

**MANAGEMENT STYLE AND EMPLOYEE TURNOVER IN KISORO TOWN
COUNCIL**

BY

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**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF HUMAN
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DECLARATION

I hereby declare that, this thesis submitted to Kampala International University in partial fulfillment of the requirements of the award of bachelors degree in human resource management is indeed my own work, it has never been submitted previously to any university for any degree, except where it is fully acknowledged within this research paper.





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date

(Student)

APPROVAL

I certify that carried out the study and wrote this research report under my supervision.
The research has been presented for examination with my approval as a University supervisor


.....

Baliruno John Baptist

Supervisor


.....

Date

DEDICATION

I dedicate my report to my parents Mrs Edrida and my uncles Mr.Nkunda Dismas and Ntirenganya John Bosco, Sebutenga Andrew for their utmost effort towards my academic life. May God bless you.

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I extend my special thanks to the almighty God for his wonderful blessing and guidance. Without God's intervention I would not have reached this far.

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CHAPTER ONE

BACK GROUND OF THE STUDY

1.0 Introduction

1.1 Background to the Study

In the recent past, Management styles have engaged in strong terms as a new effective approach for ensuring labour stability. The concept of Human Resource Management has however gradually replaced the traditional concept of personnel administration. This has necessitated the strategic integration of new management styles into the effective management of the human capital. Kenneth & Heresy (1988) assert that; "The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate". The amount of direction and social backup a manager/leader gives to subordinates depended on their styles to fit the context. Town councils have been in existence for a number of years yet the exodus of talent from these councils reflects an administrative phenomenon where the contingency of leadership, style, situation and performance criteria have been left to suffocate on their own. As a result, Employee turnover was affected due to lack of proper direction and application of strategic style in managing daily duties.

Previous studies such as: Obondo (2004), Ejuu (2003), Senteza (2004) and others in the 2 past, investigated performance phenomena and how it was affected by various variables such as: management, Motivation. It was noted that, in most studies, the concept of corporate approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership/management processes especially in large work environments such as: District councils. All in all, the history of leadership/management and how it affects performance dates as back as early as the 17th century (Cole 2004) where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

Labour stability/performance which is perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair (2005)). Consequently, performance was operationally perceived as: Executing defined duties, meeting deadlines, team input, and achieving departmental goals. The above should (as pointed by Armstrong 2005) lead to efficiency, specialization, effective feedback and good organizational relations. The cohesion of both management and employee turnover should be evident through style and approach by managers in the attempt to cause efficiency which requires specific leadership approaches to unique performance challenges.

At Kisoro Town council, employee performance is critical to the achievement of its mission which is: to provide improved service delivery to its clients and citizens with efficiency and effectiveness. Employees were performing different functions of the district council with deadlines and numerous performance targets, however due to bureaucracy, organizational politics and the use of Administrative approaches to hindered the integration of appropriate style into specific situations. Consequently, performance was hindered by poor organizational structures and systems which caused slow adoption to the strategic performance based requirements for a change in leadership styles. This had undermined meeting deadlines, (Kirega: 2006) team input, executing defined duties and achieving departmental goals that are important for stimulating employee performance. It is therefore from this background that the researcher got prompted to carry out this study on Management styles and Employee turnover in Kisoro Town council.

1.2 Problem statement

Employee turnover is determined by employee performance which includes executing defined duties, meeting deadlines, team input, and achieving departmental goals. In various institutions and organizations such as: Kisoro Town council, there is need for sound management styles which include corporate approaches, authoritative approaches and laissez-faire approaches to management. However, at Kisoro Town

Council, there is friction between individual responsibility and role leading to internal politics. Various studies such as: Namutebi (2005) and Kamugisha (2006) coupled with research findings, pointed at a lot of authoritative leadership tendencies and thus this was a breeding ground for poor innovation, decreased commitment, poor team chemistry which hugely affected employee performance as was indeed observed through the study findings. This suggested that; the inability to meet performance targets due to the lack of strategic interventions of specific management styles to specific situations predicted as the problem at hand. poor approaches in management most especially those which administrative in nature have continuously affected employee performance leading to labour instability and the deliverance of quality services to the community has hugely been affected, hence warranting this study on Management style and employee turnover in Kisoro Town Council.

1.3 General Objective

The purpose of this study is to investigate the effect of the different management styles on employee turnover in Kisoro Town Council

1.4 Specific Objective

- i. To investigate the effect of corporate style of management on employee turnover in Kisoro Town council.
- ii. To examine the effect of the laissez-faire management style on employee turnover in Kisoro Town council.
- iii. To analyze the effect of the authoritative management style on employee turnover in Kisoro Town council.

1.5 Research Questions

- i. What is the relationship between corporate leadership and employee turnover in Kisoro Town council?
- ii. What is the relationship between the laissez-faire leadership style and employee turnover in Kisoro Town council?
- iii. To what extent does the authoritative style affect employee turnover in Kisoro Town council?

1.6 Scope of the study

1.6.1 Content scope

The study focused on exploring how corporate management, authoritative management and laissez-faire management styles have stimulated the execution of defined duties, meeting of deadlines and achieving departmental goals

1.6.2 Geographical Scope

The study was based on Kisoro Town Council Headquarters which is located in Kisoro Town.

