

**THE INFLUENCE OF EFFECTIVE MANAGEMENT ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY
OF MPIGI TOWN COUNCIL**

BY

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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DECLARATION

I hereby declare that the work contained in this report is original and has never been submitted to any University for award of a degree

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APPROVAL

I certify that this Dissertation entitled "examine the influence of effective management on an organization performance" has been submitted with the approval of the academic supervisor

Signed.....
Dr. Otanga Rusoke
Supervisor

Date.....

DEDICATION

This report is dedicated to my parents: Mr. and Mrs. Mukasa Ladislous for all the support in my education. My best friend Mr. Sebuliba Laban; I thank you for being good to me and all I have achieved.

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ABSTRACT

This report was about a study aimed at examining the influence of effective management on an organization's performance

The study was guided by three objectives: to find out the management styles/techniques practiced, to examine the impact of management styles on employee motivation and performance and to establish the management challenges faced by employees in Mpigi Town Council and suggest remedies

The study used a descriptive research survey design in which both qualitative and quantitative methods were employed. The study involved 30 respondents who were selected using systematic non random sampling. Data was collected mainly through the use of self-administered questionnaires and interview guides. Documentary review of the influence of effective management on an organisation was done.

The findings revealed that effective decisions were made by the executive in Mpigi Town Council and that the council provides training and support to attain high education for the employees. This helps the workers to gain extra skills and training so as to do better at work.

The researcher recommended that all employees in organizations be involved in decision making. Giving employees more responsibility and decision-making authority increases their control over the tasks for which they are held responsible and better equips them to carry out those tasks. Trapped feelings arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment.

CHAPTER ONE

Introduction

1.1 Background of the Study

In the book entitled *Introduction to Management by Richard Pettinger*, Henri Fayol (1841 - 1925) defined Management as the process of Forecasting, Planning, Organising, Commanding, Coordinating and Controlling.

According to Tom Peters (1980s,) Management can be defined as "organizational direction based on sound common sense, pride in the organization and enthusiasm for its works. It is clear that Management is partly the process of getting things done through people, and partly the creative and energetic combination of scarce resources into effective and profitable activities and the combination of the skill and talents of the individuals concerned with doing this.

In his book entitled *introduction to Management, Richard Pettinger*" emphasizes that Management is variously defined as Science, Profession and Art.

There are precise elements, scientific and exact aspects that have to be learned and assimilated. Any Manager must have a good grasp of certain quantitative methods and financial and statistical data, as well as

certain, less scientific but well tried and tested elements such as human motivation, and the effect of different payment systems on the performance of different occupations.

It is a profession in so far as there is a general recognition that there are certain knowledge, skills and aptitudes that must be assimilated and understood by any one who aspires to be a truly effective manager.

Management is an art in the sense that within these confines and structures, there is a great scope for the use of creativity, imagination, initiative and invention within the overall sphere of the occupation.

Any one who aspires to management must understand the process involved and be able to carry them out effectively in their own situation. They are fundamental to the success of any managerial activity. The overall managerial task is concerned with getting things done through people. The best managers are therefore, highly professional, committed and dedicated operators, highly trained and educated with excellent analytical and critical faculties. Therefore, Managers must have the strategic planning and organizational skills necessary to determine and carryout the directive functions required in particular situation. They must understand the basic aspect of human behavior and motivation if they are to stand a chance of getting effective work out of the staff, must have a basic grasp of quantitative and analytical methods enabling them

to recognize those activities which are truly profitable and effective and those that are not. They must be familiar with information systems and the information itself. They must be able to draw accurate conclusions from it.

They must be able to ask for information and to present information in ways that the organization as a whole and its individual operations require and must be able to manage, maintain, develop and improve the human resource. They must also have a good knowledge of the law as it impinges on their particular managerial activities and be able to work within it. They must understand and be able to apply strategic processes, priorities, schedules, timetables and techniques. They must be able to work on deadlines and within resource constraints. Must have basic skills and aptitudes in marketing and presentation and must set standards of performance for themselves, their peer, subordinates and their organization as a whole.

It is against the above stated background that the researcher sought to explore the influence of effective management on organizational performance with reference to Mpigi Town Council.

1.1 STATEMENT OF THE PROBLEM

Of recently, there has been increasing attention on identifying the underlying factors which impact on organizational performance. In Mpigi Town Council, there is improvement in coordination and planning of the activities. Despite the improvement in management, there are employees who are not happy about the management techniques employed by the administration. This has resulted in them not performing well at work hence hindering efficiency in management of council activities.

Therefore, the above stated problem gave the basis for this study which was aimed at establishing the influence of effective management on an organizational performance in Mpigi Town Council.

1.2 GENERAL OBJECTIVE

The general objective of this study was to examine the influence of effective management on an organizations' performance with particular reference to Mpigi Town Council

1.2.1 Specific Objectives

- (i) To find out the management styles/techniques practiced by administrators in Mpigi Town Council.
- (ii) To examine the role/impact of management styles on employee motivation and performance in Mpigi Town Council

- (iii) To establish the management challenges faced by employees in Mpigi Town Council and suggest remedies

1.3 Research Questions

The study was guided by the following research questions:

- (i) What management styles are practiced in Mpigi Town Council?
- (ii) How have the management styles influenced on employee performance and motivation in Mpigi Town Council?
- (iii) What administrative challenges are being faced in Mpigi Town Council?

1.4 Scope

The study was aimed at establishing the influence of effective management techniques on performance of Mpigi Town Council. The town is located in the central region (Buganda Region) 34 km west of Kampala Uganda's Capital city, off the Kampala Masaka highway which links to its western neighbours of Rwanda, Tanzania, Congo and Burundi.

Using questionnaire and interview guide, the researcher sought to examine the management styles practiced in Mpigi Town Council, the impact of management styles on employee performance and establishing the management challenges faced by Mpigi Town Council

The study was conducted in Mpigi Town Council because of the fact that there are effective management practices but also dissatisfaction among employees in the council.

The area is also the researcher's work place for the respondents will not doubt her identity. This will lead to generation of reliable information.

