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Leadership Approaches and Job Satisfaction at Chemelil Sugar Company Limited Kenya

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Abstract

Purpose: The study aimed at investigating the influence of leadership approaches on job satisfaction in public sector in Kenya with specific case reference of Chemelil Sugar Company Limited.

Methodology: A case study research design was used. The target population of 861 employees of Chemelil Sugar Company was adopted. A sample of 83 employees was selected using a stratified random sampling technique. The data was collected using questionnaires. Data analysis was conducted using frequencies, percentages, Pearson correlation and logistic regression.

Findings: The Pearson product moment correlation revealed the relationship between management approaches and job satisfaction as follows: authoritative negatively impacted on satisfaction ($r = -0.235$), affiliative strongly positively impacted satisfaction ($r= 0.727$, $p < 0.05$)., democratic very strongly impacted satisfaction ($r= 0.984$, $p < 0.05$). and bureaucratic negatively impacted on satisfaction ($r= -.436$).

Unique Contribution to Theory Practice and Policy: The study recommended that for the job satisfaction to improve in this company, all the leadership approaches should be applied at balanced levels.

Keywords: *Job Satisfaction, leadership, Human Capital*

INTRODUCTION

Job satisfaction is a pleasurable emotional state resulting from an appraisal of one's job or work experience (Colquitt et al., 2019, p. 94). Employees with high job satisfaction experience positive feelings about their duties or participating in task activities. Park (2020), revealed that increasing employee job satisfaction in public sector organizations is essential because it will impact positive organizational outcomes. Leaders of public sector organizations must pay attention to the job satisfaction of their employees because they are the spearhead of service to the community.

Globally, studies have shown that intrinsic factors such as commitment to public mission and perception of social impact play a central role in motivating public servants (Branco et al., 2024; Klein & Mascarenhas, 2016). However, lack of recognition and salary adjustments can reduce satisfaction. Management styles also influence job satisfaction as democratic and affiliative styles foster harmony and participation, while authoritative and bureaucratic styles often suppress initiative and lead to dissatisfaction (Lu & Chen, 2022).

Regionally, African public sector organizations continue to face challenges related to job satisfaction, employee performance, and organizational outcomes. Studies from Nigeria, South Africa, and other countries highlight issues such as poor working conditions, ineffective leadership, and limited training opportunities (Olufayo & Akinbo, 2021; Chinyamurindi & Mashavira, 2024). In South Africa, psychological contract breaches and rigid bureaucratic structures have been linked to high turnover and negative work experiences (Ntimba et al., 2021; Gasela, 2021). Compensation, decent work conditions, and participatory leadership have emerged as key factors in improving satisfaction and performance (Katabalo & Mwita, 2024). These findings underscore the need for strategic leadership approaches tailored to the realities of African public institutions.

In Kenya, empirical studies have explored job satisfaction across sectors such as education, county governments, manufacturing, and telecommunications. Research has shown that welfare practices, recruitment transparency, and effective leadership (especially transformational styles) positively influence employee satisfaction and performance (Thuo & Wambugu, 2022; Njuguna, 2023). However, a gap remains in linking specific leadership approaches to job satisfaction within state-owned enterprises. The present study seeks to address this gap by examining the relationship between authoritative, democratic, affiliative, and bureaucratic management styles and job satisfaction at Chemelil Sugar Company Limited. By synthesizing global and regional insights into the Kenyan context, the study aims to generate evidence-based recommendations for improving leadership practices and enhancing employee well-being in public sector organizations.

Problem Statement

Job satisfaction is widely regarded as a foundation for organizational success, closely tied to employee motivation, engagement, and overall well-being (Divya et al., 2025). As business management evolves, the role of employees in enterprise development has become increasingly central, with scholars highlighting human capital as a key driver of growth (Majstorović & Cerić, 2019). Leadership style has emerged as a critical factor influencing job satisfaction, with inclusive leadership shown to improve employee performance, commitment, and morale through openness and responsiveness (Mohamed et al., 2023; Wang, 2023).

However, in Kenya's public service, performance remains below expectations, with both individual and institutional outcomes falling short of stakeholder demands (CAG, 2024). Public servants, essential to service delivery, continue to face challenges linked to leadership effectiveness and workplace satisfaction. While Kenyan studies have examined job satisfaction in relation to recruitment (Omosa et al., 2024), welfare (Thuo & Wambugu, 2022), HR practices (Kiuta & Karanja, 2019), and leadership motivation (Njuguna, 2023), none have directly addressed how specific leadership approaches such as authoritative, democratic, affiliative, and bureaucratic impact job satisfaction. This study aims to fill that gap by investigating these leadership styles at Chemelil Sugar Company, offering insights into their influence on employee satisfaction within Kenya's public sector.