1.6.3 Time scope

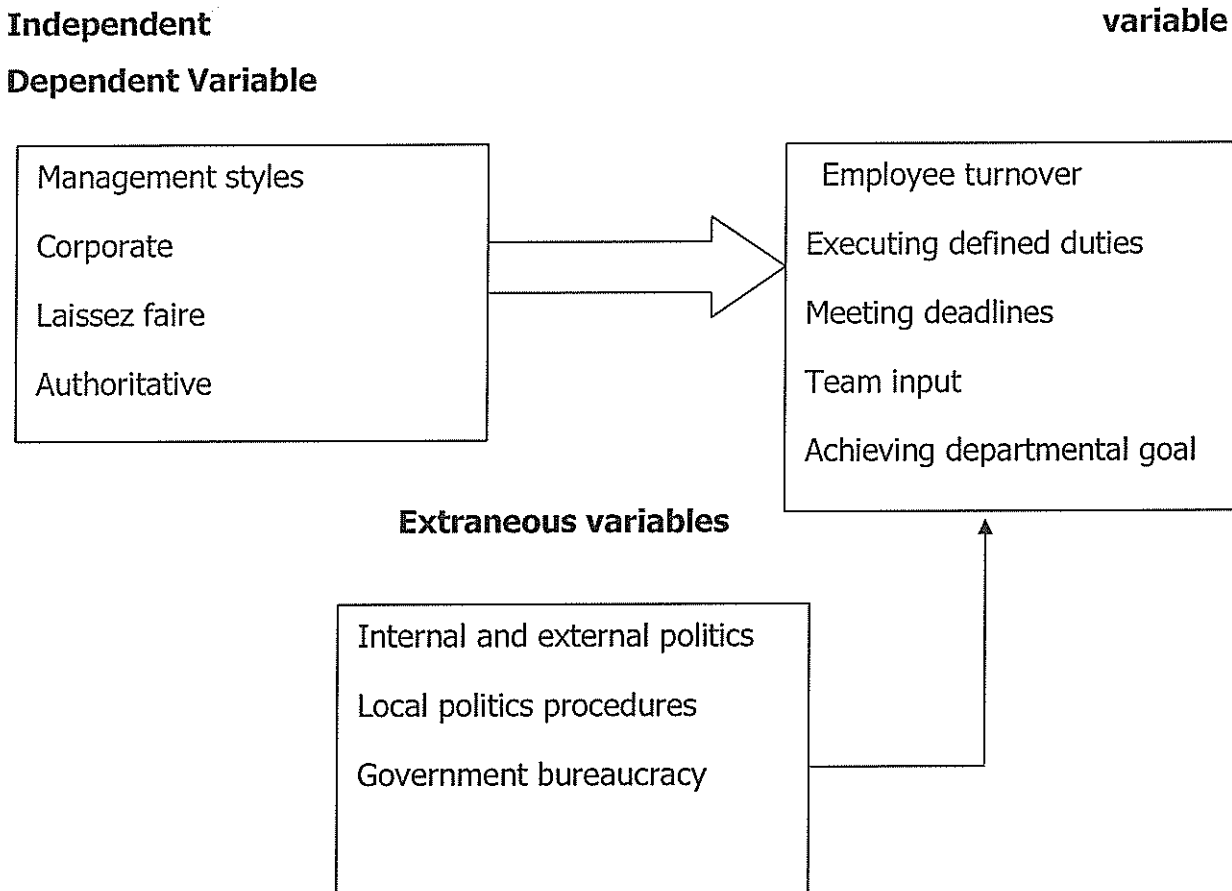
This study took a period of two months that is to say from May to June 2014.

1.7 Significance of the study

- i. The study findings are expected to benefit organizations and town councils intending to obtain effective performance from their workers by using management approaches.
- ii. The study would also be useful to leaders, councilors, and managers in organizations by employing management styles in relevant situations effectively. This would help reduce social accidents, wastage of and internal conflicts in the working environment.
- iii. The research was also intended to be useful to future researchers, students and academicians digesting the effect and importance of management styles on labour stability. By exploring how this study revealed new findings and adding to the existing knowledge.

2.2 Conceptual Frame work

Figure 1: Management style and employee turnover



Source: local government Human resource manual (2013)

The framework above means that Management styles that are mostly practiced in Kisoro town council are three in nature and these styles require different situations. However, local political procedures and government bureaucracy are a huge hindrance to employee performance. It further points at the fact that the three Management styles such as corporate, laissez-faire and authoritative, where these styles are instrumental in according appropriate Management tools to the supervisors and managers in the execution of duties and responsibilities of the Town council. One would assume that this conceptual framework accords managers with the most suited style at

a given time rather than applying these styles unconsciously. These styles are important in stimulating employee performance that would be manifested in the increased execution of duties, meeting deadlines, increasing team chemistry and consequently achieving departmental goals. However, in Kisoro Town council, the perfect execution of the Management styles is hugely limited by both internal and external politics which is reflected in high levels of bureaucracy, government interference and internal wrangles that have been profoundly emanate in Kisoro Town Council

2.3. Related Literature

2.3.1 Corporate management and Employee turnover

Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rationale for which organizations exist. The task of a leader in the organization in this case will be to nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is the will to give Maurik (2001). The essence here is that corporate leadership is the methodology to be used in according responsibility however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough since delegation, empowerment and specialization are calculated risks. Therefore in the perspective of this study such elements as what types of situations require the use of corporate approach were not satisfactorily explored hence the necessitation of this study.

Kisoro Town Council runs a strategic 4-point operational plan that is to say; re-organization, restoration, rehabilitation and re-development modernization programs, thus making it a large long time existing nonprofit oriented organization. Kirega (2006) asserts, the need for some type of corporate approach is needed to have efficiency and proper employee management that will lead to improved performance. In the other perspective, Henderson (1998) identified supervision as a corporate strategy to promoting a positive organization. He contended that the opportunity of supervision provides to promote not only performance but also personhood. However the

researcher thought that it is ideally important to focus on empowerment rather than just personhood. In the local government settings, transparency and openness are as much part of leadership as leading to performance and effective evaluations.

The roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness as noted by Nkata (2005). With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development; provide training both for growth and remediation; and recognize employees for their contribution to the organization. However one may question the process of employee supervision for town councils. The actual practices of corporate structures still remain a challenge.

2.3.2 Laissez-faire and Employee Performance

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It emphasizes the importance of focusing on inter personal relationships between the leader's style and the demands of various situations and employees. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics and well as North house believes in it, what he does not explore satisfactorily the major applicable points of this style, something the researcher intends to explore. This study will aim to investigate further how laissez-faire may contribute to employee performance.

On the other hand, much has been written in regard to the relation of positive self and effective management. Kerns (2004) discussed the relationship of values to

organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions. However the danger for this kind of leadership laid in the creation of high levels of freedom dangerous for locals councils like town council, infact Kilburg (2006) builds on this argument the positive self of the manager in his conceptualization of executive wisdom which is comprised of three interacting components: discernment, decision making, and action. All important in building positive psychology, which in the end creates positive relationships.

Quick and Macik-Frey (2007), in an article outlining the correspondence between individual performance and organizational well-being, suggested that healthy organizations promoted quality connections to others as characterized by open and honest leadership, cohesiveness and shared mission. Dutton and Heaphy (2003) outlined the power of what they term high quality connections. They provided data that suggest that such positive relationships built on effective leadership in organizations, promote the exchange of resources, the development of organizational identity and meaning, promote the growth of the employees, and promote learning in the organization. All in all, laissez-faire was hugely defeated as being a pragmatic style important in delivering the above in Kisoro Town Council

2.3.3 Authoritative Management style and Employee turnover

In this style, the leader has absolute power over his staff or team workers have little opportunity for making suggestions, even if these would be in the team or organization's interest, (Armstrong 2002). The leader tells the workers to come along with him and should be a change catalyst. And Cole (2000) also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self confidence and many more. If applied in its suitable situation, it brings about effectiveness in performance. However leadership in

the Town Council is characterized by a large workforce, this means that for leadership styles to be effective, it should base on the effectiveness of the Council's leadership arm which is both administrative and political in use of the leadership styles in their relevant situations effectively. Indeed most issues raised from the nature of the administrative structure.

These styles will vary according to situation occurring in the organization, rather than the need to coase employees to perform. Therefore this calls for the leader's understanding of the organization and the people or his employees rather than relying on what should be done. It is unfortunate that the above authorities focused on the use of authoritative style in dilemmas like strikes, since this will create a mind set in individuals that will automatically reject the style. The Council with its political and administrative arms has failed to consider the needs of the task, the needs of the group and individual needs so as to attain effective performance from its workforce and thus as years have passed it has registered weaknesses in as far as attaining the mission is concerned. It is not known to the researcher when exactly does the authoritative leadership style affected performance, hence the need for carrying out research in this respect.

Applying Henderson and Gysbers (1998) taxonomy can organize the many interrelated functions of management of Town Councils and he went further to illustrate the application of principles of administrative functions where the leader operating from the authoritative organizational perspective focuses on how the organization's policies and procedures ensure that there is work done in the most positive and most effective approaches possible to induce better performance. Indeed, questions like: what are the resources needed to promote the flow of experience for the counselor? Resources include everything from parking places to office space, from personnel policies to paperwork, from salary to a working copy machine. Do the policies of the organization promote the well-being of the staff by attending to the issues of work life and family life balance, promotion of protection from vicarious trauma, and professional and personal development opportunities? Likewise, it is the administrative function of management to

see the agency from the client's perspective Do the policies, procedures, and practices of the department promote the positive engagement of the client in the process of administration? How long does it take to get an appointment? Are services available at times, in locations, and in languages, that address the objectives of the Town council? Such were the predicaments that prompted the research and as result a lot of issues relating to the practice of leadership were found wanting in the town council.

One of the key leadership studies of the 1990s the Karpin Report (1995) identified that the emerging forms of organizations (more dynamic, unpredictable, global, and competitive) required new forms of leadership. Karpin noted that Australian managers needed to improve their interpersonal, strategic, and entrepreneurial skills as part of the new leadership approach. While not directly addressing how Australian corporations and their leaders have embraced those recommendations, this new study updates and contributes to our understanding of leadership and Organizational culture in Australian enterprises in the early 21st Century. What has emerged from this study is a unique and fascinating picture of business leaders on the cusp of some major changes in the way they lead and work generally. The Survey reveals not only who, in demographic terms, our business leaders/providers and city councils are but how they lead, what kinds of cultures exist in their organizations, and what kinds of job outcomes they and their staff are experiencing as the result, because all these are critical to the experiences at work as well.

This study noted that most employees in Kisoro town city council agreed that their organizational culture was hugely affected by the authoritative approach to leadership which had more negative effects than the positive ones, however the above was not known by the researcher during this literature review of this stage and thus the need for the investigation. Since leadership styles , and transformational leadership in particular, play an important role in building and sustaining strong corporate and administrative cultures, it is highly encouraging that the Study findings show that today's supervisors and managers appear to be more aware of and willing to use

corporate leadership behaviors rather than authoritative ones to achieve results. In fact, the more transformational leadership used, the greater the leadership outcomes, the more performance oriented, socially responsible and supportive the organizational culture, and the more trusting, loyal and committed the workers employees are in those organizations.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research methodology and gives details of how the research will be conducted. The chapter therefore will cover the research design, population of study, sample size, sampling procedure, data collection methods and analysis, anticipated constraints and ethical considerations.