1.5 Significance

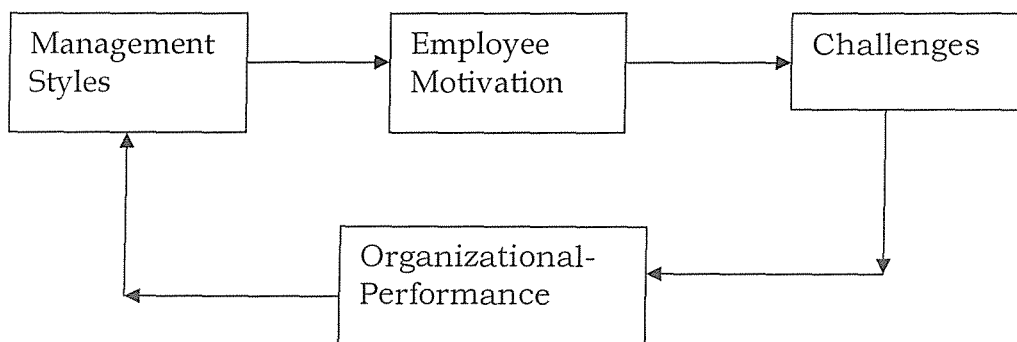
The importance of "Effective Management Skills" is to help people and organization in improving their own effectiveness and efficiency. Proper management is vital in complex organizational environments. The quality of manager and effective management styles can determine the culture of the organization, the productivity of its staff, and ultimately success or failure. Therefore, the findings of this study are expected to be useful to different categories of people in several ways:

First, the study findings are expected to be useful to the policy makers especially Government (Ministry of local government) and the local council authorities in the designing of practical guidelines that can lead effective management of Local councils.

The findings are also hoped to provide wide knowledge specifically to Mpigi Town Council administrators on what ought to be done so as to encourage and promote effective management in the Council

The findings are also hoped to contribute much to existing knowledge that may be useful to the academicians who may wish to carryout further studies on a related subject matter.

1.6 Conceptual Framework



The conceptual framework indicates that effective Management Styles may positively impact on employee motivation which is reflected in terms of service delivery, staff punctuality and actual output. In addition, when the challenges of an organisation are handled effectively by the managers,

this leads to efficiency and consequently this impact on organizational performance.

CHAPTER TWO

Literature Review

2.1 Overview of Literature

In this chapter, we review existing literature to the study. It is reviewed among the major themes of the study. In reviewing the literature, materials will be drawn from several sources for the researcher believed that any relevant literature irrespective of the place or time could still be substantial to form a basis for this study. An attempt is made to fill the research gap between the past writers/researchers and the present situation.

2.2 Management Styles And Effective Organizational Performance

The term management style can be understood simply as a way to manage an organisation. According to Schleh (1977: 10), management style is "The adhesive that binds diverse operations and functions together. It is the philosophy or set of principles by which you capitalise on the abilities of your people. It is not a procedure on 'how to do,' but is the management framework for doing. A management style is a way of life operating throughout the enterprise. It permits an executive to rely on the initiative of his people."

In terms of management functions, Khandwalla (1995b: 48) defined management style as the distinctive way in which an organisation

makes decisions and discharges various functions, including goal setting, formulation and implementation of strategy, all basic management activities, corporate image building, and dealing with key stakeholders. Depending on an organisation's operating conditions, styles vary.

A variety of formal styles of management have been described since the 1950s. Likert (1961, 1967) defined four styles that constitute a continuum from authoritarian to participative. Burns and Stalker (1961) introduced the organic and mechanistic styles of management. Mintzberg (1973) described the entrepreneurial, the planning and the adaptive type of strategic planning. Following Japan's economic success, other scholars studied the Japanese style of management, which emphasises paternalism, lifetime employment, seniority, life long learning, collective decision making, hard work, cooperation ethics, continuous adaptation and improvement (Pascale & Athos, 1981; Williamson & Ouchi, 1981; Wilkins & Ouchi, 1983). In the mid 1970s, having drawn findings from several studies of American, Canadian and Indian firms, Khandwalla (1995a, 1995b), conceptualised five dimensions of management style, namely risk taking, technocracy, flexibility, participation, and authoritarianism and suggested that these be the building blocks of most styles. In the early 1980s, Peters and Waterman (1982) came up with a typical management style of

American companies whose traits differed sharply from those of the idealised Japanese style, and which focuses more on core values, highly flexible structures, business unit autonomy, interactivity and innovation. More recently, de Geus (1997) advocated the adoption of the management of tolerance for learning organisations and knowledge-based companies instead of the 'action-oriented' management style. But in their search for ideal styles, most scholars have overlooked the applicability of a management style to a given organisation (Khandwalla, 1995b).

According to *Armstrong (2005)*, Management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing them towards accomplishing a goal. Management often encompasses the deployment and manipulation of human resources, financial resource, technological resources, and natural resources. Management can also refer to the person or people who perform the act(s) of management.

Different scholars have written about effective management styles and what effective leaders do. Margare (2004) indicates that being an effective manager means knowing when to use the right management style. Some styles, for instance, are more oriented, while others tend to focus on a project or product. He adds that the management style an organization selects will

depend on people's skills and knowledge, available resources (like time and money), desired results, and of course the task before the manager.

Margare (2004) further points out the various effective management styles and these include; Participatory, Directive style and Teamwork style.

According to Manfred Davidmann (2006), the effectiveness of the organisation is determined by the way work is organised and by the way people work with or against each other. The way in which people co-operate with each other, with the leadership and with the community, indeed the extent of their commitment to their organisation, depend on the style of management.

So here we look at different styles of management, on their impact on people, on the way in which people work together and on results.

Just think of the many supplies and services required daily to enable a large city like London to survive. Food has to be produced, harvested, stored and transported. Waste products have to be collected and treated or dispersed. Electricity has to be generated and distributed, transport has to be provided. Houses have to be built. Streets have to be cleaned and maintained, the district has to be policed. And all these and much more for millions of people, daily.