LITERATURE REVIEW

Theoretical Framework

This study was anchored on three key theories: Theory X of Management, Theory Y of Management, and the Job Characteristics Theory. Theory X was developed by Douglas McGregor in 1960 and it posited that employees inherently dislike work and must be closely supervised and controlled to perform effectively. This theory anchored the authoritative leadership approach by framing it as a style that relies on top-down decision-making, limited employee autonomy, and strict adherence to rules. It informed the first objective by highlighting how coercive leadership may negatively influence job satisfaction among employees at Chemelil Sugar Company.

Theory Y, was also introduced by McGregor in 1960. It presented a contrasting view that employees are self-motivated, capable of responsibility, and seek opportunities for growth. This theory anchored the democratic leadership approach, emphasizing participatory decision-making and staff involvement. It supported the second objective by illustrating how inclusive and consultative leadership can foster a sense of ownership and enhance job satisfaction, particularly in public sector organizations where employee engagement was critical to service delivery.

The Job Characteristics Theory was advanced by Hackman and Oldham (1976, 1980). It posited that five core job dimensions; skill variety, task identity, task significance, autonomy, and feedback are central to employee motivation and satisfaction. This theory anchored the variable of job satisfaction by linking leadership approaches to the structuring of work environments that either support or hinder these dimensions. It informed the third and fourth objectives by demonstrating how different leadership styles can shape employees' psychological experiences at work, thereby influencing their overall satisfaction and performance within Chemelil Sugar Company.

Conceptual Framework

Conceptual frame work is defined as the theoretical structure of assumptions, principles and rules that holds together the ideas comprising a broad concept (Heide, 2013). In this study the conceptual frame work was used to show the relationship between leadership approaches and job satisfaction (see, Figure 1).

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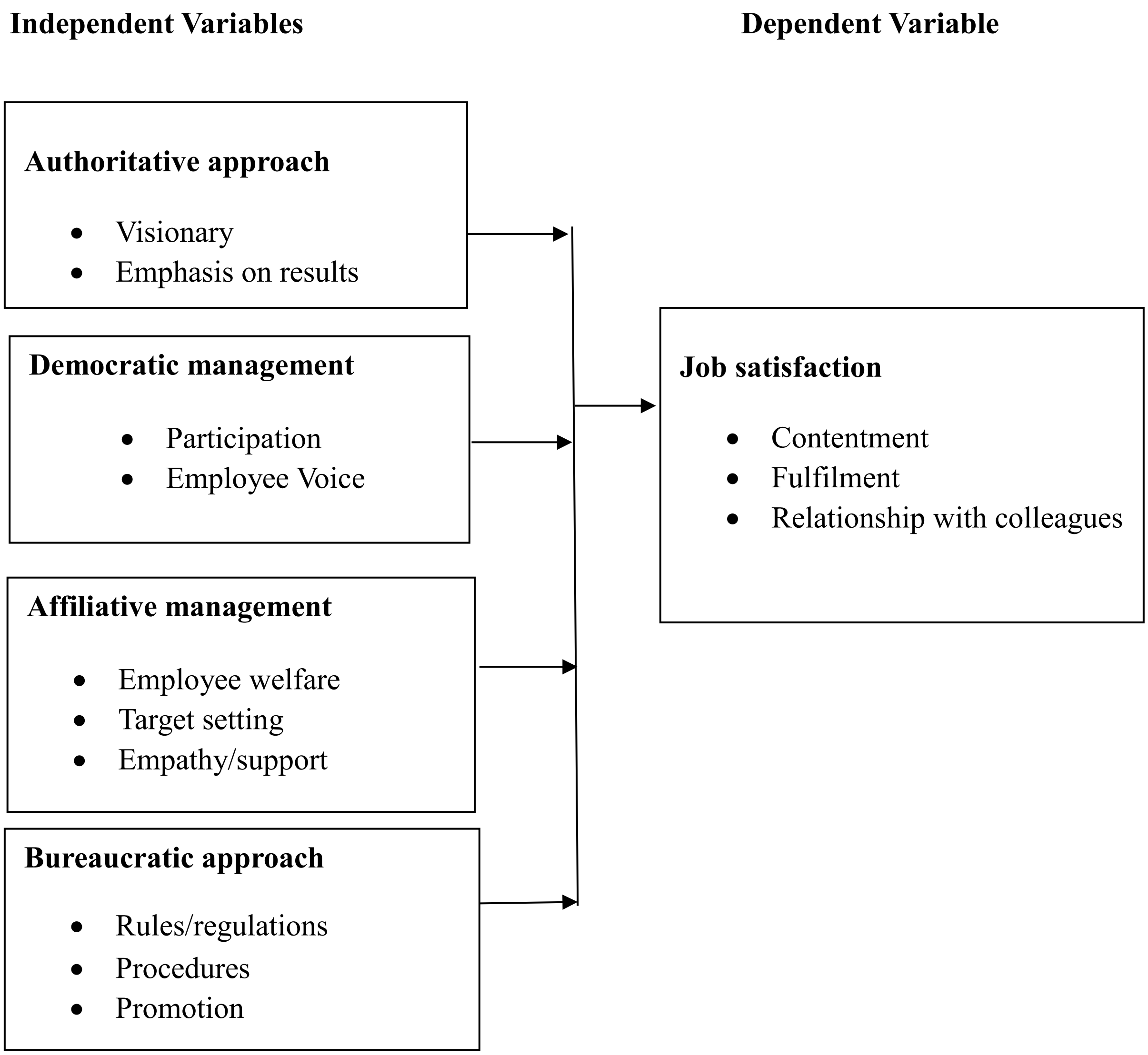