3.1 Research design

The researcher will make use of case study research as a form of the research study. A case study is selected for its very uniqueness and for what it can reveal about a phenomenon. A case study design was employed to gain an in- depth understanding of a phenomenon and meaning for those involved. This method provided a rich and greater insight and comprehensive understanding (Maree, 2007) about the experiences of learners who work at the same time as studying. The study adopted both qualitative and quantitative methods of investigation.

3.2 Target Population

Since the study focused on Management Style and Employee turnover in Kisoro Town Council, the Target population will be Kisoro Town council workers. Who were 45 people.

3.2.1 Sample population

From the estimated population of 45, a sample size was determined using Slovene's Formula to come up with appropriate sample size to be used in the study.

Solven 's Formula states that, given a population, the minimum Sample size is given by:

The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total population of workers in Kisoro, that is 45.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{45}{1 + 45(0.05)}$$

$$n = \frac{45}{1 + 45 * 0.0025}$$

$$n = \frac{45}{1.1125}$$

$$N = 40$$

A sample size of 40 respondents was selected to participate in the study.

3.3 Data types and sources

The study used primary data that was obtained from the field survey through administering a semi structured questionnaire. For secondary data; the researcher made references from dissertations, print media (News Papers and Magazines), reports and books with relevant literature, policy statements, legislation and the internet.

Sampling procedure

This study made use of simple random sampling on the workers of Kisoro Town council. This method reduced bias and also give a chance to the whole population to participate since every individual has a chance of being selected.

3.5 Data collection

Since the researcher conducted a qualitative study. The questionnaire approach and Key informant interviews were preferred. The questionnaire approach was chosen because of their ability to reduce any bias and the collection of authentic data important

for data analysis. Key informants interviews helped the interviewer to get a lot of extra information from the value added by the interviewee's verbal answer.

3.5.1 Questionnaires

The study used a self-administered questionnaire and semi structured instruments to collect data from students. McMillan and Schumacher (2001) recommend a questionnaire if the researcher knows that the respondents are in position to answer the questionnaire. Closed ended and scaled items were carefully used because to generate information of influence, facilitates response since the questions are multiple choices and data can be categorized easily. The scaled items, according to Macmillan and Schumacher (2001) allow fairly accurate assessments of opinions. Similarly it has the ability to solicit information from several respondents within a short time (Gupta, 1999).

3.5.2 Key informant Interviews

Face to face interviews were carried out with the town clerk and departmental heads to cross check the response from the questionnaire. This was designed in a way that more specific and truthful answers were got. These helped to capture information, not provided by the questionnaires. The method used an Interview guide to capture the respondents' views. This method allows for flexibility and ability to provide new ideas on the subject (Kothri, 1990).

3.6 Data analysis

The data analysis strategies were carefully considered to ensure that the design is consistent, as the researcher matched the analysis to a particular type of data. Data obtained from questionnaires and Interviews will be compiled, sorted, edited, classified and coded into a coding sheet and analyzed using Excel, Descriptive statistics such as frequencies, percentages and frequencies used to describe participants' responses on the variables under consideration and to summarize data in a presentable and meaningful way. To make meaningful presentation of the data collected, the researcher matched the collected data with the study objectives and research questions.

3.7 Ethical considerations

The study adhered to the ethical policy of the university; the researcher received a consent letter from the head of Department to introduce her to the staff and management of Kisoro Town Council. This clearly showed that the study is purely meant for academic purposes and the information provided was highly confidential.

3.8 Anticipated problems and solutions

Some respondents may fear to respond to the questionnaire because of a possible feeling that the much sought information was for prosecution purposes. To alleviate this fear, the researcher assured respondents that the much sought for information was used for strictly academic purposes and confidentiality will be ensured.

The time provided to the researcher may not be enough since she is assigned to other course units in the same period; to overcome this, researcher will draw a time table which she rigidly followed.

The researcher faced with financial challenges in terms of transport, photocopying, printing and airtime; to overcome this, the researcher sought for financial support from parents, relatives and friends.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

The data is presented and interpreted in view of the objectives mentioned in chapter one of this study. The interpretation also seeks to answer the research questions that were raised in chapter one. The presentations are made based on 40 employees who were selected from Kisoro town council. Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for quantitative methods involved the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form.

4.1 Respondents Gender

Table 1: Showing Gender respondents

Respondents	Frequency	Percentage
Male	26	65
Female	14	35
Total	40	100

Source: Primary data, 2014

Results in table 1 indicate that the majority of respondents are male that is (26) representing 65% of the total number of respondents, 14 respondents are female representing 35% of the respondents. This is an indication that gender sensitivity was taken care off so the findings therefore cannot be doubted on gender grounds; they can be relied for decision making.

4.1.2 Age categorization

Table 2: Showing age distribution of respondents

Age	Frequency	Percentage
18 – 27	7	17.5
28– 37	10	25
38 – 49	18	45
50+	5	12.5
Total	40	100

Source: Primary Data,2014

From the figure above it is clear that 17.5% of the respondents are in the age brackets of 18 -27, 28 - 37 was represented by 25% of the respondents, 45% were for 38-49 and finally 50+ had 12.5% of the total respondents, it can be seen that the majority of the respondents are aged between 38 -49 years representing 45% of the entire respondents. From the above analysis, it can be construed that the majority of the respondents are mature people and therefore they have an active memory, the information on management styles is adequate.

