

**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES  
PERFORMANCE IN THE CASE OF SHERATON ADDIS HOTEL**



**A RESEARCH WORK SUBMITTED TO ADDIS ABABA  
UNIVERSITY SCHOOL OF COMMERCE GRDUATE PROGRAM IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTER'S  
IN BUSINESS LEADERSHIP (MBL)**

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**June, 2019**

**Addis Ababa, Ethiopia**

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HOTEL**

By: TAMERAT MEKONNEN

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June, 2019

Addis Ababa

## Declaration

I, Tamerat Mekonnen, declare that this study entitled “The effect of leadership styles on Employees Performance in case of Sheraton Addis Hotel” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Abeba Beyene (PHD). Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for any Degree or Diploma program in this or any other institution.

Tamerat Mekonnen

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Signature

Date

## LETTER OF CERTIFICATION

This is to certify that, this research work entitled “The effect of leadership styles on Employees Performance in case of Sheraton Addis Hotel.” undertaken by Tamerat Mekonnen for the partial fulfillment of Masters of Business leadership (MBL) at Addis Ababa University School of Commerce, is an original work and not submitted for any Degree either at this university or any other universities.

Abeba Beyene (PhD)

Advisor

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Signature

Date

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## **Acknowledgements**

First and foremost, I would like to thank God for giving the courage to start and to complete this study. It is my pleasure to thank my advisor, Abeba Beyene (DR.) for her genuine guidance and invaluable feedback for preparing and finishing this project work. I'm also grateful to my families for their support and encouragement. Last but not least, my special thanks to all close friends whose advice and support encouraged me to succeed in my academic progress.

Tamerat Mekonnen

## List of Acronyms

MLQ	Multi-factor leadership questionnaire
SPSS	Statistical package for social science
SD	Standard deviation
KPI	Key performance indicator
ANOVA	Analysis of variance
VIF	Variance inflation factor

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## ***Abstract***

*The purpose of this study was to assess “the effects of leadership styles on employees’ performance in the case of Sheraton Addis Hotel.” The study was conducted based on Kuwart Lewins behavioral leadership style. It used explanatory research design and quantitative research approach. A questionnaire was administered to 182 employees and the respondents who were selected by using stratified sampling method. The collected data was analyzed using SPSS software version 22. In addition, to analyze the collected data descriptive statistics (frequencies, means & standard deviations), and multiple regression analysis were used. The finding of this study indicated that Autocratic and Democratic leadership style had a positive significant effect on employees’ performance but Lessize-faire leadership style had no significant effects on employees’ performance. Recommendations are also made based on the overall findings for possible action which will help further improvement based on the researcher view.*

*Key words; Autocratic, Democratic, Lassize-faire, Leadership, Employees performance.*

# Chapter One

## Introduction

In this chapter the general background of the research was presented. It includes the background of the study, statement of the research problems, the research questions, research objectives, scope and limitation of the study, significance of the study, and the definitions of key terms.

### 1.1 Background of the Study

An organization is a group of people working together in coordinating and structured fashioned for the achievements of one or more goals (Robbins and Timothy, 2013). Organizational success is determined in a different way. In today's competitive world organizations use leadership as one of a competitive edge that determines their effectiveness (Daft, 2005). Leadership has been a topic since ancient times "it has been played an important role since the dawn of a history of mankind" (Skoogh, 2014) leadership has been started to studied in scientific studies began only in the twentieth century in 1930 the study on behaviorism moved researcher starts to studied in leadership behavior (K.Lewin and Lippitt, 1939).

Leadership is an influential relationship among leaders and followers who intend to bring about real change and outcomes that reflect their shared purposes. Even if there is no universally accepted definition of leadership most writers agreed upon the influence relationship between leaders and followers (Igbaekemen, 2014).

Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2009). It is a continuous process of identifying, measuring, and developing performance in organization by linking individuals performance and objectives of the organization to the overall organizations missions and goals (Aguinis ,2009). The higher the performance of the employees in the organizations, the productivity and achievements of mission and goals will be realized. In considering the enhancement of employee performance, there are some managerial decisions that can determine

the performance of employees. Among such determinants the leadership style is one of the elements that play a significant role.

Leadership style is defined as the consistent set of pattern of behaviors exhibited by a leader used to influence his or her employees to achieve organizational goals (Schermerhorn, John and Wiley 2011; DuBrin ,2006). Leadership style is the manner in which a leader provides direction, implements plans and motivates people, and their approach to each of the functions (Jooste, 2009).

