwa Tembo Tented Camp hasn't fully employed the appropriate leadership style that stimulates employees' morale on job satisfaction. Therefore, the study of leadership style and job satisfaction will enable the organization to have a concrete understanding of employees' needs which may not necessarily increase effectiveness, but it may improve morale, which affects their involvement and dedication hence greater amount of job satisfaction.

In fact, a manager may use a variety of leadership styles depending on whom s/he is dealing with in a given situation. A manager may be autocratic but friendly with a new trainee; democratic with an experienced employee who has many good ideas that can only be fostered by a flexible manager who's a good listener; and laissez-faire with a trusted, long-term supervisor who probably knows more about operations than the manager does.

### **1.1.1 Statement of the Problem**

Due to dynamic and competitive business environment, organizations need to espouse values that regard employees not as costs to be minimized but as assets to be maintained and developed. In Kichwa Tembo Tented Camp, it is evident that there are several problems of leadership towards employees' job satisfaction due to a series of employees' predictor of deviant work related behaviors such as absenteeism, labor turnover and leadership style.

These goes along side with sub-standard sanitary facilities, past experience on discouragement at work, unfair company policy, unsupportive supervisors/work companions and former insecurity experienced. But leadership style has of late been observed and has taken the fore front. All these have a devastated effect on performance and productivity level of the organization which calls for a more comprehensive investigation into this problem. Therefore, this shows that the company is much concerned to gains than employing the appropriate leadership style that stimulates employees' job satisfaction.

Meanwhile, the researcher studied the correlation between the leadership style being used in the camp and the employees' job satisfaction to show the most effective leadership style that stimulates high moral on employees' job satisfaction.

## **1.2 Purpose of the Study**

The purpose of the study was to identify the link between leadership styles and job satisfaction. Therefore, organizations need to regard employees' not as costs to be minimized but as assets to be maintained and developed. Such changes are setting new challenges for leaders/managers and subordinates alike. Consequently, the study was purposed to drive managers to respond with strategic leadership and perform in the role of change agents.

## **1.3 General Objective.**

The main objective was to determine effect of leadership style and job satisfaction as applied at Kichwa Tembo Tented Camp.

## **1.4 Specific Objectives**

**1.4.1** To determine the leadership style applied by managers in Kichwa Tembo Tented Camp.

**1.4.2** Identify the attitudes of employees towards the leadership style.

**1.4.3** Examine the relationship between leadership styles and job satisfaction.

## **1.5 Research Questions.**

**1.5.1** What is the leadership styles applied by managers in Kichwa Tembo Tented Camp?

**1.5.2** What is the attitude of employees' towards leadership style applied by Managers at the camp?

**1.5.3** How does leadership style relate to job satisfaction?

## **1.6 The Scope of the Study**

Under the scope of the study the researcher focused on the following areas; geographical/time and subject scope.

### **1.6.1 Geographical/time**

The researcher carried out the study in Kichwa Tembo Tented Camp, Maasai Mara game reserve in Lolgorian division, Trans-Mara district, in the Rift- valley region of Kenya. The



camp rest down just at the foot of Maasai Mara game reserve towards (Serengeti national park) the border of Kenya and Tanzania.

The researcher had focused his attention in this area of study since it is much closer to him and leadership styles are being applied in the site.

Since it's more of a tourism and hotel management industry, where tourist prestige themselves, the researcher had based the collection of data and analysis therein based on the current leadership as from the year, 2000 to 2008.

### **1.6.2 Subject scope**

Based on the area of study the researcher collected and analyzed data hence reflecting the correlation between leadership styles and job satisfaction.

### **1.7 Significance of the Study**

Leadership styles and job satisfaction are an essential element in the world for the survival of business organizations from the ever changing and complex, competitive environment.

The study served a paramount significant to the researcher and other scholars as it was used as a documentary evidence that can be reviewed whenever there is a need to investigate about the leadership styles used and job satisfaction of organizations' and specifically to the area of study.

The study was purposed to be of great treasure to the researcher since it is a requirement for the award of bachelors' degree of Kampala International University.