4.1.3 Academic Qualification

Table 3: Showing academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Certificate	4	10
Diploma	10	25
Degree	12	30
Masters	5	12.5
Others	7	17.5
Total	40	100

Source: Primary data, 2014

From the above table it is seen that that the majority of the respondents were degree holders representing 30% of the total respondents, followed by diploma holders who had 25%, Masters 12.5%, followed by certificate holders having 10%, others had 17.5%. This implies that the respondents are well educated and therefore the information obtained from them can be relied upon for the purpose of this study.

4.1.4 Marital Status of respondents

Table 4 Showing Responses on Marital Status

Marital Status	Frequency (f)	Percentage (%)
Single	7	17.5
Married	28	70
Separated/ Divorced	5	12.5
Total	40	100

Source: Primary Data, 2014

The results in table 4 show that 70 percent of the respondents were married, and 17.5 percent were single and 12.5 percent divorced or separated. The presentation indicates that most respondents involved are married. This is perhaps because of the high responsibility therefore information attained from them can be trusted for decision making.

4.2 Effect of corporate style of management on employee turnover in Kisoro Town council.

The first objective of the study was to investigate corporate style of management on employee turnover in Kisoro Town council. The responses on these were gathered and presented as illustrated below.

Table 5: Showing the responses to on whether the corporate style of management on employee turnover in Kisoro Town council

Response	Frequency	Percentage
Yes	20	50
No	14	35
Not sure	6	15
Total	40	100

Source: primary data, 2014

From the above table, 50% of the respondents agreed that corporate style of management on employee turnover in Kisoro Town council, 35% disagreed with the statement, and 15% were not sure. The prevalence of the responses indicates that corporate style contributes to employee turnover.

Table 6: Effect of corporate style of management on employee turnover in Kisoro Town council

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	f	%	F	%	F	%	F	%	F	%
Timely delivery of services under guidance	20	50	11	27.5	3	7.5	1	2.5	5	12.5	40	100
Concrete concentration on organizational norms	16	40	13	32.5	4	10	6	15	1	2.5	40	100
Improved employee compliance	15	37.5	14	35	5	12.5	6	15	0	0	40	100
Flexibility in operation reduces turnover of workers	20	50	11	27.5	5	12.5	4	10	0	0	40	100
High degree of direction reduces employee turnover	10	25	18	45	2	5	4	10	6	15	40	100

Provision of quality services reduces turnover	18	45	8	20	5	12.5	3	7.2	6	15	40	100
Provision of effective working relations hence reduces turnover	20	50	6	15	5	12.5	3	7.5	6	15	40	100

Source: Primary Data, 2014

Results in table 6 present ways through which corporate style of management affect employee turnover in Kisoro Town council, 50 % of the respondents strongly agreed, 27.5% agreed 7.5% were not sure, 12.5% strongly disagreed and 2.5% of the respondents disagreed that timely delivery of services under guidance

Concrete concentration on organizational norms had 40% of the respondents who strongly disagreed, 32.5% agreed 10% were not sure, 15% of the respondents disagreed and 2.5% of the respondents strongly disagreed.

Improved employee compliance had 37.5% of the respondents who strongly agreed, 35% agreed, 12.5% were not sure, 15% of the respondents disagreed and none strongly disagreed.

50% of the respondents strongly agreed, 27.5% Agreed, 12.5% were not sure, 10% disagreed and non of the respondents strongly disagreed with Flexibility in operation reduces turnover of workers

High degree of direction reduces employee turnover had 25% of the respondents who strongly agreed, 45% agreed 5% were not sure, 10% disagreed and 15% strongly disagreed.

Provision of quality services reduces turnover had 45% who strongly agreed, 20% agreed, 12.5% were not sure, 7.2% disagreed and 15% strongly agreed.

Provision of effective working relations hence reduces turnover had 50% of the respondents, who strongly agreed, 15% agreed, 12.5% were not sure, 7.5% disagreed, 15% strongly disagreed.

The presentations above denote that corporate style of management affect employee turnover in Kisoro Town council. The presentation that corporate style of management has a relationship with employee turnover in Kisoro town council. The aspects included timely delivery of services under guidance with 77.5%, Concrete concentration on organizational norms had 73.5%, improved employee compliance 67.5%, flexibility in operation reduces turnover of workers with 77.5%, High degree of direction reduces employee turnover with 70%, Provision of quality services reduces turnover with 75% and Provision of effective working relations hence reduces turnover with 65%. The findings imply that corporate management style has a positive relationship with turnover as it reduces turnover hence organizations that adopt it will ensure organizational operation.

4.3 Effect of the laissez-faire management style on employee turnover in Kisoro Town council.

The second objective of the study was to assess the effect of the laissez-faire management style on employee turnover in Kisoro Town council. The responses to these were gathered and analyzed as follows

Table 7: Showing the responses to on whether laissez-faire management style affect employee turnover in Kisoro Town council

Response	Frequency	Percentage
Yes	22	55
No	14	35
Not sure	4	10
Total	40	100

Source: primary data, 2014

The results in table 7 present findings in regard to whether laissez-faire management style affect employee turnover in Kisoro Town council. 55% agreed while 35% disagreed and 10% were not sure. The presentation implies that laissez-faire management is appropriate though inefficient use contributes to employee turnover

Table 8: Showing the responses to the effect of the laissez-faire management style on employee turnover in Kisoro Town council.