The concept of leadership style defined from different perspective some writes based on the task oriented and relation oriented behaviors of a leader (Molero,2007) others described as the combination of style characteristics, implicit of leadership philosophy and set of management skills for each style (Oldham and Cummings ,1996).

Kurt Lewin and his associates defined leadership style based on the three dimensions which is Autocratic, Democratic and Laissez-Faire (K.Lewin and Lippitt 1939).

In this research the Kurt Lewin definition of leadership style was used as basis of theories of analysis for the effects of leadership styles on employee performance in the case of Sheraton Addis Hotel.

## **1.2 Statement of the problem**

The achievement of an organizational vision and missions are highly interrelated with different organizational factors. According to (Chioke, 2001) the leader's behavior and style is one of the factors that affect job satisfaction and productivity of employees.

An organizational leader manifests different leadership style that can fit to different situational contexts. Literatures argue that the nature of leadership style contribute in assessing the impact on the resolving different organizational problems and formulating a platform for enhancement of employee's performance through influencing team members (Mohamed, 2018).

Employee performance can be measured through different objectives like productivity, motivation, profit margin, market share or development of skills and competencies (H.Erkutlu, 2008). The leadership style on enhancing productivity is based on the assumption that subordinates are more likely to work effectively for managers who adopt a certain style of leadership than they will for

managers who adopt alternative styles (Mullins, 2007). Employee performance is depends on the job satisfaction level of employees that is influenced through the emotional connection towards various aspects of an employee work conditions including the behavioral style of leaders in the work environment (Irvine et.al, 1995).

The leader's behavior or style determines the morale of employees towards the positive impacts on performance and productivity. Since highly motivated employees on their job enhance productivity, the turnover rate will also lower and operating cost of the organization is directly diminished (Lee and Ahmad ,2009).

According to the Sheraton Addis Hotel annual 2018 employee survey for assessment of leaders and managers (Star voice 2018), there were a decrease satisfaction level of employees in overall leader's performance. This result shows there were the lowest performances of leaders and shows that there is a grievance of employees. In addition to that from personal observation and informal discussions with employees of the Hotel; there is high turnover of employees. The study intended to address how leadership style influences the performance of employees that enhance the conducive work environments. In general overview if these two cause of these problems are not identified and treated, they might have counterproductive effects on the performance and image of the hotel.

### **1.3 Study Hypotheses**

H1: Autocratic leadership style has a significant effect on employee performance

H2: Democratic leadership style has significant effect on employee performance

H3: Lassiz-Fair leadership style has significant effect on employee performance.

Ho1: Autocratic leadership style has no a significant effect on employee performance

Ho2: Democratic leadership style has no a significant effect on employee performance

Ho3: Lassiz-Fair leadership style has no a significant effect on employee performance.

## **1.4 Research Questions**

- ✓ The research paper was intended to answer the following research question;
- ✓ What is the effect of leadership styles on employee performance in Sheraton Addis?
- ✓ What leadership style has been implementing in Sheraton Addis Hotel to enhance the performance of employees?
- ✓ To what extent leadership styles (Autocratic, Democratic, Laissez Faire) affected employees performance?

## **1.5 Objectives of the study**

### **1.5.1 General objectives**

The general objective of the study was to assess the effect of leadership styles on employees' performance in case of Sheraton Addis Hotel.

### **1.5.2 Specific objectives**

The specific objectives of the study were:-

- To assess the effect of autocratic leadership style on employees performance in Sheraton Addis Hotel.
- To assess the effect of democratic leadership style on employees performance in Sheraton Addis Hotel.
- To assess the effect of laissez-faire leadership style on employee performance in Sheraton Addis hotel.
- To determine which leadership style significantly affects employees' performance in the Sheraton Addis Hotel.

## **1.6 Significance of the study**

The finding of the study would provide importance to the stakeholders who involved in the hotel especially for the managers and employees. The study would also gives the management teams to understand which leadership style has positive outcomes for turning desired goals in to results. In addition to that the research would give the

overview to the managers to create a cascading strategic vision and mission on leaders' development through a continuous learning of a leaders behavior that enhance performance of employees.

Finally, the research would have a potential for the further studies as references for students and employees in the same premises.

## **1.7 Scope of the Study**

Employees' performance can be affected through various internal and external organizational factors. For the purpose of this study the researcher used leadership style as a focal point to see the relational effects with employees' performance in Sheraton Addis Hotel.

Conceptually, leadership styles are delimited to autocratic, democratic, and laissez-faire as per proposed by Kurt Lewins (Kurt Lewins, 1939). Employee performance in this study focuses on employees of Sheraton Addis and the research was applied the mixed research methods.

In this study the independent variable is leadership styles and employee performance was used as dependent variable.