In our modern, industrialised, technological and highly competitive international environment it is essential that many experts from different areas of activity and different levels of society coming from different backgrounds work together to successfully achieve the completion of large projects such as exploring space, or the building of large oil gathering and refining installations.

Many experts have to work together to provide our daily needs, to enable us to have good and satisfying lives. Discord in one area can inconvenience many people and it is essential that people co-operate with each other freely and effectively.

Manfred (2006) further revealed that experience shows that the larger the organisation the more difficult it is to achieve the necessary degree of co-operation and that larger organisations are usually much less effective than smaller ones as people are working against each other instead of co-operating. We will see that improving the style of management can by itself increase the effectiveness of operating, improve results obtained and the way in which resources are being used, by about 20-30%. The gains to be made by improving the style of management are thus very considerable not only from the point of view of a better return to the shareholders and to the community but also from the point of view of greater contentment and satisfaction felt by employees.

2.2.1 Participatory Style

According to *Margare (2004)*, in this style of management, it is critical to give each employee an entire task to complete. If that's not possible, make sure the individual knows and understands his or her part as it relates to the project or task. When people in a team know where they fit in the big picture, they are more likely to be motivated to complete the task.

According to Abraham Maslow as quoted by *Katherine Mill (2003) 3rd Edition, Organisational Communication*. Workers at different levels can be motivated by the same different levels can be motivated by the same motivational factors. He also urges that employees at lower levels can easily be motivated by physiological and safety needs, while their counter parts in the middle although need safety but can be motivated by affiliation, esteem and actualization needs.

Lower level employees if given physiological needs which include food, water, and shelter among others will be motivated at work.

On the other hand, middle level employees can best be motivated by affiliation and esteem needs. These include being respected, recognition by other co-workers among others.

In contrast, high level employers (Managers) can best be motivated by actualization needs. Such people desire to become more and more what one is to become everything that one is capable of becoming.

In a final analysis, Abraham Maslow emphasized that employees at different levels can be motivated by different motivational factors. Maslow's work dramatized to managers that workers have needs beyond the basic requirement of earning a living. Being aware of these needs enables a manager to use different methods to motivate workers.

According to Frederick Herzberg as quoted by *Sultan Kermally* in his book *The Management Tool kit 1999*, found that there are two important factors at work (The Motivation to work, 1964) the set of factors he labelled as hygienic factors and the second set of factors he labeled as motivation factors.

Hygienic factors relate to conditions of work and are sources of dissatisfaction. They can have a negative effect on performance. Motivation factors relate to the content of the job are source of work satisfaction. However, their absence does not create dissatisfaction.

In the same book, McClelland's theory of need achievement theory urges that motivation is based upon 3 distinct needs which include;

Need for power, the basic drive to control and direct others, need for affiliation, the need for friendship, personal relationship and social interaction, need for Achievement, the need to attain goals.

According to Victor Vroom (work and Motivation, 1964), in his Expectancy theory of motivation, there is a relationship between the level of motivation, the importance of a goal and the expectation of achieving it. Accordingly, it is important for the team leader to take the time to explain the details and why their role is important, get employee input on the task and its significance. This will give them a sense of value, and hopefully, encourage them to take ownership of their piece of the project. The team leader or manager should do his best to make sure employees understand the tasks.

2.2.2 Directing Style

Sometimes a situation will call for a direct style of management. Perhaps a tight deadline looms, or the project involves numerous employees and requires a top down management approach. Here a manager answers five questions for the employees: What? Where? How? Why? and When? The employees have to know what they need to do, how they are going to do it, and when they must be finished. This style may seem cold and impersonal but managers still have an opportunity to be a motivating and accessible manager. For example when a manager assigns duties and responsibilities, he should provide helpful tips or share experiences encountered with a similar project.

With this style, managers should not be afraid to set specific standards and expectations. Managers' communication therefore must be detail oriented, unambiguous, and free of buzzwords and jargon. He also needs to set clear, short term goals like, "Your goal is to complete three reports a day."

2.2.3 Teamwork Style

According to this style, if a manager wants to expedite a project and optimize a process for completing that project, managing by teamwork is the way to go. When one motivates people to pull their knowledge, the results may exceed the expectations. Often, teams can tackle problems more quickly than what you can accomplish on your own. The give and take can create a process that you can replicate in other projects.

It is important to note that successful team work depends on coordinated efforts among the staff, as well as solid communication skills. Reports must be clear and concise. Presentations must convey information that leaves nothing unanswered. Understanding logistics is critical, too. Probably most important, however, is your willingness to credit the team for its success and independence rather than your management skills. However, this study's concern is to establish the influence of effective management on organizational performance of Mpigi Town Council.

2.2.4 Bureaucratic Management

According to J.S Chandan, Management concepts and strategies, Bureaucratic management system was advanced by German socialist called Max Weber. In his writings (1864 – 1920), a bureaucratic form of an organization refers to management approach which is based on a rigid formal organizational structure with set rules and regulations. He looked for rules to eliminate managerial inconsistencies that contribute to effectiveness and believed that every deviation from the formal structure interferes with efficient management. He believed in strict adherence to rules which would make bureaucracy a very efficient form of organization founded on principles of logic, order and legitimate authority.

2.3.6 Administrative Management

J.S Chandan urges that Administrative Management as an approach to management was advanced by Henri Fayol (1841 – 1925). He observed the organizational functions from managerial point of view. He believed in universality of Management and reasoned that those who acquire general knowledge of managerial functions and principles can manage all types of organization. J.S Chandan goes on to argue that Fayol proposed the breaking of the complex management process into separate interdependent areas of responsibility. He divided the administrative

activities into 6 groups all of which are closely dependent on one another which include Technical, Commercial, Financial, Security, Managerial and Accounting.

In addition to these areas of operations, Fayol also proposed fourteen (14) principles of administration which he believed would be most often applied for more efficient managerial behavior and these include: -

Division of labour, Authority and responsibility, Discipline, Unity of Command, Unity of direction, Subordination of individual interest to organizational interest, Remuneration of staff, Centralization, Scalar chain, Order, Equity, Stability of staff and Esprit de corps which means employees should work as a team.