Figure 1: Conceptual Framework

Empirical Review

Shukla (2022) explored the relationship between leadership styles and organizational performance through a survey of 250 managerial employees. The study found that leadership behavior significantly influences how both leaders and employees perceive organizational success, particularly when feedback mechanisms are in place. However, the research focuses on recognition and performance perception without isolating job satisfaction as a distinct variable. It also lacks sectoral differentiation, leaving a gap in understanding how specific leadership behaviors affect employee satisfaction in public enterprises like Chemelil Sugar Company. Husnain (2023), conducted a causal study in Pakistan to examine the effects of autocratic and democratic leadership styles on employee performance and motivation. Using a quantitative survey of 192 respondents across public and private organizations, the findings confirmed that democratic leadership positively influences both motivation and performance. While the study offers practical guidance for leadership adoption, it does not disaggregate findings by sector or organizational type, nor does it explore job satisfaction as a distinct outcome. This leaves a gap in understanding how leadership styles specifically shape satisfaction levels in public enterprises like Chemelil Sugar Company.

Osakpo (2024), investigated the influence of affiliative leadership on employee commitment and productivity, highlighting its emphasis on emotional bonding, trust, and collaboration. While the study demonstrates that affiliative leadership fosters psychological safety and a sense of belonging. It does not explicitly address job satisfaction as a standalone outcome. Additionally, the research lacks sectoral specificity, leaving a gap in understanding how affiliative leadership functions within structured public enterprises like Chemelil Sugar Company. This justifies a focused inquiry into its role in shaping satisfaction in such contexts.

METHODOLOGY

This study adopted the case study design. The target population for this study was 861employees of Chemelil sugar company sections: 129 from finance and administration, 398 from factory, 11 from marketing and corporate services, 143 from training and welfare, and 180 agriculture and field services. The sampling procedure adopted for this study was a probabilistic sampling called stratified random sampling. This is because the target population was divided into 5 strata (departments). The sample sizes were calculated considering 10-30% sample size criteria as proposed by certain researchers like Jwan (2012) who said that for a population less than 10000, then one can use 10-30% of the population as the sample size. Since total population is 861 less than 10000, then a sample size of 100 (12% of 861) employees was chosen. Primary data was collected using questionnaire. The secondary data was collected by use of document analysis guide. The introduction letter from the university was used to acquire research permit. Once the research permit had been granted, letters of transmittal were prepared and personally delivered to prospective and respective participant to seek their willingness and consent to participate in the study. Two days were used to get and fix appointment date. On the date of data collection, the researcher self-administered the 100 questionnaires. Data was collected on a stratum per day; hence the process took two weeks. The pilot study was conducted in Chemelil Sugar Company among the 10 respondents who were not included in the main study. The questionnaires were administered in two occasions and the data collected was used to calculated reliability coefficient. The reliability of the questionnaire was ensured through internal consistency method. A reliability of the co-efficient of 0.7 and above was considered appropriate (Kothari, 2004). Data was analyzed at descriptive levels using frequencies, percentages, mean and standard deviation. At inferential level, correlational research design, which was best for this study as it was useful in determining whether a relationship exists between ore or more variables. A qualitative data was analyzed using content analysis. The data was presented using figures and tables.

RESULTS

Response Rate

One hundred questionnaires were administered to employees of Chemelil Sugar Company, out of which 95 questionnaires were returned. This represented a response rate of 95%. This according to Mugenda and Mugenda (2008) was considered an excellent response rate and therefore it is adequate for analysis. A reliability coefficient of 0.899 (Cronbach alpha) was reported in the study.