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	f	%	F	%	F	%
Employees become part of the organization and can't easily leave	20	50	5	12.5	7	17.5	2	5	6	15	40	100
Employee liberty creates harmonious existence and reduces turnover	18	45	5	12.5	4	10	7	17.5	2	5	40	100
Appropriate information sharing maintains employees in the organization	16	40	6	15	3	7.5	8	20	3	7.5	40	100
Improved psychological freedom is necessary for working	15	37.5	5	12.5	6	15	4	10	10	25	40	100
Coordinated operation enhances employee relations hence reduced turnover	30	75	0	0	6	15	2	5	2	5	40	100

Motivation to employees prevail which hinder turnover	25	62.5	2	5	3	7.5	5	12.5	5	12.5	40	100
Exchange of resources reduce employee turnover	14	35	10	25	4	10	10	35	2	5	40	100

Source: Primary Data, 2014

In relation to the effect of the laissez-faire management style on employee turnover in Kisoro Town council, Employees become part of the organization and cant easily leave had 50% of the respondents who strongly agreed, 12.5% agreed 7.5% were not sure, 5% disagreed and 15% strongly disagreed.

Employee liberty creates harmonious existence and reduces turnover had 45% of the respondents who strongly agreed, 12.5% agreed, 10% were not sure 17.5% disagreed and 5% strongly disagreed

Appropriate information sharing maintains employees in the organization had 40% of the respondents who strongly agreed, 15% agreed, 7.5% disagreed 20% were not sure and 7.5% strongly disagreed

Improved psychological freedom is necessary for working had 35% of the respondents who strongly agreed 12.5% agreed, 15% were no sure 10% disagreed and 25% strongly disagreed.

Coordinated operation enhances employee relations hence reduced turnover had 75% of the respondents who strongly agreed, non % agreed, 15% were not sure, 5%disagreed and 5% strongly disagreed.

Motivation to employees prevail which hinder turnover had 62.5% who strongly agreed, 5% agreed, 7.5% were not sure, 12.5% disagreed and 12.5 respondents strongly disagreed.

Exchange of resources reduce employee turnover had 35% of the respondents who strongly agreed 25% agreed 10% were not sure, 35% disagreed and 5% strongly disagreed.

The presentation above denotes a positive contribution of the laissez-faire management style on employee turnover in Kisoro Town council. The research findings indicate that most respondents agreed that this form of management has a relationship with employee turnover as it grantee freedom to the employees in terms of operation and state of work necessary for improved employee stability hence reducing employee turnover.

4.4 Effect of the authoritative management style on employee turnover in Kisoro Town council.

The third objective was to evaluate the effect of the authoritative management style on employee turnover in Kisoro Town council. The responses on this were tabulated and presented as follows.

Table 9: Showing the responses to authoritative management style affect employee turnover in Kisoro Town council.

Response	Frequency	Percentage
Yes	21	52.5
No	15	37.5
Not sure	4	10
Total	40	100

Source: Primary data, 2014

Result in table 9 present information regarding the responses to authoritative management style affect employee turnover in Kisoro Town council. The results were that 52.5% respondents agreed, those who disagreed were 37.5% and not sure had 10%.The authoritative management style according to responses increases employee turnover in the organizations.

Table 10: Showing responses to the effects of the authoritative management style on employee turnover in Kisoro Town council.

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	f	%	F	%	F	%	F	%	F	%
Autocracy contribute to employee torture hence turnover	16	40	12	30	2	5	10	25	2	5	40	100
Limited employee contribution in decision making enhances work turnover	20	50	10	25	2	5	5	12.5	3	7.5	40	100
Provide room for limited motivation causes employee turnover	14	35	18	45	2	5	4	10	2	5	40	100
Insufficient resource for use improves work turnover	20	50	12	30	2	5	5	5	4	10	40	100
Employees feel useless to the organization and leave	14	35	12	30	5	12.5	1	2.5	10	25	40	100

Limited employee's interaction creates psychological disorders breeding ground for turnover.	13	32.5	10	25	5	12.5	7	17.5	5	12.5	40	100
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Source: Primary Data, 2014

The data collected above concerning the effects of the authoritative management style on employee turnover in Kisoro Town council, Autocracy contribute to employee torture hence turnover had 40% of the respondents who strongly agreed, 30% agreed, 5% the respondents were not sure and strongly disagreed, and 25% respondents disagreed.

50% of the respondents strongly agreed in respect to 'Limited employee contribution in decision making enhances work turnover, 30% agreed, 5% were not sure, 7.5% of the respondents strongly disagreed and 2.5% disagreed.

Provide room for limited motivation causes employee turnover had 35% of the respondents who strongly agreed, 45% agreed, 10% of the respondents disagreed, 5% of the respondents were not sure and 5% strongly disagreed.