According to Armstrong (2000), management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing them towards accomplishing a goal. Management often encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management can also refer to the person or people who perform act(s) of management.

Barret (2003) indicates that difficulties arise in tracing the history of management. Some see it (by definition) as a late modern (in the sense of

late modernity) conceptualization. On those terms it cannot have a pre-modern history, only harbingers (such as stewards). Others, however, detect management like activities in the pre-modern past. Some writers trace the development of management thought back to Sumerian traders and to the builders of the pyramids of ancient Egypt. Slave owners through the centuries faced the problems of exploiting/motivating a dependent but sometimes unenthusiastic or recalcitrant workforce, but many pre industrial enterprises, given their small scale, did not feel compelled to face the issues of management systematically.

One the other hand, developing effective management skills to deal with specific challenges and problems of each organization is the urgent needs of many businesses and organizations in the global competitive environment, rapid changing of technology and environment. The new tendency of training and development of successful organizations over the world today is developing effective skills in dealing with specific challenge of their own organization to reach their own mission and objectives in the new organization that characterized by networked, flat, flexible, diverse, global organization.

The importance of “Effective Management Skills” is to help people and organization in improving their own effectiveness and efficiency.

Globalisation and rapidly developing technology shows we are in a period of intense competition. Proper management is vital in these complex environments. The quality of manager and effective management styles can determine the culture of the organization, the productivity of its staff, and ultimately success or failure. A manager should have the ability to direct, supervise, encourage, inspire and co-ordinate and in doing so facilitate action and guide change. Managers develop their own leadership qualities and those of others. Management utilizes planning, organizational and communications skills. These skills are important in leadership also but even more so are qualities such as integrity, honesty, courage, commitment, sincerity, passion, determination, compassion and sensitivity.

2.3 Effective Management Styles and Employee Performance and Motivation

Management style is one of the important factors that affect organisational effectiveness. A good match between the style of management and the operating realities of an organisation will substantially influence its level of effectiveness. In each organisation, management style influences the performance of individual employee and work groups, and thereby the whole organisation's performance. In other words, the effectiveness of the organisation is greatly determined by the way work is organised and by the way

people work with or against each other as well as how people cooperate with each other, with the leadership and with the community, and the extent of their commitment to their organisation very much depend on the style of management (Davidmann 1995).

Culpan and Kucukemiroglu (1993) and Khandwalla (1995a, 1995b) developed two separate models to study management styles, containing six principal dimensions for comparing management systems. They are: supervisory style, decision-making, communication patterns, control mechanism, interdepartmental relations, and paternalistic orientation (Appendix 1). These authors attempted to establish a link between management style and organisational effectiveness by comparing United States and Japanese management systems. The findings showed that while American managers emphasise supervisory style, decision making and control mechanism, the Japanese are more concerned with communication processes, interdepartmental relations, and a paternalistic approach (Culpan & Kucukemiroglu, 1993: 27-38).

Based on an empirical study of 90 Indian organisations, Khandwalla (1995a: 43-46) defined ten different normal styles in association with ten defective styles, namely conservative, entrepreneurial,

professional, bureaucratic, organic, authoritarian, participative, intuitive, familial, and altruistic (Appendix 2).

These models can help identify the main characteristics of each management style, and therefore can be useful in defining what styles are prevalent in a given country. However, as these models use a wide range of criteria, it is difficult to compare the management practices between companies in different industries and economic sectors. To fill this void, the model used for the study of the Vietnamese management style has been developed by combining the two conceptual frameworks of Culpan and Kucukemiroglu (for analysing the management style) and Khandwalla (for defining the management practices) as described above. However, to better reflect the evolution from a centrally planned (mechanistic) towards a market economy (organic) system, only seven of Khandwalla's identified ten management styles in India were used. They are: bureaucratic, familial, conservative, participative, authoritarian, intuitive and entrepreneurial.

An employer's desire to provide the impetus for employees to do their job as efficiently and effectively as possible and to commit to the achievement of the organisations goals and objectives

Closely related to employee satisfaction and morale, employee motivation may be considered both an action and a status. The action occurs when management takes steps to foster a work environment where employees are self-driven to perform their job tasks at a level that meets or exceeds management's standards. Employee motivation as a status simply describes the degree to which management succeeds: employees are relatively motivated or unmotivated when measured against one or more performance gauges (Bertera, R. L., & Cuthie, J. C. 1984).

There are a host of competing ideas—among both scholars and lay people—about what motivates workers. Most of these ideas focus on the types of rewards employees derive (or at least expect to derive) from their jobs and, in particular, intrinsic versus extrinsic benefits. Intrinsic rewards are those that stem from performing the work itself. They can include, among other things, feeling important or successful, learning valuable skills, and enjoying the outcomes of completed work (e.g., helping other people, pioneering new technology). Extrinsic rewards, on the other hand, accompany the work process but aren't directly part of it. The most common are financial compensation and benefits such as health insurance and paid time off. Many modern theories of employee motivation emphasize intrinsic rewards as being central to the motivation process, while extrinsic rewards are often seen as necessary but not sufficient

(Bertera, R. L., & Cuthie, J. C. 1984). This study therefore is targeted at exploring how effective management techniques impact on organizational performance of Mpigi Town Council.

According to Bertera et al (1984), the methods of motivating employees today are as numerous and different as the companies operating in the global business environment. What is the nature of the company and its industry? Is it small or big? What kind of culture is fostered? Is it conservative or innovative? What is important to the employees? What steps have been taken to find out?

The best employee motivation efforts focus on what employees deem to be important. It may be that employees within the same department of the same organization will have different motivators. Many organizations today find that flexibility in job design and reward has resulted in employees' increased longevity with the company, increased productivity, and better morale. Although this "cafeteria-plan" approach to the work-reward continuum presents variety, some strategies are prevalent across all organizations that strive to improve employee motivation.