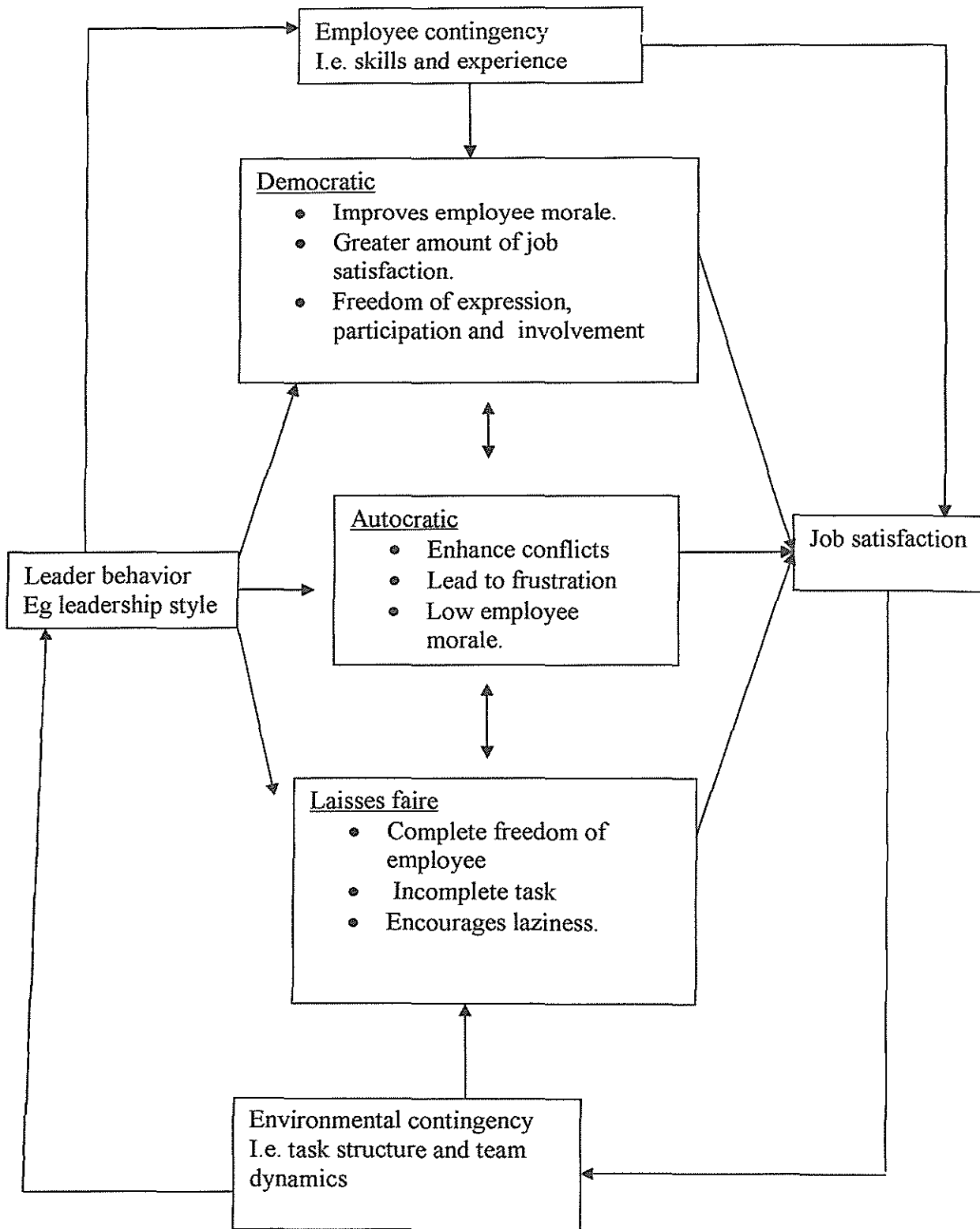
The study ensured the right mix of management competencies to secure current competitive position. Therefore, it was a means to develop management competences, skills and abilities to enable the organization maintain or shift its co position know and in the future.

The study also served as an addition to the existing body of knowledge regarding the correlation of leadership style and employee job satisfaction.

The organization members (employees/workforce) and the locals benefited immensely from the achievement therein, this study project. They were marginalized, and it served as of great treasure since they were made aware of their current situation. This brought about employees' creativity, inventions and innovations hence widen their scope of both social and economic development.

Since the company is located along the slopes of Rift-valley escapement, in Maasai Mara game reserve, the government of Kenya through its local authority of trans-Mara county council has also benefited on the collection of annual revenue taxed on the company hence accomplishment of government projects.

## 1.8 Conceptual frame work



Source: Researchers Conceptualization (2009).

This is the representation of concepts or variables either graphically, diagrammatically or in a narrative form and their presumed relationships with each other.

Mc Gregor's arguments about both theory X, and Y summarizes the above conceptual frame work. Whereby employees' under theory X certainly fall under Autocratic and Laizzes-faire characteristics of leadership while those in theory Y, may fall into democratic, reasons being;

Employees in theory X:

Do have low commitment to objectives and plans,  
Superiors set objectives for subordinates,  
Autocratic leadership based on authority,  
Top down communication with little feedback,  
Low trust in appraisal, control is extreme or rigid.

Employees in theory Y:

Subordinates set objectives jointly,  
There is high commitment to objectives and plans,  
Two way communication with plenty of feedback,  
High trust in appraisal, internal control based on self control,  
Based on past but forward looking and problem solving.

