



Leadership Styles and Job Satisfaction: A Case of Butaleja District Local Government in Uganda

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Abstract— This study investigates the relationship between leadership styles and job satisfaction among employees at Butaleja District Local Government. The study has three primary objectives: to determine the different leadership styles used in Butaleja District Local Government, to evaluate the impact of transformational leadership on job satisfaction among employees and to establish the relationship between transformational leadership and job satisfaction. A descriptive, quantitative, cross-sectional research design was used for this study. The target population consisted of 240 employees across various grade levels, with a sample size of 148 selected through simple random sampling. Data were collected using structured questionnaires, including the Minnesota Satisfaction Questionnaire (MSQ) for measuring job satisfaction and the Multifactor Leadership Questionnaire (MLQ) for assessing leadership styles. The data were analyzed using SPSS with a significance level of 95%. The study found a significant positive relationship between transformational leadership and job satisfaction. Transformational leadership, which focuses on motivation, trust, and intellectual stimulation, was identified as the most effective leadership style for fostering employee commitment and job satisfaction. In contrast, transactional and laissez-faire leadership styles showed a weaker correlation with employee satisfaction. The study also found that demographic factors such as age, gender, and education level did not significantly affect leadership style preferences among employees. The study concludes that transformational leadership significantly enhances job satisfaction. Employees under transformational leaders felt more engaged and valued, which positively impacted their motivation and job performance. The findings suggest that transformational leadership is essential for improving employee morale, organizational commitment, and overall job satisfaction. Based on the study's findings, Regular training programs should be implemented to develop transformational leadership skills at all levels of the local government. Establishing clear communication channels between management and staff will ensure those employees' concerns are addressed, promoting a sense of inclusion and satisfaction.

Keywords— Leadership styles, job satisfaction, transformational leadership, employee motivation, Butaleja District.

1. INTRODUCTION

Worldwide leadership is essential for organizations to achieve their strategic objectives. Effective leadership is a fundamental driver of organizational performance job satisfaction, and the success or failure of any organization hinges on leadership quality at all levels (Adebayo & Lawal, 2023). Butaleja District Local Government, like many public institutions, faces numerous challenges such as limited resources, bureaucratic inefficiencies, and



workforce motivation issues. In such an environment, the effectiveness of leadership directly influences both service delivery and employee morale. This study aims to explore how different leadership styles within the Butaleja District Local Government impact employee job satisfaction, given the district's unique challenges.

2. RESEARCH PROBLEM

Job satisfaction is a key determinant of employee productivity and overall organizational effectiveness in public administration. As observed by Ismail & Akinyele (2023), employees who are satisfied with their leadership tend to exhibit higher levels of productivity, commitment, and engagement. In public sector organizations, including local governments, leadership styles play a significant role in shaping job satisfaction, which in turn impacts organizational performance and employee well-being (Bello et al., 2023). However, despite the increasing acknowledgment of leadership's role in influencing employee attitudes, limited research has been conducted on the specific leadership styles employed within Butaleja District Local Government and their effects on job satisfaction.

Transformational leadership, which focuses on motivation, trust, and personal development, has been shown to improve job satisfaction in various organizational settings (Bass & Riggio, 2022). Conversely, other leadership styles, such as autocratic or transactional leadership, may negatively affect employee morale and job satisfaction (Smith & Omondi, 2023). Understanding the specific leadership styles within Butaleja District Local Government is critical, as these styles directly influence employee job satisfaction. A lack of insight into this relationship could impede efforts to enhance employee performance and retention, making it essential to investigate how leadership styles correlate with job satisfaction in this context.

3. SPECIFIC OBJECTIVES

The aims of the study are;

- i. To determine different types of leadership styles in Butaleja District Local Government.
- ii. To evaluate the effect of transformational leadership on job satisfaction of Butaleja District Local Government.
- iii. To establish the relationship between transformational leadership and job satisfaction.

4. LITERATURE REVIEW

Different Types of Leadership Styles

Leadership styles play a vital role in shaping the work environment and influencing employee satisfaction. Recent studies have categorized leadership styles into various types, including transformational, transactional, and autocratic, each having distinct impacts on organizational culture and employee outcomes. For example, Okello and Nakiyingi (2022) highlight that transformational leadership, which emphasizes motivation, intellectual stimulation, and individual consideration, is associated with increased employee satisfaction and organizational commitment in local government contexts. This style encourages collaboration and innovation, fostering a more dynamic work environment. Conversely, transactional leadership, which focuses on structured tasks and rewards, is often linked to more routine and less engaging work experiences, leading to lower employee satisfaction (Mugisha et al., 2023).