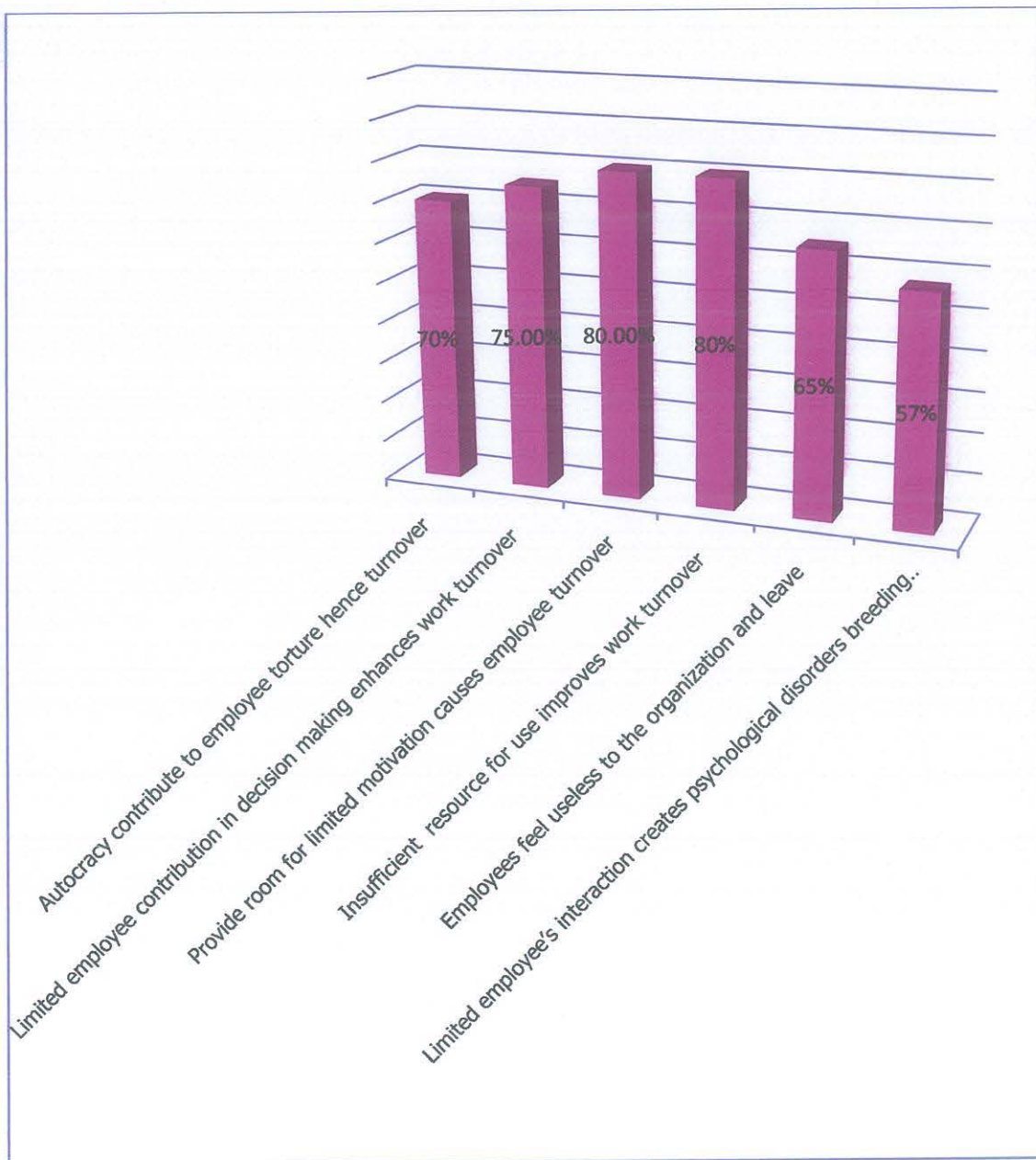
50% of the respondents strongly agreed with insufficient resource for use improves work turnover, 25% agreed, 10% disagreed and 10% of the respondents strongly disagreed and 5% of respondents were not sure.

Employees feel useless to the organization and leave on by 35% respondents who strongly agreed, 30% agreed, 12.5% were not sure, 2.5 respondents disagreed and 25% strongly disagreed.

Finally Limited employee's interaction creates psychological disorders breeding ground for turnover agreed upon by 32.5% respondents who strongly agreed, 25% agreed,

17.5% disagreed, 12.5% strongly disagreed and 12.5% of the respondents were not sure

Chart showing the total number of respondents who strongly agreed and agreed with the authoritative management style on employee turnover in Kisoro Town council.



Source: Primary Data,2014

From the above chart it can be concluded that authoritative management style affect employee turnover in Kisoro Town council. Beyond average, those who strongly agreed and agreed with Autocracy contribute to employee torture hence turnover 70% agreement, Limited employee contribution in decision making enhances work turnover 75%, Provide room for limited motivation causes employee turnover 80%, Insufficient resource for use improves work turnover 80%, Employees feel useless to the organization and leave 65% and Limited employee's interaction creates psychological disorders breeding ground for turnover had 57%.The presentations present a needy situation were

The presentation show that to a large extent authoritative management style affect employee turnover in Kisoro Town council given the aspects of influence mentioned above. It is wise to denote that authoritative management be comprehended with other styles to reduce turnover.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS AND AREAS OF FURTHER STUDY

5.0 Introduction

This section presents the key issues found out in the research as raised by respondents. Various issues were discovered by the researcher in regard to the topic of study, the effect of management styles on employee turnover. Summary of the findings, conclusions, recommendations and areas of further study.

5.1 Summary of the findings

50% of the respondents agreed that corporate style of management affect employee turnover in Kisoro Town council, 35% disagreed with the statement, and 15% were not sure.

The presentations above denote that corporate style of management affect employee turnover in Kisoro Town council. The presentation that corporate style of management has a relationship with employee turnover in Kisoro town council. The aspects included timely delivery of services under guidance with 77.5%, Concrete concentration on organizational norms had 73.5%, improved employee compliance 67.5%, flexibility in operation reduces turnover of workers with 77.5%, High degree of direction reduces employee turnover with 70%, Provision of quality services reduces turnover with 75% and Provision of effective working relations hence reduces turnover with 65%. The findings imply that corporate management style has a positive relationship with turnover as it reduces turnover hence organizations that adopt it will ensure organizational operation.