## CHAPTER TWO

### LITERATURE REVIEW

#### 0 Introduction

The literature in this research was based on the key words and variables of the topic such as leadership style, job satisfaction and employees' attitudes. The researcher had majored on leadership styles and job satisfaction used in the case area of study.

However, the researcher was not the only one who have cited out the leadership styles used in most of the business organizations. Many prior scholars have also written about leadership styles and job satisfaction.

#### 0.1 Leadership Style

Leadership is one of the world's oldest topics and is still topical today. Bass (1990) suggested that the study of leadership competes in age with the emergence of civilization that shaped leaders and is still shaping leaders now.

In general, leadership may be defined as a process of influencing other individuals to perform in such a manner so as to achieve a preconceived goal or goals. Stodghill (1974:11), defined leadership as the "...process of influencing the activities of an organized group in efforts towards goal setting and goal achievement."

From Mahatma Gandhi to Jack Welch and Martin Luther King to Rudolph Giuliani, there are as many leadership styles as there are leaders. More so, these styles ranges from autocratic, bureaucratic, charismatic, democratic/participative, laissez-faire, people-oriented/relations-oriented, servant leadership, task-oriented, transactional and transformational leadership.

Fortunately, business people and psychologists have developed useful, shorthand ways of describing the main leadership styles that can help aspiring to understand and adapt their own styles and leadership impacts.

For instance; According to Bob Galvin 1996, observe that, “The effectiveness of the true leader should be assessed, not in terms of the leadership they exercise, but in terms of the leadership they evoke...in terms of growth in competence, sense of responsibility, and in personal satisfactions among many participants. Under this type of leadership, it may not always be clear at any given moment just who is leading, neither does this sound important nor what is important is that others are learning to lead well.” Of which the core objective of this research is to identify the link between the topic variables.

According to Douglas R. May, Adrian Y.L. Chan, Timothy D. Hodge & Bruce J. Avolio, in their article entitled “Developing the moral component of Authentic Leadership, *Organizational Dynamics* Vol 32/3, p247-260 (2003)”; observed that recent scandals in the business world point to the growing need for developing leaders who consistently demonstrate the highest level of ethical behavior. They further argued that there is an urgent and timely need to develop a credible research on the ethical decision – making, leadership, positive organizational behavior which should be based on positive psychology literature. They emphasized that these do have a co-relation in the leadership and management of an organization, which this study seeks to establish.

Timothy D. Hodges & Bruce J. Avolio state that “leaders are committed to transparently evaluating alternatives to problems so that decisions are both functionally sound and morally justifiable. Their authenticity may be seen not only in the way they think and decide, but also in the way they carry through on their decisions. They may display the courage to be true to their intended course of action and be resilient in the face of overwhelming adversity and social pressure to act otherwise”. From this, it is clear that leaders demonstrate a deep commitment to their own personal growth and the growth of those around them which reflects the overall research basis/motive.

According to Dr. Simon Longstaff of the St James Ethics Centre in Sydney, about corporate governance principles (2003), he wrote a number of Longstaff saying; a principles-based approach works to ensure that company directors and senior executives take personal responsibility for the conduct of the corporations they govern. Alternative approaches, based exclusively on 'black letter' law and a weighty system of regulation and surveillance have the opposite effect as they reduce the span of corporate responsibility to a technical question of compliance to set of rules externally developed and imposed by others. As such, the room for choice is narrowed to the strict boundaries of the law that; "if it's legal it's right".

David C McClelland & David H Burnham commence their article, "Power Is the Great Motivator, Harvard Business Review, Vol. 81/1, p117, 10p, 3 graphs, 5 cartoons (2003)." They observe that the best managers are the ones who like power-and use it. Managers fall into three motivational groups; those in the first, affiliative managers, need to be liked more than they need to get things done. Their decisions are aimed at increasing their own popularity rather than promoting the goals of the organization.

Kelloway and Barling (in leadership & organizational development journal 21(7), p355-362, 2000) review studies on transformational leaders. There is little doubt that leaders' use of transformational leadership style results in positive organizational outcomes. But the question remains how organizations use that knowledge: training and development is suggested as the most viable route to pursue. Both training and feedback contribute significantly to enhancement of transformational leadership but the two together do not. It further proceeds in reporting the analysis of reactions of people to "charismatic" and "intellectually stimulating" leadership styles.

Productivity increased if either of these styles was used but trust in the leader declined when the styles were combined. Kelloway and Barling suggest that the combination might have been considered "too much of a good thing."

Consequently, Rosabeth Moss Kanter, in his article entitled, "Leadership and the psychology of Turnarounds, Harvard Business Review, Vol. 81/6 p58, 10p, 5e(2003)", observed that in

every case, he saw-and agreed with-the need for smart financial and strategic decision making.