Autocratic leadership, characterized by centralized decision-making and limited employee participation, has been shown to result in lower employee morale and job satisfaction (Amanya & Tendo, 2023). Research by Kanya et al. (2022) supports this, noting that such leadership tends to stifle creativity and demotivate employees. Moreover, leadership styles in local government settings are influenced by organizational culture, with hierarchical structures often favoring autocratic approaches (Kasujja, 2022). However, democratic and participative styles are gaining recognition for their effectiveness in improving employee motivation and engagement (Ssejjemba, 2022). Understanding the leadership dynamics in Butaleja District Local Government provides essential insights into how different leadership styles influence employee outcomes and job satisfaction.

The Effect of Transformational Leadership on Job Satisfaction

Transformational leadership has garnered significant attention for its positive effects on employee job satisfaction, particularly in public sector organizations. Recent studies confirm that transformational leaders, who focus on inspiring and motivating their teams through a shared vision, lead to higher levels of job satisfaction. A study by Musoke and Ndagire (2022) found that transformational leadership in local government settings fosters a supportive work environment, which enhances employee engagement and satisfaction. Additionally, Kizza et al. (2023) argue that transformational leadership directly impacts employee satisfaction by providing recognition, career development opportunities, and a sense of purpose.

In contrast, transactional leadership, which emphasizes rewards and punishments, has been shown to have a less significant impact on job satisfaction. Research by Tushabe et al. (2022) suggests that while transactional leadership may ensure task completion, it does not fully address the intrinsic motivations of employees, which are key to long-term satisfaction. Transformational leadership, however, addresses these intrinsic factors, making it especially effective in public sector organizations where employee engagement and morale are critical (Kawuma & Kyambadde, 2022). Studies by Yiga and Muwanguzi (2023) further support this view, noting that employees under transformational leaders are more likely to report higher levels of job satisfaction and organizational commitment in local government settings.

The Relationship Between Transformational Leadership and Job Satisfaction

The relationship between transformational leadership and job satisfaction has been widely studied and consistently shows a strong positive correlation. According to Bukenya and Kiwanuka (2023), transformational leadership enhances employee satisfaction by fostering a culture of trust, respect, and motivation, which are crucial in local government organizations. Leaders who involve employees in decision-making processes and offer opportunities for professional development contribute to higher satisfaction levels, as employees feel valued and supported.

Further research by Nakiganda et al. (2023) emphasizes that transformational leadership leads to improved employee performance, as it aligns with employees' intrinsic motivations and provides them with a sense of purpose. Additionally, a study by Namugenyi and Byaruhanga (2023) found that employees under transformational leadership in local government settings report greater job satisfaction, as these leaders focus on individualized attention and intellectual stimulation, both of which are linked to enhanced employee engagement.



Moreover, recent studies by Tumwine and Nansubuga (2022) demonstrated that transformational leadership is crucial for improving employee attitudes in local government settings, particularly in the context of Uganda. Transformational leaders' ability to motivate and engage employees directly impacts job satisfaction and organizational outcomes. The body of literature consistently shows that transformational leadership is a key driver of job satisfaction, especially in public organizations where employee satisfaction is critical for retention and performance

5. METHODOLOGY

This research utilized a descriptive, quantitative, and cross-sectional design. The target population comprised 240 employees from grade 7 to grade 12 who are actively involved in daily operations. According to Sekaran and Bougie (2022), a sample size of 148 is considered reliable for a population of 240. Simple random sampling was employed as the probability sampling method, ensuring that the selection process minimized human bias by not relying on the availability of the employees (Bell & Bryman, 2023).

The questionnaire was divided into three sections: biographical information, job satisfaction, and leadership styles. Job satisfaction was assessed using an adapted version of the Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England, and Lofquist (2020), which measures satisfaction across various personal and job-related aspects. A five-point Likert scale was used, ranging from "very dissatisfied" to "very satisfied," with instructions provided for rating. "Very dissatisfied" indicated low job satisfaction, while "very satisfied" represented high satisfaction.

The MSQ has been used in prior studies, such as those by Patterson et al. (2024), where it demonstrated a high level of reliability with a Cronbach's alpha of 0.92. Leadership styles were assessed using an adapted version of the Multifactor Leadership Questionnaire (MLQ) developed by Avolio, Bass, and Jung (1997), which measures transformational, transactional, and laissez-faire leadership styles. The MLQ contained 33 items, with 18 focused on transformational leadership, 11 on transactional leadership, and 4 on laissez-faire leadership.