Empowerment

Giving employees more responsibility and decision-making authority increases their control over the tasks for which they are held responsible

and better equips them to carry out those tasks. Trapped feelings arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment. Empowerment brings the job enlargement of the 1950s and the job enrichment that began in the 1960s to a higher level by giving the employees some of the power to expand their own jobs and create new, personally identified challenges.

Creativity And Innovation

At many companies, employees with creative ideas do not express them to management for fear of jeopardizing their jobs. Company approval and toeing the company line have become so ingrained in some working environments that both the employee and the organization suffer. When the power to create in the organization is pushed down from the upper echelon to line personnel, employees are empowered and those who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible workforce, using more wisely the experience of its employees and increasing the exchange of ideas and information among employees and departments. These improvements also create an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in

the marketplace. Minnesota Mining and Manufacturing Co., better known as 3M, has fostered company wide creativity for decades. Its relentless support of new ideas has paid off in profitability and loyal employees who are so motivated that they have the most nimble and successful new product development system in the industry. MCI (now part of MCI WorldCom), too, encourages employees to develop new ideas and take chances with them. A top manager there stated, "We don't shoot people who make mistakes around here, we shoot people who don't take risks." Learning

If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation to learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained

can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer.

Quality of life

The number of hours worked each week by American workers is on the rise again and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale. Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flextime, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees towards the work to be done and away from the demands of their private lives.

Monetary Incentives

For all the championing of alternative motivators, money still occupies a rightful place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and

other rewards are being given to employees for generating cost savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization (Bertera et al 1984)

Other Incentives

Study after study has found that the most effective motivators of workers are nonmonetary. Monetary systems are insufficient, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven nonmonetary motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards

of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator (Bertera, R. L., & Cuthie, J. C. 1984).

Work environment

The work in offices often involve sitting for long periods. Employees spend a lot of time keyboarding, particularly at a computer monitor, they may encounter problems of eyestrain, stress, and repetitive motion ailments such as carpal tunnel syndrome.

Almost one-fifth of secretaries work part time and many others work in temporary positions. A few participate in job-sharing arrangements, in which two people divide responsibility for a single job. The majority of secretaries and administrative assistants, however, are full-time employees who work a standard 40-hour week.

What remained this study's concern is to find out the influence of effective management on organizational performance in Mpigi Town Council.

2.4 Benefits of Employee Motivation

Why do we need motivation? The answer is survival (smith, 1994).

Motivated employees are needed in our rapidly changing workplaces.

Motivated employees help organisations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee's changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

Motivation can have an effect on the out put of your business and concerns both quality and quantity. See it this way: your business relies heavily on the efficiency of your production staff to make sure that products are manufactured in numbers that meet demand for the week. If these employees lack the motivation to produce complete products to meet the demand, then you face a problem leading to disastrous consequences. The number of scenarios is extreme but you get the general picture.

Your employees are your greatest asset and no matter how efficient your technology and equipment may be, it is no match for the effectiveness and efficiency of your staff (Fredrick Hertzberg, 1966)

However, this study's concern remains that of examining the influence of effective management on organizational performance of Mpigi Town Council.

CHAPTER THREE

Methodology

3.1 Assembling Research Tools

This chapter gives a description of the research design that will be used, area of the study, population of the study, sample selection methods and the size, data collection methods, procedure and data analysis methods.

3.2 Research Design

The researcher adopted a cross-sectional survey design in which both qualitative and quantitative methods were applied. The reason for using a cross sectional research design is because it helps collect data from different categories of knowledgeable and predetermined respondents, and thus can, lead to the generation of representative and reliable data. The quantitative methods were used to obtain quantifiable data while the qualitative methods helped in the investigation of the respondents' views and ideas about the effective management techniques and employee motivation.

3.3 Area of Study

The research was conducted in Mpigi Town Council. The area was purposely selected because the council is believed to practice effective

management styles yet there was a considerable number of employees who are dissatisfied with the leaders.

The area was also selected because it is the researcher's work place for the respondents did not doubt her identity. This will lead to generation of reliable information

3.4 Sample Size

30 respondents were proportionally selected for the study. This is because the population size is small, for the researcher only targeted employees of Mpigi Town Council.

3.4.1 Sampling Selection Technique

The researcher adopted stratified non random sampling technique in selecting the respondents. This was because the study was confined to a small geographical area and that the researcher had background information about the respondents.

Convenience sampling techniques was also applied in choosing the respondents who were willing to participate in the study. The researcher only selected those respondents who showed interest in the study.

Finally, cross sectional survey method was applied in selecting respondents from the various council departments. The researcher

ensured that all departments are represented so as to collect reliable and sufficient data.

3.4.2 Sampling methods:

Since the scope was limited to Mpigi Town Council, the researcher adopted purposive non-random sampling technique to obtain the sample. This was done in three stages.

Step one involved the identification of 30 respondents who none randomly selected. These included 5 heads who were interviewed and 25 junior employees who responded to questionnaires.

Stage two involved an introductory talk with the respondents where by the researcher explained to the respondents the purpose of the study.

At stage three, the researcher interviewed the respondents and finally edited and compiled down the findings.

During selection, 30 Key respondents were chosen. These included 5 administrators, and 25 employees from Mpigi town council. The administrators involved were: the Council LC III, Town Clerk, Personnel and 2 councilors, while the employees involved secretaries, drivers, cleaners, and office assistants. The respondents were believed to have the reliable information that facilitated the study purpose.

3.5 Research Instruments

The research instruments that were used were of three categories, self-administered questionnaires, interviews guides and a review of the written documents.

3.5.1 Questionnaire

The questionnaire consisted of both structured and Un-structured questions.

The questionnaire was self administered among the respondents. The study used a questionnaire because it allows respondents to give free and independent opinions for they are not affected by the researchers' presence. It also helps cover a large number of respondents in a relatively short time.

3.5.2 Interview

Interviews were conducted among the respondents using interview questions (Appendix B). The researcher adopted the interviews because they guarantee an immediate feedback and can help collect a wide range of information by using open-ended questions.