But along the way, he also noted another important aspect of that leadership task, a related line of effort that seemed to go largely unnoticed and unstudied by observers but that was just as vital to improving the company's fortunes and just as hard to do well.

## **2 Job Satisfaction and employees' attitudes**

Kusku (2003) advises that employee satisfaction reflects the degree to which the individual's needs and desires are met and the extent to which this is perceived by the other employees. According to Staples and Higgins (1998) employee satisfaction is generally perceived as the scope of the work and all the positive attitudes regarding the work environment. Gruneberg (1979) concludes that spend a great amount of their time at work, an understanding of the factors involved in their satisfaction at work is important for improving their well-being.

Employee satisfaction thus may be broadly summarized as the fulfillment of a human being's need and desires within the occupational environment. When these needs and desires are approximately met, the employee's satisfaction is increased.

Weiss (2002) argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. This definition suggests that people form attitudes towards their jobs by taking into account their feelings, their beliefs, and their behaviors.

According to Shamail et al (2004), on 'variables and measures' in his journal of 'Independent Studies and Research, Wikipedia, Vol.2, number1, January 2004'; observed that the overall job satisfaction levels of the faculty members measured with the help of five dimensions namely job, supervision, coworkers, pay, and promotion. Information regarding faculty



members' age, education, job level, foreign qualification, numbers of years in organization, and other sources of income, gender, and marital status has also been obtained.

There are other job satisfaction questionnaires such as; the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in twenty facets and has a long form with 100 questions (5 items from each facet) and a short form with 20 questions (1 item from each facet). The JSS is 36 item questionnaires that measures nine facets of job satisfaction, and finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face. This shows the clue on how to measure job satisfaction of which the research is up to/based on.

Furthermore, Warren Bennis 2002 stated that "one of the most reliable indicators and predictors of true leadership is an individual's ability to find meaning in negative situations and to learn from even the most trying circumstances". This therefore, shows the co-relation between the leaders, the situation and the employees' involved at the moment within the given organizational setup which the research is anticipated for.

Managers motivated the needs to achieve-the second group-aren't worried about what people think of them. They focus on setting goals and reaching, but they put their own achievement and recognition first.

While those in the third group-institutional managers-are interested above all in power. Recognizing that you get things done inside the organizations only if you can influence the people around you, they focus on building power through influence rather than through their own individual achievement. People in this third group are the most effective, and their direct reports have a greater sense of responsibility, see organizational goals more clearly, and exhibit more team spirit.

### **3 Relationship between Leadership Style and Job Satisfaction**

May Douglas observe that “For leaders to display sustainable authentic moral behaviors, they must first see their roles as including an ethical responsibility to all of their stakeholders.” From this, it is crystal clear that authentic and sustainable leadership seeks a morally captured and developed leadership style that stimulates employees’ job satisfaction which indeed will be the interest of this research.

Rosabeth Moss Kanter (Harvard Business School) leadership and Organization Development Journal 22 (8), P.363 – 365 (2000), proposed that managers should enhance communication, awareness of outside developments, developing alliances and partnerships that tantamount to some of the new challenges for leadership. In addition an important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. Thus is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non academic management literature.

Wikipedia (April 2007), the job descriptive index (JDI) created by Smith, Kedall, and Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or cant decide in response to whether given statements accurately describe ones’ job.

They conclude transformational leadership enhances subordinates’ self efficacy and sense of group cohesion, intrinsic motivation and affective commitment. “It is these enhanced employee attitudes that leads to higher levels of performance.” This emphasizes the connotation that leadership styles have an overwhelming impact on employees’ job satisfaction which the research is all about.

# CHAPTER THREE

## RESEARCH METHODOLOGY

### 0 Introduction

In this chapter, the researcher identified, specified and discussed all the possible methods which he had applied in carrying out the study. Both qualitative and quantitative techniques of data collection and analysis were used since one research method could not yield an authentic report on leadership styles and job satisfaction.

### 1 Study Design

Adams and schvaneveldt (1985:103) advise “study design refers to a plan, blueprint, or guide for data collection and interpretation- set of rules that enables the investigator to conceptualize and observe the problem understudy.”

The researcher used explorative design which gave both an understanding and an insight to the study hence successful results analysis to the study of leadership styles and (employees) job satisfaction in the organization.

### 3.2 Study Area

The area of study was Trans-Mara district in Kenya geographically located in rift-valley province. Trans-Mara district is one of the driest areas in Kenya bordered by Gucha district to the east by Tanzania to the south, Kuria to the west and Narok district to the north.

The researcher had chosen the site because of its closeness and was much convenient in terms of time and reduced costs hence collection of data became easier.