Authoritative approach Style

The study requested respondents to indicate their opinion on authoritative approach based on a five-point scale (SD = strongly disagree = 1, D = disagree = 2, U = undecided = 3, A = agree = 4 and SA = strongly agree = 5). The mean score on the statements ranged from 3.14 to 4.92 an indication of the authoritative approach as a dominant management style at the company. The standard deviation was consistent between 0.33 and 0.45, indicating a well spread from the means. This characterized a normal distribution of the scores on the scales. These findings were consistent with (Bobic & Davis, 2010) who reported that most organizations at times apply theory x (authoritative approach).

Table 1: Responses on Authoritative approach Style

Statements	SD	D	U	A	SA	Total	Mean	SD
1. My immediate supervisor prefers issuing directions without considering my opinion	2(2%)	2(2%)	7(7%)	5(5%)	79(83%)	95(100%)	4.92	0.37
2. The company management is full of threats and inconsiderate directives	7(7%)	5(5%)	10(11%)	6(6%)	67(71%)	95(100%)	4.32	0.36
3. The management prefers punishment to dialogue as a means of settling industrial disputes	3(3%)	4(4%)	6(6%)	38(40%)	43(45%)	94 (99%)	4.79	0.42
4. My immediate supervisors do not like listening to my viewpoints on work	5(5%)	2(2%)	2(2%)	40(40%)	48(51%)	95(100%)	4.67	0.45
5. I fear interacting with my manager because he is dictatorial.	20(21%)	3(3%)	7(7%)	6(6%)	56(59%)	92(97%)	3.09	0.33
6. The performance targets are always set by my supervisor without consultation with me	11(12%)	4(4%)	17(18%)	12(13%)	51(54%)	95(100%)	0.44	0.35
7. All information concerning tasks come from my supervisors	9(9%)	2(2%)	17(18%)	15(16%)	52(55%)	95(100%)	3.46	0.36
8. Decision making in this company is unilateral: from top and top alone to the bottom	22 (23%)	3(3%)	9(9%)	9(9%)	52(53%)	95(100%)	3.14	0.33

From Table 2, a summary of descriptive statistics regarding authoritative style of management at the Chemelil sugar company is shown: The degree or levels of authoritative approach style.

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Table 2: Levels of Authoritative approach Style

	Frequency	Percentage (%)
Least	15	15.79%
Moderate	58	61.05%
High	18	18.95%

The findings in Table 2 indicated that majority of the respondents; (61.05%) believed that there is moderate Authoritative approach within the company. These findings are consistent with (Bobic& Davis, 2010) who reported that most organizations apply theory x (authoritative approach).

Correlation between Authoritative approach and Job Satisfaction

Table 3: Correlation coefficients for Authoritative approach and Job Satisfaction

	Authoritative		Satisfaction
Authoritative	Pearson Correlation	1	-.235*
	Sig. (2-tailed)		.032
	N	95	95
Satisfaction	Pearson Correlation	-.235*	1
	Sig. (2-tailed)	.032	
	N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

Pearson analysis between authoritative approach and job satisfaction was undertaken from Table 3, a weak but a negative relationship ($r = -0.235$) between authoritative style of management and job satisfaction was established. This meant that when respondents were subjected to an authoritative approach style, their job satisfaction went down. The analysis also revealed that this relationship was highly significant ($r=-0.235$, $p < 0.05$). These findings are supported by those of (Mohammed & Mohammed, 2010), (Jae & Kim, 2011), (Sengin,

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2008), (Chiokfoong, 2012) and (Walumbwa, Rene &Luthens, 2012) who reported that authoritative approach reduced levels of employees' job satisfaction.

Influence of Affiliative Management on job satisfaction

The study asked the respondents to indicate their opinion on affiliative management based on a five-point scale. These findings were consistent with Gitaka et al., (2012) who reported affiliative management as satisfying among employees. The standard deviations were between 0.33 and 0.48. This indicated evenly spread Responses.