## **1.8 Limitation of the Study**

The dimension selected for studying the effects of leadership style on employees' performance in case of Sheraton Addis was limited on the basis of K.Lewins studies on leadership style. It is also not included the overall organizational performance but it was limited to employee's performance.

## **1.9 Definition of key terms**

**Leadership style:** leadership style is the typical pattern of behavior that a leader uses to influence his or her employees to achieve organizational goal (DuBrin, 2006).

**Autocratic Leadership:** an autocratic leader is a leader who tends to centralize authority and derive power from position, control of rewards, and coercion (Daft, 2008).

**Democratic leaders:** democratic leader is a leader who delegates authority to others, encourages participation, relies on subordinate's knowledge for completion of tasks, and depends on subordinate respect for influence (Daft, 2008).

**Laissez –Fair leaders:** According to (Cole, 2010); the laissez-faire leader is a leader who is uninvolved in the work of the unit.

**Employee performance:** Performance is understood as achievement of the employee's in relation with its set goals. It includes outcomes achieved, or accomplished through contribution of individuals or teams to the organization's strategic goals (Aguinis, 2009).

## **1.10 Organization of the Study**

The research document had five chapters. Chapter one deals with the introduction part of the study. The second chapter emphasized the theoretical and conceptual aspects of related literature reviews. Chapter three focused on the methodological study and design of the research, sample and sampling technique, instruments of data collection and method of data analysis. Chapter four discussed the data presentation and analysis. Finally, the summary, conclusion and recommendation were presented in chapter five.

## Chapter Two

### Literature Review

#### Introduction

Literature review is a body of text that designed to review the critical points of knowledge in theoretical and empirical related literatures of previous studies. The chapter contains definition and concepts of employee performance, perspectives on employee performance, the concept of leadership and leadership style, relationship between leadership style and employee performance and finally empirical review and conceptual frame work will be presented.

#### 2.1 Concepts of Employee Performance

Performance is an outcomes or end results of a certain activity that emanated from behavioral aspects of the performer (Aguinis, 2009). performance has a strong link with an Organization strategic goals, customers satisfaction and economic contribution to the organization (Bernardin,. 1995). From the above definitions we can understood that managers should consider individual behavior and output or results as measuring of performances (Armstrong, 2004).

Employee performance is one of a determinant factor for an organization to put in a competitive edge in development of human capital that aid to build strong platform for productivity and profitability. Employee performance should be viewed from intra and inter-personal behavioral conditions of members from the organizations (Fried et.al.2008) This shows as our personal understanding about employee performance should wide to fixed task centric to larger organizational issues.

Employee performance is a multiple dimensional concept and measuring employee performance is not limited to the accomplishment of tasks written on job descriptions. According to Robbins and Timothy there are three major types of performance behavior (Robbins and Timothy, 2013)

**Task performance:** -it is the major duties and responsibilities written on job descriptions to produce goods and services as primary goals. It is behaviors focused on carrying out the task. Task-performance is often regarded as the most important aspect of work-related behaviors and it is regularly used as a synonym for overall job performance (Risher,2003).

**Citizenship/soft performance:** -it is based on inter-personal relation in treating co-workers and helping each other it is used when employees also carry out tasks that fall outside of their direct area or job description, thereby contributing to the organization's objectives. Citizenship behavior has a contribution to the psychological environment of the work place in organization.

**Counter productivity /Workplace Deviant Behaviors:** -This is behavior whereby an employee violates the organization's norms, as a result of which he puts the organization or his colleagues in danger. It is the behavior that damages the organization activity through the bad behaviors of employees in the work place like aggressive behavior, stealing and damaging the company property.

Sonnentage&Frese distinguish the multi-dimensional concept of performance in two ways which is Task performance and Contextual performance (Sonnentage&Frese, 2002).

**Task performance:** - it refers to the individual performance which contributes to the organization's major technical core activities that attribute to organizational success. It is mostly related to the personal ability to perform a given task prescribed in a job description.

**Contextual performance:** -it refers to an activity which doesn't have a direct contribution to the technical core activities but which support organizational, social and psychological environment. It is an inter-personal relation among workers in helping each other and making good personality and morale of readiness for work environment.

## **2.2 Measuring employee performance**

Measuring performance can be seen in organizational and individual levels in this written document emphasize the individual or employee level performance. Individual performance can be measured by reference to key performance indicators (KPI) and metrics. It is good to understand that there are some non-measurable tasks or jobs that difficult to measure in terms of quantities like a knowledge worker (Levinson 1970).