### **3 Research Instruments and Techniques**

The researcher used both qualitative and quantitative techniques of data collection such as; interviews, questionnaires, and documentary reviews of data collection. These instruments ensured maximum credibility and validity of data collected and helped in organizing it into meaningful information regarding the subject of study.

#### **3.1 Structured Questionnaires**

The questionnaires were self administered to employees and departmental heads. They included both structured and non structured questions. The researcher employed these instruments because it covered a large number of respondents relatively at a shorter time. Besides, questionnaires allowed the respondents to give free and independent opinions because they were not affected by the presence of the researcher. As well, respondents were expected to answer even sensitive questions since they were not identified by their names.

#### **3.2 Structured Interviews**

Interviews were administered to the records of departmental heads and the rest of the respondents in the organization. They were used with interview guide. The researcher employed interviews because they provided for an immediate feedback and they gave a lot of information because the time and space to file in data did not limit them.

#### **3.3 Documentary Review**

In this, the researcher made a research by carefully studying written documents, or visual information from different libraries reviews literature, related to the study basing on the objectives of the study. This data had the following importance; related data gave direction when setting questionnaires, interviews, and readers of this study who had become suspicious of the data findings could always refer to the literature review especially in chapter two. This became the basis for further studies in the same field by acting as a reference book.

## **4 Research Population**

This study was conducted among the employees' of Kichwa Tembo Tented Camp. In this research, out of a population of two hundred (200) employees, a sample of twenty (20) managers and fifty (50) subordinates were selected to represent the total population.

### **4.1 Sample Design**

This is a technique of data collection, whereby the researcher had applied in drawing inferences based on the information collected about the target population.

Under sample design, the researcher had applied collection of data from a random sample of units, and collection of data from a sample of units (purposive/judgmental sample) that have been selected from the target population with the intention that they should be representatives of that population.

### **4.2 Sampling Method and Procedures**

The sampling method involved purposive random sampling since it is extensively used in the exploratory research stage and is very valuable in the making of a final questionnaire. This method also took care of non responses and accurate information was obtained perfectly. Consequently, it gave the random size equal chance of participation and being selected. The sampling procedure involved a series of steps as shown here-under:

Step1: define the population.

A population must be defined in terms of elements, sampling units, extend and time.

Step2: specify the sampling frame.

This is a means of representing the elements of the population. If a probability sample is to be taken, a sampling frame is required.

Step3: specify sampling unit.

This is the basic unit containing the elements of the population to be sampled. It may be the element itself or the unit in which the element is drawn.

Step4: selection of the sampling method.

This is the way the sampling units are to be selected. Five basic choices are to be made in deciding on a sampling method: probability versus non probability, single unit versus cluster of units, unstratified versus stratified, equal unit probability versus unequal unit probability, and single stage versus multistage.

Step5: determination of the sample size.

The determination of the proper sample size has traditionally been taught by one method in statistics classes and often practiced by an entirely different approach in the field.

Step6: specify the sampling frame.

The sampling plan involves the specification of how each of the decisions made thus far is to be implemented.

Step7: select the sample.

This is the actual selection of the sample elements. This requires a substantial amount of office and field work, particularly if personal interviews are to be involved

#### 4.3 Sample Selection and Size

A sample is a small proportion of a target population selected for comprehensive analysis to represent the whole population. In this organization, a total of seventy (70) respondents; that is, fifty (50) employees and twenty (20) departmental heads, were selected to represent the entire population of two hundred (200) employees.

Categories	Male	Female	Sample size
H/departments	10	10	20
Employees	25	25	50
Total			70

Source: self initiated.

This helped the researcher in enhancing the credibility of the research findings.

## **5 Data Collection**

Data was collected from the field using both primary and secondary techniques of data collection.

### **5.1 Primary Data**

The researcher involved the use of qualitative technique of data collection such as; interviews and observations. This had enhanced the credibility and consistency of the data collected.

### **5.2 Secondary Data**

This involved the use of quantitative techniques of data collection. The researcher made a request of recorded information such as employees' past job satisfaction behavior records, the leadership styles being used in the past, found within the company's records were vital in the research project.

The researcher made a request of those records if any, which were read by the researcher, hence provided vital information for the research project.

### **5.3 Processing and Analysis of Data**

Data that was collected was identified and interpreted depending on the primary source of respondents being the target population. But when analyzed, special considerations were taken based on their categories such as; Sex and administrative position. This was to ensure the acquisition, consistency and reliability of data. This goes along way in ensuring feasibility of the findings.

### **5.6 Statistical Treatment of Data**

The researcher employed the use of statistical methods inform of tables, graphs, percentages, frequencies and pie-charts to analyze the collected data into meaningful information.