Table 4: Responses on Affiliative Management style

	Responses (in Frequency and Percentage)						Mean and Standard deviation	
Statements	**SD**	**D**	**U**	**A**	**SA**	**Total**	**Mean**	**Std**
1. My immediate manager always considers my feelings	18 (19%)	25 (26%)	13 (14%)	22 (23%)	17 (18%)	95 (100%)	2.95	0.32
2. I feel my welfare is well taken care of by the factory management	12 (13%)	22 (23%)	2 (2%)	27 (28%)	32 (34%)	95 (100%)	3.47	0.34
3. The company supervision is flexible	8 (8%)	13 (14%)	0 (0%)	40 (42%)	34 (36%)	94 (100%)	3.02	0.33
4. There is free interaction between me and my immediate supervisors	18 (19%)	23 (24%)	2 (2%)	30 (32%)	22 (23%)	95 (100%)	3.16	0.33
5. I am free to talk with my immediate supervisors				53 (58%)	40 (42%)	92 (100%)	4.48	0.48
6. I always set performance targets and my manager endorses them	24 (25%)	28 (29%)	22 (23%)	13 (14%)	8 (8%)	95 (100%)	2.51	0.34
7. My manager prefers my safety to the tasks issued	23 (24%)	27 (28%)	17 (18%)	15 (16%)	(14%)	95 (100%)	2.66	0.33
8. My immediate managers believe in me, I set my targets	16 (17%)	18 (19%)	15 (16%)	26 (27%)	20 (21%)	95 (100%)	3.17	0.33

The levels of affiliative management were analyzed and Table 4.8 displays the findings.

Table 5: Levels of Affiliative Management

	Frequency	Percentage (%)
Least	58	61.05%
Moderate	15	15.79%
High	18	18.95%

The level of affiliative management style at the company was found to be moderate at 15.79%, highest at 18.95% but lowest at 61.05%. This indicated that this management style was least applied at the company. This finding is supported by Gitaka (2014) who reported affiliative management as uncommon. The levels of affiliative management were found to be very low at the company hence this justified the struggles of this industry (Walumbwa, 2010).

Correlation between Affiliative management and Job Satisfaction

Table 6: Correlation Coefficient for Affiliative Management and Job Satisfaction

	Affiliative		Satisfaction
Affiliative	Pearson Correlation	1	.727*
	Sig. (2-tailed)		.004
	N	95	95
Satisfaction	Pearson Correlation	.727*	1
	Sig. (2-tailed)	.004	
	N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson Product-Moment correlation result indicated a very strong positive correlation between affiliative management and job satisfaction at Chemelil Sugar Company. In addition, the analysis also revealed that this relationship was highly significant ($r= 0.727$, $p < 0.05$). This implied that when affiliative management was exercised in full, the employees became satisfied. These findings were supported by (Nawez,Singh & Jain, 2012) and Kauda (2014) who reported affiliative management as more satisfying to employees than any other management style.

Influence of Democratic Management on job satisfaction

The summary of the way respondents scored on the items describing democratic style of management at Chemelil sugar was displayed in Table 7 provided. The response was based on five-point Lirkert scale (SD = strongly disagree = 1, D = disagree = 2, U = undecided = 3, A = agree = 4 and SA = strongly agree = 5). The mean per response on the style ranged between 2.23 and 4.82. This indicated that democratic management was at the heart of the respondents but was lowly practiced by the management. These findings were consistent with those of Singh and Jain (2013) who reported the democratic management as best in the eyes of employees but uncommon in the eyes of management team. The standard deviations range from 0.31 to 0.47, an indication of a well distributed scale and spread from the mean scores. Most respondents responded on the democratic scale and the responses were evenly distributed.

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Table 7: Responses on the Democratic Management style

Statements	SD	D	U	A	SA	Total	Mean	SD
All of us participate in decision making process	22(23%)	29(30%)	5 (5%)	23(24%)	16(17%)	95(100%)	2.23	0.34
Anyone can lead among the subordinates so long as he/she is trained	12(13%)	18(19%)	7(7%)	34(36%)	24(25%)	95(100%)	3.66	0.35
The rules of the company are set through participation by all	31(33%)	37(39%)	0(0%)	17(18%)	10(11%)	95(100%)	2.53	0.33
On a new idea, the management consult before implementation of that idea	9 (9%)	13(14%)	6(6%)	38(40%)	29(31%)	95(100%)	3.86	0.38
The promotion structure in the company is well defined with little or no influence from the management	44(46%)	95 (100%)					4.76	0.47
Group goal setting is superior to the individual goal setting in the company	40(42%)	45(47%)	3 (3%)	4 (4%)	3 (3%)	95(100%)	2.44	0.31
The level of inclusivity in the company is very high: even persons living with disabilities are valued	20(21%)	23(24%)	12(13%)	22(23%)	18(19%)	95(100%)	2.32	0.33
The management objectively handles disciplinary cases with individuals fairly heard	5(5%)	7(7%)	15(16%)	45(47%)	38(40%)	95(100%)	4.82	0.41

The levels of practice of democratic management at the Chemelil Sugar Company was analyzed and displayed in Table 8.

Table 8: Levels of Democratic Management at Chemelil Sugar

	Frequency	Percentage (%)
Least	78	71.05%
Moderate	5	5.79%
High	8	8.95%

The summary displayed in Table 8 indicated that democratic management style was least practiced at 71.05%. Though this style of management was preferred by the employees, the management did not prefer it. This finding was consistent with Kauda (2010) who reported democratic management as highly regarded among employees.