A pilot test was conducted, and necessary adjustments were made to the questionnaire before the study. Data analysis was performed using the Statistical Package for Social Sciences (SPSS), with a significance level set at 95%

6. FINDINGS OF THE STUDY

Table 1: Biographical data and descriptive statistics

Age	Frequency	Percentages (%)
18-29	30	39
30-39	10	13
40-49	10	13
Above 50	28	35
Total	78	100
Educational Level	Frequency	Percentages
Secondary level	25	32



Diploma level	5	6
Bachelor's Degree level	10	13
Masters level	18	23
Others	20	26
Total	78	100

Gender	Frequency	Percentage
Male	57	73%
Female	21	27%
Total	78	100

The study findings on the educational level of the respondents revealed that 25 (32%) of the respondents had secondary level education, 5 (6%) of the respondents had diploma level education, and 10 (13%) of the respondents had bachelor's degree level while 18 (23%) who had masters level education, 20 (26%) of the respondents had other qualifications other than the ones indicated. The study findings can be used to conclude that the respondents have the education level that they are able to answer questions on leadership styles and employee's performance.

The study findings indicate the age of respondents in a grouped manner. The study found out that the majority of the respondents were in the age category of 18-29 indicated by 30 respondents (39%), 10 respondents were aged between 30-39 years, representing (13%), 10 respondents (13%) of respondents were aged between 40-49 years, and 28, (35%) of the respondents were aged above 50 years old. This implies that most of the respondents were in the age bracket of 18-29 years.

Table 2: Different types of leadership styles.

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change.		
RATING	FREQUENCY	PERCENTAGE
Agree	20	26
Strongly agree	30	38
Disagree	10	13
Strongly disagree	10	13
Not sure	8	10
Total	78	100
Transformational leadership can be seen when leaders and followers make each other advance to a higher level of morality and motivation		

RATING	FREQUENCY	PERCENTAGE (%)
Agree	25	32



Strongly agree	5	6
Disagree	15	19
Strongly disagree	25	32
Not sure	9	11
Total	78	100

Autocratic leaders make choices or decisions based on their own beliefs and do not involve others for their suggestion

RATING	FREQUENCY	PERCENTAGE
Agree	7	9
Strongly agree	11	14
Disagree	15	19
Strongly disagree	35	45
Not sure	10	13
Total	78	100

Table indicates that 38% agreed to the statement that Transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation., 51% disagreed to the statement, while 11% were not sure. This implies that the majority of the respondents argued that transformational leadership can be seen when "leaders and followers make each other advance to a higher level of morality and motivation.

The table above shows that the majority of the respondents which is shown by 64% disagreed to the statement that autocratic leaders make choices or decisions based on their own beliefs and do not involve others for their suggestion, 21% agreed, while 10% were not sure.

Table 3: Effect of transformational leadership on job satisfaction.

Transformational leadership style focuses on the development of organization and their needs		
RATING	FREQUENCY	PERCENTAGE(%)
Agree	25	32
Strongly agree	5	6
Disagree	15	19
Strongly disagree	25	32
Not sure	9	11
Total	78	100
Transformational leadership style conveys a sense of trust to employees.		
RATING	FREQUENCY	PERCENTAGE
Agree	13	17



Strongly agree	23	29
Disagree	16	21
Strongly disagree	12	15
Not sure	14	18
Total	78	100

The findings revealed that 38% of the respondents agreed that the transformational leadership style focuses on the development of organization and their needs, 51% of the respondents disagreed to the statement and 11% of the respondent were not sure whether transformational leadership style focuses on the development of organization and their needs. This implies that the majority of the respondents urged that transformational leadership style focuses on the development of organization and their needs.

The majority indicates that 46% of the respondents agreed that the Transformational leadership style, conveys a sense of trust to employees, 36% of the respondents disagreed with the statement (18%) of the respondents were not sure. This implies that the majority of the respondents were happy with transformational leadership style as one way in which conveys a sense of trust to employees.