## **7 Ethical Consideration**

Permission to conduct the research was obtained from the company's management, respect for the views of the respondents, harm (physical and emotional harm) to respondents was observed and competences of the respondents were considered as well. A policy of the employees' anonymity was adhered to as various confidential data were collected, and assessed by the researcher.

## **8 Limitation of the Study**

The researcher only interviewed a sample of the population in the organization which might have led to biased information.

There were difficulties in approaching some of the interviewees while some respondents failed to fill in the set questionnaires hence limited the researcher's scope of information

The researcher faced a difficulty in formulating mechanisms or scales for measuring the research variables.

The researcher failed to get adequate information regarding the respondents' turn-up; that is some respondents failed to provide the information required by the researcher.



## CHAPTER FOUR

### 0 RESULTS AND INTERPRETATIONS

In this chapter the results from the study are presented and interpreted. Section one deals with determining leadership style applied by managers in Kichwa Tembo Tented Camp. Section two is devoted to identifying the attitudes of employees towards the leadership style, while section three is devoted to examining the relationship between leadership style and job satisfaction.

#### 1 Determining leadership style applied by managers in Kichwa Tembo Tented Camp

From the questionnaires and interviews of the 20 heads of department and 50 employees, Kichwa Tembo Tented Camp was found to have only two leadership styles applied by heads of department. These included: (i) the democratic style of leadership and (ii) the autocratic style of leadership.

Out of the 20 departments in the camp, 2 (Finance department and Drivers' department) had heads that were using the autocratic style of leadership, while the other 18 departments had heads that were using a democratic leadership style.

This study thus deals with these two types of leadership only; measuring job satisfaction of employees for the period January 2007 to January 2009 using three factors i.e. absenteeism, late coming, and number of staff that had left the department.

However, out of the 20 departments, only two departments of 10 employees each are zeroed upon and compared to give the results of this study – one department (the Guides' department) that had a departmental head using the democratic style of leadership, and the other department (the Driver's department) that had a departmental head using an autocratic leadership style.

The data on absenteeism, late coming, and number of staffs that had left a department were obtained from official records in the office of the human resource manager of the camp for the period January 2007 to January 2009, and were therefore assumed homogeneous and not subject to any quality controls.

The checking and comparing of replies given by the respondents at different times followed by re-administration of the questionnaire, where appropriate, helped to obtain response stability. Participant observation aided in supporting the questionnaire and interview methods, particularly in collection of qualitative data like absenteeism and early coming. The taking of notes in the field immediately after such qualitative assessment also helped to avoid possible omission in collected data.

Table 1 below shows the number of employees of the two sampled departments (the Guides' department and the Drivers' department) of Kichwa Tembo Tented Camp.

**Table 1: Number of employees per sampled department and leadership style**

Department	No. of departmental heads	Style of leadership	No. of employees
Guides' department	1	democratic	10
Drivers' department	1	autocratic	10
<b>TOTAL</b>	<b>2</b>		<b>20</b>

*Source: Respondents of Kichwa Tembo Tented Camp*

Table 1 shows that the two departments that the study zeroed down on had the same number of employees (10 employees). This shows that comparing the two departments on absenteeism, late coming and number of staff that had left them was possible. The table 1 also shows that the total number of employees of the two sampled departments amounted to 20 employees.

Table 1 also shows that the sampled departments had different styles of leadership demonstrated by their departmental head. From the table it is shown that the Guides' department had a departmental head that was using the democratic style of leadership while the Drivers' department head was using an autocratic style of leadership.

## 2 Identifying the Attitudes of Employees towards the Leadership Styles

### 2.1 Leadership style and absenteeism

In this study the relationship between leadership style and absenteeism in the sampled departments of Kichwa Tembo Tented Camp was investigated. Table 2 shows absenteeism (total number of employee absences for the period January 2007 to January 2009) per sampled department.

**Table 2: Absenteeism per sampled department**

Department	Style of leadership	Absenteeism (total number of employee absences for the period January 2007 to January 2009) (A)	A/T*100%
Guides' department	democratic	10	5
Drivers' department	autocratic	203	95
TOTAL (T)		213	100

Source: *Field survey*

It may be observed from the table 2 that absenteeism in the Drivers' department (with autocratic leadership) was very high (203 absences), compared to absenteeism in the Guides' department (with democratic leadership) that was only 10 absences. This could mean that there seems to exist a relationship between leadership style and employee absenteeism. This could be because when a leadership style tends towards the democratic style of leadership and improves/keeps employee morale high, employees tend to enjoy being at work, as opposed to

when there exists a leadership style that tends towards the autocratic style of leadership and reduces employee morale, making employees to hate being at work or want to change jobs. This thus means that there seems to exist a relationship between leadership style and employee job satisfaction.