Presentation of findings in regard to whether laissez-faire management style affect employee turnover in Kisoro Town council. 55% agreed while 35% disagreed and 10% were not sure.

The presentation above denotes a positive contribution of the laissez-faire management style on employee turnover in Kisoro Town council. The research findings indicate that

most respondents agreed that this form of management has a relationship with employee turnover as it grantee freedom to the employees in terms of operation and state of work necessary for improved employee stability hence reducing employee turnover.

Authoritative management style affect employee turnover in Kisoro Town council. The results were that 52.5% respondents agreed, those who disagreed were 37.5% and not sure had 10%.

The presentation show that to a large extent authoritative management style affect employee turnover in Kisoro Town council given the aspects of influence mentioned above. It is wise to denote that authoritative management be comprehended with other styles to reduce turnover.

5.2 Conclusions

This research report was set to investigate the management styles and their effect on employee turnover. It was based on three objectives which included investigate the effect of corporate style of management on employee turnover in Kisoro Town council. To examine the effect of the laissez-faire management style on employee turnover in Kisoro Town council and to analyze the effect of the authoritative management style on employee turnover in Kisoro Town council. The study findings were that corporate management style has a positive relationship with turnover as it reduces turnover hence organizations that adopt it will ensure organizational operation. It was also found that Laissez-faire management style has a positive contribution to employee turnover in Kisoro Town council. The research findings indicate that most respondents agreed that this form of management has a relationship with employee turnover as it grantee freedom to the employees in terms of operation and state of work necessary for improved employee stability hence reducing employee turnover. Finally to a large extent authoritative management style affect employee turnover in Kisoro Town council given the aspects of influence mentioned above.

5.3 Recommendations

From the analysis above, the researcher recommends the following be adopted

Leaders of Kisoro town council should adapt an open door policy whereby employees will be encouraged to interact with their respective leaders regarding work and other issues that prohibit them from performing their duties at their optimum level. This will increase extrinsic job satisfaction as well as affective organizational commitment which in turn will have a positive effect on employee turnover.

Leaders should attend leadership development programs which have been recognized to increase individual competencies which are vital for the execution of effective leadership behavior.

Top management at Kisoro town council should consider adapting a policy where all vacancies within the company are made available to internal staff first before looking outside of the company for possible replacements. This will increase growth opportunities within Kisoro district which will in turn increase the level of intrinsic job satisfaction of employees.

5.4 Areas of further research:

Given the time, complexity and scope that requires concentration on key issues , the researcher recommends that further researcher be carried out on the following to complement that of management styles and employee performance

- The effects of human resource on management competence
- Management styles and organizational performance

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Appendix I: Questionnaire

Dear respondent,

I am a student of Kampala International University carrying out a study "Management styles and employee turnover in Kisoro town council. The research is purely for academic purposes but may assist interested stakeholders. I hereby humbly request for your time to respond to a few questions concerning this topic. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation

Part A: Personal Background

1. Gender

Male Female

2. In which age group do you fall?

18 – 27 38 – 47

28 – 37 48 years and above

3. What is your Level of Education?

Certificate

Diploma

Degree

Post graduate

4. Marital status

Single

Married

Separated/ Divorced

SECTION B: Effect of corporate style of management on employee turnover.

5. Does corporate style of management affect employee turnover

Yes

No

Not sure

6. If yes how does corporate style of management affect employee turnover

1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

How corporate style of management affect employee turnover	1	2	3	4	5
Improved employee compliance					
Timely delivery of services under guidance					
Provision of quality services					
Concrete concentration on organizational norms					
High degree of direction reduces employee turnover					
Flexibility in operation reduces turnover of workers					
Provision of effective working relations hence reduces turnover					

If there is any other ways in which corporate management style affect employee turnover, please mention them.

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Section C: Effect of the laissez-faire management style on employee turnover

7. Does laissez-faire management contribute to employee turnover

Yes

No

Not sure

8. If yes, how does laissez-faire management affect employee turnover

1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

How does laissez-faire management affect employee turnover	1	2	3	4	5
Appropriate information sharing maintains employees in the organization					
Employee liberty creates harmonious existence and reduces turnover					
Coordinated operation enhances employee relations hence reduced turnover					
Employees become part of the organization and cant easily leave					
Motivation to employees prevail which hinder turnover					
Exchange of resources reduce employee turnover					
Improved psychological freedom is necessary for working					

Section D: Effect of the authoritative management style on employee turnover

9. Does authoritative management style affect employee turnover

- Yes
- No
- Not sure

10. If yes, how does authoritative management style affect employee turnover

1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

How does authoritative management style affect employee turnover	1	2	3	4	5
Provide room for limited motivation causes employee turnover					
Autocracy contribute to employee torture hence turnover					
Limited employee contribution in decision making enhances work turnover					
Insufficient resource for use improves work turnover					
Employees feel useless to the organization and leave					
Limited employee's interaction creates psychological disorders breeding ground for turnover.					

If there other ways through which authoritative management style affect employee turnover, please mention.

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Appendix: II Actual Research Budget

ITEM	QTY	UNIT COST	AMOUNT
Transport			100,000=
Questionnaires development			70,000=
printing and binding	500pages	200	100,000=
Motivation and refreshment			130,000=
Miscellaneous		50,000	50,000=
TOTAL			450,000 /=

Appendix III: Time Frame

ACTIVITIES	DURATION (months)				
	April 2014	Early April 2014	Late April 2014	May 2014	June 2014
Pilot and Study analysis					
proposal design					
proposal development					
Proposal submission for approval					
Final Dissertation and submission					