3.5.3 Written documents

The researcher made a review of the relevant written documents to the study, such included textbooks, and reports, internet, magazines, newspapers, and journals and schools related to effective application. The data gathered will be vital in consolidating the responses elicited from questionnaires and interviews.

3.6 Procedure

The researcher first obtained a letter of introduction from the Institute of languages (Faculty of Arts) Makerere University, which was presented to the respondents and authorities seeking for permission to carryout the study. To avoid loss and miss placement of the questionnaire, the researcher ensured that the filled questionnaires were collected immediately.

3.7 Data Analysis

3.7.1 Quantitative Data Analysis

The responses of the subjects were categorized in frequency counts; pie charts and score tables with varying percentages calculated basing on the total number of observed frequencies. Interpretations and conclusions were made according to the number of scores on each item.

3.7.2 Qualitative Data Analysis

Field notes were written down and work edited at the end of each fieldwork, to ensure accuracy in recording and consistency in information given by respondents, themes were identified and put in coding categories. A scheme of analysis was worked out following the coding categories, using questions and the most occurring ideas.

3.8 Limitations

The researcher encountered a number of problems during data:

First, a number of absentees on whom many follow ups had to be made. This however was attributed to the fact that a large percentage of respondents were busy at work. This made it hard to get respondents in time yet the time of interview was limited. It was costly too because many call backs had to be made in an attempt to get them.

The researcher also faced a challenge of convincing some respondents to answer some questions, as they were not willing to give their views relating to work performance, their age especially women .

The study was also expensive in such a way that it involved financial constraints like transport costs from the university to the areas of study. Others cost included photocopies, typing and binding.

CHAPTER FOUR

Presentation and Discussion of Findings

4.1 Introduction

In this chapter, the study findings were presented and the interpretations made. This was done in accordance with the three objectives and research questions that guided the study.

4.2 Identifying the Management Styles Practiced

In the first research objective, the researcher sought to identify the management styles practiced in Mpigi Town Council. The finding on this question is presented in the graph below:

Graph 1: Showing the Management styles practiced



Source: Researcher from the field

Majority of the respondents (45%) reported that administrative leadership style is being practiced at Mpigi Town council. This can be attributed to

the fact that administrative functions are managed by professionals and officers with relevant training in those areas of operation. These direct and coordinate all the activities at the council. For example, the town clerk is in full control of all the managing and coordinating all activities at the Council.

This style of leadership is not effective in that it gives less room for equal participation in decision making among lower level employees. The top officers have the powers to direct activities yet the lower employees will just follow the decisions passed.

The findings above are in line with Armstrong (2000), who revealed that management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing them towards accomplishing a goal. Management often encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management can also refer to the person or people who perform act(s) of management.

20% of the respondents reported that direct leadership style was being practiced in Mpigi town council.

This can be attributed to the fact that there is a top down management approach where decisions are passed by senior officers and the lower

employees are expected to follow. The lower workers are told what to do and they are expected to be loyal to the policies passed by the top management.

This implies that the workers are not motivated since they are not given chance to participate in decisions that affect them.

The management style above disagrees with Victor Vroom (work and Motivation, 1964), in his Expectancy theory of motivation, who said that it is important for the team leader to take the time to explain the details and why their role is important, get employee input on the task and its significance. This will give them a sense of value, and hopefully, encourage them to take ownership of their piece of the project. The team leader or manager should do his best to make sure employees understand the tasks.

In addition, 15% of the respondents reported that there is bureaucratic leadership styles practiced. This is because the council is confronted with disproportionate bureaucratic tendencies where leaders take long to pass issues just because they disagreed on political grounds. Worse still, it was discovered that the local people in Mpigi do not have a clear understanding of decentralization which has impacted on the implementation of government projects.

The findings above concur with J.S Chandan, (1864 – 1920), who reported that a bureaucratic form of an organization refers to management approach which is based on a rigid formal organizational structure with set rules and regulations. He looked for rules to eliminate managerial inconsistencies that contribute to effectiveness and believed that every deviation from the formal structure interferes with efficient management. He believed in strict adherence to rules which would make bureaucracy a very efficient form of organization founded on principles of logic, order and legitimate authority.

The least percentage of respondents (10%) reported that there is participatory and teamwork style of leadership respectively. It was discovered that there are formal channels whereby employees are given room to participate in decision making. The council has suggestion boxes for employees to express themselves. The employees also meet on a monthly basis to air out the grievances and or review the monthly performance records.

The findings above concur with *Margare (2004)*, who said that in participatory style of management, it is critical to give each employee an entire task to complete. If that's not possible, make sure the individual knows and understands his or her part as it relates to the project or task.

When people in a team know where they fit in the big picture, they are more likely to be motivated to complete the task.

Table 1: Showing the Approaches used in Motivating Workers

Responses	No. of Respondents	Percentages
Creating an enabling environment	20	50
Praise & recognition of excellence	06	15
Training & career development	04	10
Teamwork spirit & participation	10	25
Total	40	100

Source: Researcher from the field

Majority respondents (50%) reported that there has a good and enabling work environment created for the workers at Mpigi local government. This can be attributed to the fact that the employees are paid on time and involved in decision making. The respondents revealed that they were paid on time and that were happy with the policies passed by the senior officers. It was discovered that the employees social and leisure needs were being catered for by the administration.

This implies that money has been used as a motivating factor to employees since employees are happy that they are paid on time.

The findings above concur with Bertera et al, 1984 who revealed that for all the championing of alternative motivators, money still occupies a rightful place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization

25% of the respondents reported that teamwork and participatory administrative methods are being used as motivational strategies for employees. It was discovered that teamwork is being encouraged among workers. This is achieved in a way that the administration has set up formal channels where lower employee's views are sought for. There are suggestions boxes, and the employees meet on a regular basis to discuss matters that affect them. This has been effective in that the workers feel motivated since they are involved in decision making.