## 2.2 Leadership style and late coming

In this study the relationship between leadership style and late coming in the sampled departments of Kichwa Tembo Tented Camp was also investigated.

Table 3 shows late coming (total number of employee late comings for the period January 2007 to January 2009) per sampled department.

**Table 3: Late coming per sampled department**

Department	Style of leadership	Late coming (total number of employee late comings for the period January 2007 to January 2009) (L)	L/T *100%
Guides' department	democratic	89	14
Drivers' department	autocratic	530	86
TOTAL (T)		619	100

*Source: Field Survey*

From table 3 it is also observed that the Drivers' department with autocratic leadership had the highest number of late comings during the period from January 2007 to January 2009 compared to the Guides department that had a democratic style of leadership with only 89 late comings from January 2007 to January 2009. These results in table 3 confirm that indeed there exists a relationship between leadership style and job satisfaction such that when a leadership style increases employee moral (like the democratic style of leadership), late

comings are few and therefore employee job satisfaction is high, while when a leadership style (like the autocratic style of leadership) reduces employee moral, late comings are many and therefore employee job satisfaction is low.

### 2.3 Leadership Style and Labour Turn Over

Table 4 shows the number of staffs that have left the sampled departments (labour turn over) from the period January 2007 to January 2009.

**Table 4: Number of staffs that have left per sampled department (labour turn over)**

Department	Style of leadership	Number of staff that have left the department from the period January 2007 to January 2009 (S)	S/T *100%
Guides' department	democratic	1	3
Drivers' department	autocratic	38	97
TOTAL (T)		39	100

*Source: Field Survey*

From the table 4 it is also shown that the Guides' department had the lower number of staffs that had left during the period January 2007 to January 2009 compared to the Drivers' department that only had 38 staffs that had left. This shows that there exists a relationship between number of staffs that had left a department and leadership style. The table 4 shows that in the Drivers' department where there is autocratic rule many staff had left (compared to those that had left the Guides' department) possibly due to conflict with the head of department, low employee morale, no freedom of expression or even possibly due to no participation and involvement. This contrasts with the Guides department where there was democratic rule and very few staff had left (compared to those that had left the Drivers' department) possibly due to high employee morale, lack of conflict with the head of

department, high employee morale, freedom of expression, participation and involvement. This thus continues to show that there exists a relationship between leadership styles and employee job satisfaction.

### **3 Examining the Relationship between Leadership Style and Job Satisfaction**

This study revealed that two types of leadership styles are employed in Kichwa Tembo Tented Camp i.e. the democratic style of leadership and the autocratic style of leadership. The study revealed that most departments in the camp had democratic leadership styles apart from only two departments: the Finance department and the Drivers' department.

The study also revealed that employee attitude towards leadership style is such that when the leadership style tends towards the democratic style of leadership – with high employee morale, lack of conflict between employees and employers/supervisors, high employee morale, freedom of expression, participation and involvement – employee satisfaction is high. While when the leadership style tends towards the autocratic style of leadership – with conflicts between employees and employers/supervisors, low employee morale, no freedom of expression and no participation and involvement – employee satisfaction is low.

In addition, this study has revealed that there exists a relationship between leadership style and job satisfaction. The study has revealed that the leadership style contributes to employee job satisfaction/dissatisfaction in any place of work.

The next chapter presents the summary, conclusion and recommendations of the study.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusions and recommendations based on the findings of the study. The recommendations are proposed and suggested to the authorities of Kichwa Tembo Tented Camp as solutions to the problems of the camp and its employees and as possible approaches that they may take to assist.

#### 1 Summary

This study has revealed that two types of leadership styles are employed in Kichwa Tembo Tented Camp they are: the democratic style of leadership, and the autocratic style of leadership.

The study has revealed that 18 out of 20 departments in the camp had democratic leadership styles while the remaining 2 departments - the Finance department and the Drivers' department – had the autocratic style of leadership.

The study has also revealed that employees attitude towards leadership style is such that when the leadership style tends towards being democratic, employee satisfaction tend to be high. While when the leadership style tends towards the autocratic style of leadership employee satisfaction tends to be low.

This study has also revealed that a relationship between leadership style and job satisfaction exists in such a way that leadership style contributes to employee job satisfaction/dissatisfaction in any place of work.

#### 5.2 Conclusions

Leadership styles applied by departmental heads in Kichwa Tembo Tented Camp are: the autocratic style of leadership and the democratic style of leadership.

Employee attitudes towards leadership styles for departmental heads, in Kichwa Tembo Tented Camp or in any other work place, thus vary with the type of leadership style. When leadership is autocratic employees begin to be absent from work without permission, they begin to come late for work, and also they begin thinking of finding employment elsewhere. On the other hand when leadership is democratic employees come early to work, are never absent from work without permission, and they are always trying to find ways of staying on the job as opposed to looking for other employment.