Correlation between democratic management and job satisfaction

Table 9: Correlation coefficient for Democratic Management and Job Satisfaction

	Democratic		Satisfaction
Democratic	Pearson Correlation	1	.984*
	Sig. (2-tailed)		.000
	N	95	95
Satisfaction	Pearson Correlation	.984*	1
	Sig. (2-tailed)	.000	
	N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson Product-Moment correlation results shown in table 9 indicated a strong positive correlation between democratic management and job satisfaction at Chemelil Sugar Company. In addition, the analysis also revealed that this relationship is highly significant ($r = 0.984$, $p < 0.05$). This implied that democratic management was most satisfying to employees. These findings were consistent with those of Kipkebut (2010) and Wairimu (2014) who reported democratic management as the most satisfying type of leadership approaches because it allows for adequate participation of the stake holders.

Influence of Bureaucratic Management on job satisfaction

The Table 10 showed the ways the items were responded to by the respondents. The response was based on five-point Lirkert scale (SD = strongly disagree = 1, D = disagree = 2, U = undecided = 3, A = agree = 4 and SA = strongly agree = 5). The mean response per statement ranged from 3.09 to 4.99, indicating that bureaucratic management was least preferred by the employees, but commonly used by the company management. It also indicated that bureaucratic management do not satisfy the employees. These findings were consistent with Lucas (2000) and Chin (2015) who reported bureaucratic management as least satisfying among employees. The standard deviations ranged from 0.28 to 0.34, indicating a good spread-outness from the means. Most statements were responded to appropriately.

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Table 10: Responses on Bureaucratic Management style

Statements	SD	D	U	A	SA	Total	Mean	Std
1. Equipment given as per strict laid down rules	2 (2%)	79(83%)	7 (7%)	5 (5%)	2 (2%)	95(100%)	4.11	0.32
2. Procurement process is inflexible with strict protocol.	7 (7%)	67(71%)	10(11%)	6 (6%)	5(5%)	95(100%)	3.09	0.31
3. Decision making always take long time.	43(45%)	38(40%)	6 (6%	4 (4%)	3(3%)	94 (99%)	4.89	0.28
4. The supervision is always strict.	48(51%)	40(42%)	2 (2%)	0 (0%)	5(5%)	95(100%)	4.99	0.29
5. The virtual meetings are meant to ratify management procedure and policies.	20(21%)	56(59%)	7 (7%)	6 (6%)	3(3%)	92(99%)	3.42	0.32
6. Management's goal setting is superior to group goal setting.	11(12%)	51(54%)	17(18%)	12(13%)	4(4%)	95(100%)	3.34	0.31
7. Managers decide for a larger group.	9 (9%)	52(56%)	17(18%)	15(16%)	2(2%)	95(100%)	3.33	0.32
8. Values of the company are always followed at the expense of what need to be done.	22(23%)	52(55%)	9 (9%)	9 (9%)	3(3%)	95(100%)	3.01	0.34

The Table 11 indicated the levels of practice of bureaucratic management at Chemelil Sugar Company.

Table 11: Levels of Bureaucratic Management at Chemelil Sugar

	Frequency	Percentage (%)
Least	4	5.79%
Moderate	68	61.05%
High	19	18.95%

The bureaucratic management was found to be highly practiced at the company. The moderate levels 61.05% and highest levels (18.95%). Most employers and management like Bureaucracy (Goleman, 2000). In Chemelil (as depicted in Table 11) bureaucratic management was reported to be high (over 60%) hence this could explain why the company was marred with a lot of challenges.

Correlation between Bureaucratic Management and Job Satisfaction

Table 12: Correlation coefficient for Bureaucratic Management and Job Satisfaction

		Bureaucratic	**Satisfaction**
Bureaucratic	Pearson Correlation	1	-.436*
	Sig. (2-tailed)		.002
	N	83	83
Satisfaction	Pearson Correlation	-.436*	1
	Sig. (2-tailed)	.002	
	N	83	83

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation in Table 12 showed weak negative correlation between bureaucratic management and job satisfaction. This implied that bureaucratic management was less satisfying to employees. The correlation was significant at sig level 0.02. These finding were supported by those of Afsar (2014), Shearer (2012) and Lucas (2000) who reported that bureaucratic management was not a good way of motivating employees.

Employees' Job Satisfaction

Job satisfaction was determined by the items from table 13. The five-point Lirkert scale was used SD = strongly disagree, D = disagree, U = undecided, A = agree and SA = strongly agree.