The findings above also concur with Bertera et al, 1984 who said that giving employees more responsibility and decision-making authority increases their control over the tasks for which they are held responsible and better equips them to carry out those tasks. Trapped feelings arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment. Empowerment brings the job enlargement of the 1950s and the job enrichment that began in the 1960s to a higher level by giving the employees some of the power to expand their own jobs and create new, personally identified challenge

15% respondents who agreed that the administration did recognize and praise the employees who excelled in their work. It was discovered that the administration gives awards to the best employees annually whereby the workers who perform well in the year are rewarded at the end of year part. The awards take the form of sending workers on holiday, salary increment, praising and mentioning their names, and giving them gifts.

The least percentage (10%) of the respondents reported that through training and development, the workers are motivated. It was discovered that the administration has a compressive programme that caters for

employee training. The workers are sponsored for further studies in higher institutions of learning so as to improve on the skills.

However, it was revealed that it was only for the senior workers that are sponsored for further studies.

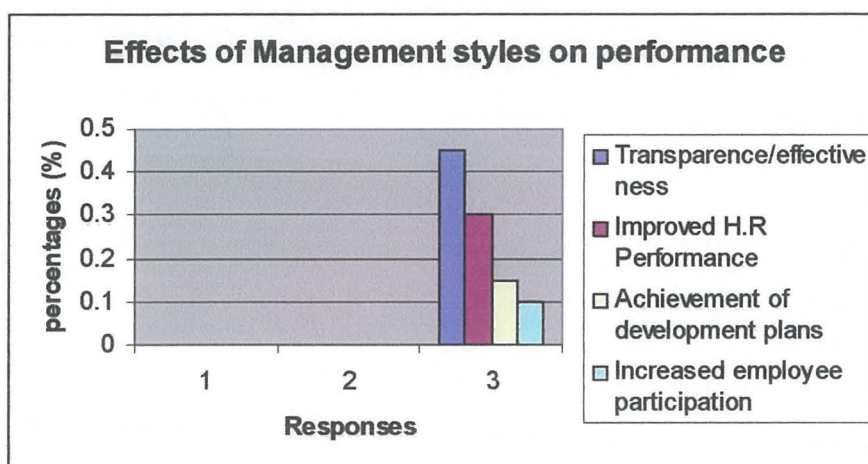
This implies that the lower employees are left out and may mean that they are discouraged.

4.3 The Role/Effect of Management Styles on Organisation Performance

In the second research question, the researcher sought to find out role/effect of management styles on performance of an organization and employees

Graph 2: Showing the Effects of management Styles on Performance

Bar-graph showing the effects of management Styles on Performance



Source: Researcher from the field

According to the responses given, there was a general agreement from respondents that effective management has had an impact on the performance of employees and development of Mpigi district.

45% majority respondents said that effective management styles have led transparency and effectiveness in administration of Mpigi local government. It was discovered that the participation of employees in decision making and their involvement in the coordination of

administrative activities has been a motivating factor to workers. The administration has created a good working environment where the views of lower employees are listened to. There are formal channels such as suggestion boxes and meetings where employees can air out their views freely with fear of being victimized. This has created a sense of belonging and responsibility among the employees. It was revealed that there has been an improvement and transparency in delivery of services in Mpigi district since the leaders take time to listen to the views of junior workers.

The above findings concur with Manfred Davidmann (2006), who said that the effectiveness of the organisation is determined by the way work is organised and by the way people work with or against each other. The way, in which people co-operate with each other, with the leadership and with the community, indeed the extent of their commitment to their organisation, depend on the style of management.

30% of the respondents reported that there has been improved Human resource performance as a result of effective management styles. The workers are happy with the decisions passed by the senior officers since they are consulted when designing policies that govern the administration.

It was discovered that as a result of effective leaders, talented workers have been taken on and this has greatly impacted on the performance and development of Mityana district. It was discovered that Mpigi District has greatly performed well in terms of meeting the local government development goals. This can be attributed to the fact that there is effective Human resource planning in the district.

It should be realized that by involving employees in decision making this gives them a sense of belonging and worth to the organization since they are part of the decision making processes.

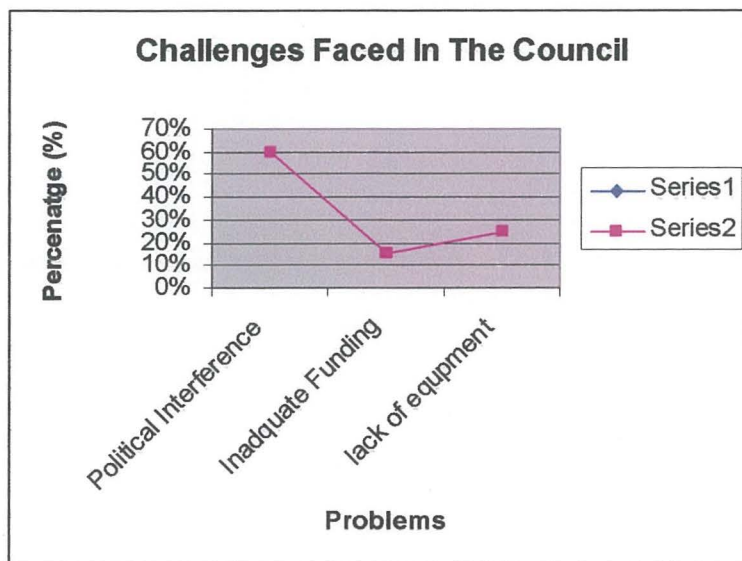
15% of the respondents reported that the effective leadership has contributed highly to the achievement of the development goals. has led to passing of good administrative policies. This can be attributed to the fact that the right employees are selected and this explains why the district has met its development plans.

The least percentage of respondents (10%) said that effective leadership has led to teamwork spirit among employees. It was discovered that employees are united and that senior officers freely interact lower employees. This implies that during these interactions, the workers do express their views and hence are able to pass good policies.

4.4. Administrative Challenges

In the last objective, the researcher sought to identify the administrative challenges that were being faced in Mpigi Town Council.

Graph 3: Showing the Challenges Faced in the Council



Source: Primary Data

As can be seen from the above line graph, majority respondents (60%) reported that political interference was the biggest problem faced in Mpigi Town Council. Followed was lack of equipment and facilitation (25%). The least percentage was that of inadequate funding (15%).