By this it can be seen that leadership style is related to job satisfaction in such a way that the leadership style either increases/keeps employee job satisfaction high or decreasing employee job satisfaction.

### **3 Recommendations**

There is need for the human resource manger of Kichwa Tembo Tented Camp to get to know the results of this study in order to find out that there is need to educate all departmental heads about how leadership styles influence employee results, and about which type of leadership style they should show on their job in order to get the best from their employees.

There is also need for the human resource manager of Kichwa Tembo Tented Camp to always cross check on why in certain departments' employee turnover is high.

It was also found out from the questionnaires that during cases of employee dismissal the human resource manager of Kichwa Tembo Tented Camp only listened to the complaints of the departmental heads without taking into consideration the complaints of the employee going to be dismissed from work. This could be causing the employees to feel job insecurity and thus the high rate of employee turnovers in some departments of the camp. There is thus need for the human resource manger of the camp to investigate more on cases where departmental heads bring up an employees name for dismissal.

There is also need for the human resource manager of the camp to tremendously reduce dismissals say through issuing of at least three warning letters before dismissal. This will



gradually give employees more security job and therefore reduce employee turnover in some departments of Kichwa Tembo Tented Camp.

There is also need for the departmental heads to be taught, through workshops for example, the various ways of how employees show job dissatisfaction, such as by coming late to work, absenteeism, and resignations. This will help the heads of department to understand that they need to investigate for themselves why their employees are showing signs of job dissatisfaction, say through honest round table discussions with their employees.

This will help the heads of department to realize their mistake if they exist. It will also help the employees and their head of department to mend fences where they have existed in order for there to be better employee job satisfaction and thus better employee performances.

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**APPENDIX: 1 i**

**QUESTIONNAIRE FOR THE 'MANAGEMENT' OF KICHWA TEMBO TENTED CAMP.**

Dear respondent,

I am glad to have you selected as one of the respondents as regards to the study. The leadership style and job satisfaction. Your observation, experience and opinion are very important. This research is purely for academic and intended to help me obtain information on the topic. The information obtained will be treated with confidentiality.

Thanks in advance.

**Background information.**

(Tick where applicable)

1. Position held.....

2. Under which department.....

3. Gender

Male     Female

4. Do you think the leadership styles employed in Kichwa Tembo Tented Camp is sound?

Yes     No     Not sure.

If yes, specify.....

5. What do you think of employees' job satisfaction?

Satisfied     Very satisfied     Dissatisfied     Very dissatisfied.

6. Is the leadership style used in the organization reflecting both short-term and long-term goals?

Yes     No     Not sure.

If No, what are the mechanisms or techniques put in place to rectify the encountered situation.....

7. Among the leadership styles employed in the organization, which one do you think stimulates employees' morales/job satisfaction?

Dictatorship/ Authoritative.     Democratic/ Participative     Free-rein/ Laissez-faire.

If any other specify.....

## APPENDIX: 1 ii

### QUESTIONNAIRE FOR THE 'EMPLOYEES' OF KICHWA TEMBO TENTED CAMP.

Dear respondent,

This questionnaire is designed to seek information on leadership styles used towards/ on job satisfaction. The study is purely academic and guarantees maximum confidentiality of the participants. Thus, your participation is of great treasure for the study.

However, do not write your name (s) in this form.

Please attempt the questions as sincerely as possible by putting a tick against the response you agree with.

Thanks in advance.

1. Gender

Male  Female.

2. Which department of employees do you belong to?

Accounting  Technical  Casual

If any other specify.....

3. Is there job rotation in your specific departments?

Yes  No  Not aware.

4. Please 'tick appropriately' in the boxes provided that show how satisfied you are with this aspect of the job.

Statement	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
The chance to do something that makes use of my ability					
The way company policies are put into practice					
My pay and amount of work I do					
The chances of advancement on this job					
The freedom to use my own judgment					

5. Which leadership style yields employees' job satisfaction? Please tick appropriately the boxes where applicable.

- Dictatorship/ Authoritative.    
  Democratic/ Participative    
  Free-rein/ Laissez-faire.

If any other specify.....

## APPENDIX: 1 iii

### STRUCTURED INTERVIEW' GUIDE.

Dear respondence,

This structured designed interview seeks to find information on the topic of study (leadership styles and job satisfaction), the study is purely academic and guarantees maximum confidentiality of the participant. Your participation is of significant paramount for the study.

1. Which position do you hold in this organization?
2. Under which department?
3. Is the camp in any case employing any leadership style?
4. If any may you state it.....
5. Do you think the leadership style employed in the camp is sound, and why?
6. Are employees in the camp satisfied? How do you know?
7. Does the organization provide job rotation to both managers and employees?