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Table 13: Responses on the Job Satisfaction

Responses Statement	SD	D	U	A	SA	Total	Mean	SD
Supervision								
The managers I work for back me up	5(5%)	7 (7%)	14(15)	0 (0%)	69(73)	95(100)	4.98	0.42
The managers I work for are highly skilled and well informed	7(7%)	11(12%)	48(51%)	26(27%)	2 (2%)	94 (99%)	3.01	0.32
My superiors do not listen to me		10(11%)	21(22%)	61(64%)	3 (3%)	95(100%)	4.02	0.39
My management does not treat me fairly	2(2%)	4 (4%)	18(19%)	71(75%)	0 (0%)	95(100%)	4.77	0.43
Relation to Others								
I enjoy working with fellow employees		3 (3%)	14(15%)	72(76%)	5 (5%)	94 (99%)	4.23	0.42
Fellow workers are responsive	2(2%)	2 (2%)	8 (8%)	75(78%)	8 (8%)	95(100%)	4.13	0.40
The human resource I work with do not give me enough support	5(5%)	5 (5%)	16(17%)	72(76%)	2 (2%)	95(100%)	4.11	0.42
When I ask the workers to do things, the job gets done	2(2%)	6 (6%)	16(17%)	58(61%)	13(14%)	95(100%)	4.01	0.39
Remuneration								
Am happy with my company's pay	2(2%)	4(4%)	14(15%)	66(69%)	9 (9%)	95(100%)	4.11	0.38
My pay is adequate, considering my job specification	2(2%)	4(4%)	20(21%)	63(66%)	4 (4%)	93 (98%)	4.01	0.41
My fringe benefits are satisfactory	2(2%)	1(1%)	18(19)	64(67)	8 (8%)	93(98)	3.99	0.42
Promotion								
I do not like the basis on which my company promotes people	15(16%)	18(19%)	15(16%)	40(42%)	4 (4%)	92(97%)	3.89	0.39
Promotions are infrequent in my company	4 (4%)	17(18%)	32(34%)	31(33%)	8 (8%)	92(97%)	2.87	0.32
Interest								
I would rather be doing another job	6 (6%)	38(40%)	20(21%)	21(22%)	4 (4%)	89(94%)	2.21	0.32
I get little sense of accomplishment from doing my job	4 (4%)	39(41%)	19(20%)	22(23%)	5 (5%)	89(94%)	2.06	0.33
My job is interesting	4 (4%)	4 (4%)	16(17%)	57(60%)	8 (8%)	89(94%)	3.56	0.38

findings from Table 13 reveal that while a majority of employees at Chemelil Sugar Company enjoy working with their colleagues (81%) and consider them responsible (87%), a significant portion (78%) feel unsupported by their peers. Although 75% report that tasks are completed when requested, this is tempered by concerns over inadequate support. In terms of compensation, 79% are generally happy with their pay, yet only 71% believe it aligns with their responsibilities, and 76% are satisfied with fringe benefits.

However, dissatisfaction emerges around promotion practices, with 46% disliking the basis for promotions and 41% perceiving them as infrequent. Additionally, 26% of employees would prefer a different job, and 28% report low feelings of accomplishment. While 68% find their work interesting, overall satisfaction levels remain low: only 9.47% are very satisfied and 11.58% moderately satisfied, whereas 45.26% are least satisfied. These results align with Omware et al. (2014), who also documented notable dissatisfaction among Chemelil Sugar Company employees.

Table 14: summarized overall job satisfaction among employees

Satisfaction levels	**Frequency**	**Percentage**
Least	43	45.26%
Moderate	32	11.58%
Very	9	9.47%

Job satisfaction findings from Analysis of Documents

The document analysis revealed significant concerns affecting job satisfaction at Chemelil Sugar Company, particularly in remuneration, interpersonal relations, and employee treatment. Payroll records showed a stark salary disparity ranging from Ksh. 11,567 to Ksh. 567,400, alongside persistent salary arrears, delayed payments, and unfulfilled increments. These inconsistencies, compounded by inflation misalignment, contributed to employee dissatisfaction. Although safety measures and insurance coverage were adequate and equipment was timely provided, supervision was largely authoritative and bureaucratic, with limited employee involvement in decision-making and frequent unilateral decisions.

Further analysis of overtime records indicated excessive hours with minimal compensation, and arrears extending up to six months. Overtime was assigned on a need basis, lacking structured planning or fairness. Overall, the documents pointed to widespread dissatisfaction among employees regarding pay, working conditions, and managerial practices. The findings underscore the need for comprehensive reforms in both leadership and policy frameworks. These results align with earlier studies by Omware, Nyonje & Muma (2014) and Nawez, Singh & Jain (2012), which similarly highlighted systemic dissatisfaction in comparable organizational settings.