It was reported that political interference has influenced much on the implementation and coordination of council activities. Employees in the council were reported to relate more with the ruling parties in power. One's relation with leaders was influenced by the political party to which

they belonged. Any employee who does not side with the party in office is regarded an enemy and never got favour from the supervisors.

It was further revealed that politics also influenced the decision made at the council. The respondents noted that the council was confronted with disproportionate bureaucratic tendencies where leaders would take long to pass on issues just because they disagreed on political grounds. Worse still, it was revealed that the local people in Mpigi do not have a clear understanding of decentralization which has impacted on the implementation of government projects.

In addition, the researcher came to a realization that the employees in Mpigi Town Council did not have team spirit. Many employees lacked a sense of belonging to their jobs. Most of the employees reported that there were limited opportunities for mutual contacts between the heads and lower employees. The findings on this question were presented in table 4:

It was observed that there is a limited opportunity for mutual contacts between the heads and junior employees. This implies that junior staff are never involved in decision making since they do not have opportunity to freely interact with the top administrators

CHAPTER FIVE

Summary, Conclusion and Recommendation

5.1 Summary of findings

This report was about a study aimed at examining the influence of effective management on an organization's performance. The study was guided by three objectives: to find out the management styles/techniques practiced, to examine the impact of management styles on employee motivation and performance and to establish the management challenges faced by employees in Mpigi Town Council and suggest remedies.

The researcher came to a realization that the complex nature of administrative work at the council would call for application of different administrative styles by administrators. It is discovered in some offices where it requires professionalism, the leaders apply the direct system of leadership and whereby it calls for participations of all employees, participatory method is applied.

It was also discovered that there is effective leadership in Mpigi town council and that

In addition, political interference was discovered as the greatest challenge facing Mpigi town Council

5.2 Conclusion

In review of the study findings, the following conclusions were made in accordance with the objectives of the study:

Identification of Effective management styles

In the first research objective, the researcher aimed at establishing the management styles that were practiced in Mpigi town council.

It was observed that the complex nature of administrative work at the council would call for application of different administrative styles by administrators. It is discovered in some offices where it requires professionalism, the leaders apply the direct system of leadership and whereby it calls for participations of all employees, participatory method is applied.

Therefore it was concluded that all the leadership systems of governance are being applied in Mpigi town council. These include: participatory, direct and teamwork leadership styles and bureaucratic style of administration.

It was also concluded that the lower (junior) employees are not involved in making decisions that govern the council activities.

Identification of the Role/Effects of management styles performance (

In the second research objective, the researcher sought to find out the effects of management styles on the performance of employees and the council in general.

It was concluded that effective management styles were being practiced in Mpigi local council. This was revealed by majority respondents who said that the council executive in Mpigi Town Council always makes effective decisions and that the decisions made by the council heads are favourable to the employees' social and leisure needs and from observation, the researcher concluded that effective decision made by the executive have been a motivating factor to employees.

Effective leadership has impacted on the human resource performance in the talented workers have been recruited and have greatly impacted on the performance and development of Mpigi district. In addition, the council provides training and support to attain high education for the employees. This helps the workers to gain extra skills and training so as to do better at work.

The researcher concluded that the conditions at the council are favorable. This can be attributed to the fact that the employees are paid on time and that their views were well represented.

From this finding, it can be concluded that money is a motivating factor, therefore, employees need to be fairly paid and on time as this will motivate them and hence impact on the overall performance of the organization.

Challenges faced (research objective 3)

In the last research objective, the study sought to examine the challenges that affected the administration of Mpigi town council.

According to the study findings, it was concluded that political interference is the greatest challenge facing Mpigi town Council.

5.3 Recommendations

The researcher made recommendations in accordance with the three objectives that guided the study:

Identification of Management styles

A recommendation was made that participatory and teamwork leaderships styles be adopted in organizations since they allow employee

participation in decision making. Giving employees more responsibility and decision-making authority increases their control over the tasks for which they are held responsible and better equips them to carry out those tasks. Trapped feelings arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment

Identification Role/Impact of management styles performance

A recommendation was made that other local council leaders in Uganda do bench mark and or learn from the administrators of Mpigi Town Council. It was revealed that decisions taken by the council executive of Mpigi are effective.

The findings revealed that money and increased pay are motivation factors. Therefore it is recommended that employers of other organizations try much to pay their employees on time.

Workers in organizations be provided with training and support to attain high education. This helps them to gain extra skills and training and do better at work.

The administrators also need to recognize excellent employees. This will motive them to even do better on the job.

There is need for other organizations and local councils to create conditions that are favourable to all employees. This involves listening to the views of all staff and allowing them to participate in the decisions that govern the organizations for which they work for.

Identification of Challenges faced

Politics be discouraged in the management of organizations. This leads to effective management and decision making.

5.4 Areas for Further Research

There is need to carry out a study on the influence of effective management on an organization performance in a different geographical location other than Mpigi Town Council

A study can be carried out on the role Interpersonal relations in organizations

Finally, a study can be done to establish the effect of role delegation on the performance of organizations.

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APPENDIX A

AN INTERVIEW GUIDE FOR THE TOPIC: THE INFLUENCE OF EFFECTIVE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF MPIGI TOWN COUNCIL

Dear Respondent,

You have been selected to participate in this study without prior knowledge of your existence.

The purpose of this study is purely academic

You are requested to tell the truth

The information you give will be treated with utmost confidence

You may respond by either filling in blank spaces provided or indicating with a tick where applicable.

MANAGEMENT STYLES

1. What management styles are practiced in Mpigi district?

- a) Directive
- b) Participatory
- c) Bureaucratic
- d) Teamwork Style

2. How effective are the leadership policies in Mpigi town council?

3. What approaches have you used to have your employees motivated?

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IMPACT OF MANAGEMENT STYLES ON MPIGI TOWN COUNCIL

4. What role have management styles impacted on the development of Mpigi District?

Factors affecting Human Resource Planning

5. What are some of the administrative challenges that you are faced with?

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