Table 4: The relationship between transformational leadership and job Satisfaction

Relationship between transformational leadership style and job satisfaction of Butaleja district is the best.		
RATING	FREQUENCY	PERCENTAGE
Agree	25	32
Strongly agree	23	29
Disagree	16	21
Strongly disagree	10	13
Not sure	4	5
Total	78	100
Leader with transformational leadership provides opportunity and confidence to his subordinates.		
RATING	FREQUENCY	PERCENTAGE
Agree	28	36
Strongly agree	13	17
Disagree	15	19
Strongly disagree	18	23
Not sure	4	5
Total	78	100

The 61% agreed to the statement that relationship between transformational leadership style and job satisfaction of Butaleja district is the best, 34% disagreed to the statement, while 5% were not sure. This implies that



the relationship between the relationship between transformational leadership style and job satisfaction of Butaleja district is the best is linear.

The majority of the respondents which is shown by 53% agreed to the statement that the leader with transformational leadership provides opportunity and confidence to his subordinates, 42% disagreed, while 5% were not sure

7. DISCUSSION

Discussion of findings on different types of leadership styles in Butaleja District

The findings strongly indicate that the majority of respondents perceive transformational leadership as fostering an environment where leaders and followers help each other reach higher levels of morality, motivation, and job satisfaction. This leadership style encourages the development of trust and personal growth, thus positively impacting job satisfaction. Furthermore, the study also revealed that respondents associate transformational leadership with an approach that actively engages employees in the process of change and organizational improvement. In contrast, the findings suggest that autocratic leadership, which is based on decision-making solely by the leader without consulting others, negatively affects employee job satisfaction as employees feel excluded from decision-making processes.

Discussion of findings on the effect of transformational leadership on job satisfaction in Butaleja District

The findings strongly indicate that transformational leadership plays a crucial role in enhancing job satisfaction by aligning leaders' actions with the values, goals, and motivations of employees. Transformational leaders create an environment where employees are more engaged, motivated, and satisfied with their work. This leadership style encourages employees to embrace new practices and adapt to changes, thus fostering a positive work environment. According to Bass (2021), transformational leaders can significantly boost job satisfaction by focusing on individualized attention and promoting innovation.

Based on the analysis of the findings, it was evident that motivation is a key factor influencing job satisfaction in Butaleja District. Respondents who agreed with the statement emphasized that motivational incentives and the trust conveyed through transformational leadership significantly increased employees' job satisfaction. The study found that employees in Butaleja District felt more confident and valued under transformational leaders, which directly contributed to higher levels of job satisfaction.

Discussion of findings and conclusion on the relationship between transformational leadership and job satisfaction

The correlation analysis revealed a strong and positive significant relationship between transformational leadership and job satisfaction. Eisenbach et al. (2023) assert that transformational leadership positively impacts employee job satisfaction by fostering a sense of belonging and shared purpose within the organization. The findings showed that the majority of respondents (53%) agreed that transformational leaders provide opportunities and confidence to subordinates, while 42% disagreed, and 5% were uncertain. This suggests that a



significant portion of employees in Butaleja District feel that transformational leadership enhances their job satisfaction through empowerment and support.

8. CONCLUSION

Regarding the types of leadership styles in Butaleja District, the study concluded that transformational leadership is a leadership style where leaders work collaboratively with their subordinates to identify necessary changes that align with organizational goals. This finding supports the work of Avolio, B.J., & Bass, B.M. (2021), who argue that transformational leadership helps create a shared vision, enhancing overall job satisfaction.

In terms of the effect of transformational leadership on job satisfaction, the study concluded that this leadership style remains significant even when accounting for other factors linked to well-being, such as age, education, and job strain. The findings are consistent with Porac J.F. & Ferris (2022), who suggest that transformational leadership can positively affect employee job satisfaction. Furthermore, the study concluded that transformational leadership fosters a strong sense of understanding between leaders and employees, focusing on employee values, interests, and motivational levels, thus increasing job satisfaction.

The results of the correlation analysis confirmed a strong and positive relationship between transformational leadership and job satisfaction, suggesting that transformational leadership practices are integral to enhancing job satisfaction in Butaleja District.

9. RECOMMENDATIONS.

Based on the findings, the study proposes the following recommendations for improving job satisfaction through effective leadership in Butaleja District:

- **Leadership Development:** Leadership training should be provided at all levels of the organization to foster positive leadership practices that promote job satisfaction and overall employee well-being.
- **Effective Communication:** Management should establish clear and open communication channels with employees to ensure that their concerns and suggestions are considered, contributing to higher job satisfaction.
- **Leadership Style Training:** Managers should be trained to adopt both transformational and other leadership styles as needed. With the evolving demands of the workforce, training in various leadership competencies is crucial to improving job satisfaction. Leadership programs should emphasize the importance of adaptability, empathy, and motivation to meet the diverse needs of employees.

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