Regression Results

Regression analysis was also conducted to determine which management technique is the best predictor of job satisfaction.

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Table 15: Regression Analysis Results

			95% Cl	
Main effect	**OR**	**Lower**	**Upper**	**p**
Gender				
Male	**0.2721**	0.5154	0.9067	0.874
Females	0.7279	0.4846	0.0933	0.1260
Authoritative				
Moderate	2.8137	1.0428	7.5915	**0.0410**
Most	1.8648	0.1457	23.8734	0.6320
Democratic				
Moderate	1.5904	0.5859	4.3170	0.3620
Least	1.1205	0.1833	6.8502	0.9020
Affiliative				
moderate	0.2243	0.0971	0.5183	**0.0005**
Least	0.5391	0.0972	2.9908	0.4800
Bureaucratic				
Moderate	0.8956	0.4976	1.6120	0.7130
High	0.2780	0.0764	1.0120	**0.0520**

Table 15 presents regression analysis results showing that leadership approaches significantly influence job satisfaction at Chemelil Sugar Company. Employees exposed to moderate levels of authoritative leadership were nearly three times more likely to report job satisfaction compared to those under highly authoritative management (OR=2.8137, p=0.0410). Interestingly, employees experiencing average levels of democratic leadership were less likely to be satisfied than those under good democratic leadership (OR=0.2243, p=0.0005), suggesting that stronger democratic practices yield better satisfaction outcomes. High levels of affiliative management were associated with an 89% greater likelihood of job satisfaction compared to moderate levels (OR=0.8956, p=0.0520).

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Additionally, bureaucratic management was found to significantly reduce employee satisfaction, confirming its negative impact at the 5% significance level. These findings align with previous studies by Voon (2012), Arzi (2014), Lockwood (2003), and Graho (2009), which also identified leadership approaches as key predictors of job satisfaction. The results underscore the urgent need for Chemelil Sugar Company to reassess and balance its leadership styles to enhance employee morale and restore organizational productivity.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study found that leadership approaches significantly influenced job satisfaction at Chemelil Sugar Company. Authoritative management was the most practiced style, yet it was less satisfying to employees; those under moderate authoritative leadership were nearly three times more likely to report job satisfaction than those under highly authoritative leadership (OR = 2.8137, p = 0.0410). Democratic management, though practiced at only 13%, showed a very strong positive correlation with job satisfaction, but interestingly, employees under average levels of democracy were more likely to be satisfied than those under good democracy (OR = 0.2243, p = 0.0005). Affiliative management, practiced at 33%, had a strong positive relationship with satisfaction (r = 0.727), with employees under high levels of affiliative leadership being more likely to report satisfaction than those under moderate levels (OR = 0.8956, p = 0.0520). Bureaucratic management was highly practiced and found to significantly reduce job satisfaction, confirming its negative impact at the 5% significance level. Overall, the regression analysis affirmed that leadership approaches are strong predictors of employee satisfaction.

Conclusions

In conclusion, authoritative approach style was found to influence job satisfaction negatively. Increased used of authoritative style of management reduced the levels of job satisfaction of employees hence reduced job satisfaction. Affiliative management style was found to influence job satisfaction positively. Increased use of affiliative management style at work place increased job satisfaction among the employees. Democratic management style was also found to be a good influence of employees' job satisfaction. The influence was found to be positive. This implies increased application of democracy led to improved job satisfaction. Bureaucratic management was found to influence employees' job satisfaction negatively. This implies increased application of bureaucratic management at work place led to reduction in job satisfaction.

Recommendations

The study recommended that Chemelil Sugar Company adopt all four leadership approaches; authoritative, affiliative, democratic, and bureaucratic—at moderate levels to enhance productivity. Authoritative leadership was noted for its ability to drive team output and relieve pressure from upper management, while affiliative leadership fosters emotional bonding, conflict resolution, and a supportive work culture. Democratic leadership was praised for promoting employee involvement, accountability, and innovation through participatory decision-making. Bureaucratic leadership was deemed essential for procedural efficiency, task specialization, and minimizing operational errors. Together, these approaches, when balanced, can create a more effective and satisfying work environment.

Suggestions for Further Study

As this research was able to find out that affiliative management style was able to influence job satisfaction significantly and positively; so, it is absolutely important to further investigate how affiliative management style could be identified better. As authoritarian management approach is becoming a big problem in the society, it is important that indicators are understood so that authoritarian management style could be identified early on and have full stop to their infectious process irrespective to their nature. Future studies should focus on how bureaucratic management style influences job satisfaction in isolation.

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