Measuring performance helps an organization to win competitive advantages on competitors through developing strategies. It is also a means of getting better customer value and builds an organizational reputation; additionally, it helps for managers to decide major Human resource

decisions like promotions, transfer, and terminations. It also helps to develop healthier employee competitions between members for good results of performance. Afshan defines performance as; “The achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan, 2012). Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Many studies of researchers confirmed that human resource management practices have been strongly and positively related to employee performance and developments areas. Commonly, the employee performance is related to the outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2006). Employee performance can be measured against the performance standards set by the organization (Kenney et.al, 1992). There are many standard measures that can be taken into consideration when measuring performance by considering efficiency, effectiveness, productivity, quality and profitability measures (Ahuja,2006).

In order to measure performance, managers should develop a specific performance outcomes and standards for groups as well as individuals. Performance can be measured through various dimensions (H.Erkutlu, 2008) it can be measured in objective and subjective basis. Objectively, employee’s performance is measured through profit margins, market share, increase in production, decrease in cost, return on investment etc. Subjectively, change in employee’s behavior, learning and development capability, employee commitment, enhancement in skills and competencies etc are measured as leadership effectiveness proofs.

**Productivity**:-it is the overall output of goods or services produced divided by the input needed to generate the output. Output can be expressed through qualitative terms or levels of competence to be attained. Metrics/ Output measures or metrics include:

Financial measures - income, shareholder value, added value, rates of return,

Units produced or processed, throughput; level of take-up of a service; sale;

Time measures- speed of response or turnaround, achievements in time.

When the less input cost is used to produce a higher output we call it productivity.

**Ranking industries rates**:-there are various ranking industries in the world develop ranking standards and provide rewards for the winners in various dimensions. In the Hotel industries there

are different agencies uses different parameters to rank a performance of Hotels in various service qualities. This ranking industry rates the performance in various dimensions of services and rank results globally.

### **2.3 Factors affecting performances**

Performance can be influenced through different factors starting from individual differences to the system or contextual factors (Cardy&Dobbins1994). This shows that the personal perspectives and organizational management role has a great contribution to the improvement of performance.

**1. Individual difference:** - performance differences can be seen by individual's ability and personal motivation. Personality factors like competency and willingness to perform a certain activity determines the way how we perform tasks. In these conditions the management focused on support in training and development of skills.

**2. Situational difference:** - The effective managerial action in managing the environment should be managing the situation not performance (Jones, 1995). In this perspective environment which is a situation can stimulate and support the individual to perform well or hinder performances. In this condition the question is to understand which situation is preferable for best result to be recorded. Work place factors like organizational culture, employee relation climate, and motivation factors like rewards have significant impacts on performance.

**3. Performance regulations and system perspectives:**-In this perspective performance is determined in the conditions of system and conceptualized process of actions in the organizations. In these conditions the flow of work procedures and the availability of information about the organization goals, resources, technology and structure create an impact on work performance.

**4. The external environment:** - the external environments like competitiveness of the business, economic and political environment can influence the performance. The management need to learn how to respond or adapt such turbulent environments. Since external environment will influence the way how we do business, we have to cascade business strategies and goals of a business in to such considerations to sort business goals in to people's expected accomplishments.

## **2.4 The Concept of leadership**

There are various definitions of leadership are presented on literatures. Peter Drucker defines leadership as someone who has a follower (Drucker, 2003). Jon Maxwell defines leadership as an influence relationship between leaders and followers (Jon Maxwell, 1998). From the above tow definitions, we can sum up leadership as the influential relationship of leaders and followers. Warra Bennis definition of leadership is focused much more on the individual capability of the leader "Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential (Warra Bennis ,2003). PetterNorthouse defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal (PetterNorthouse, 2010)

Every organization expected to have an effective and efficient performance growth in different dimensions but such expectations of growth is mostly determined by the type of leadership style they exercised (Umaru, 2008). It is largely recognized and accepted by practitioners and researchers that leadership is important, and research supports the notion that leaders do contribute to key organizational outcomes (Day & Lord, 1988).

The type of leadership exercised on certain organizations influences the productivity and employees’ motivations (Lee &Ahmad, 2009). The employee turnover and leadership style is greatly criticized through various researchers and some studies shows that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations (Muhammad Safib Khan et.al, 2015).

## **2.5 Leadership theories**

Leadership is the most widely studied aspects of organizational behavior and number of theories and definitions are emerged focusing on leadership style and behaviors (Umaru, 2014). Leadership theories are emerged to explain how and why certain peoples become a leader and much of the theories focused on characteristics and behaviors of leaders. Some other theories are also focused on the situations and experience those leader posses as the basis of developing theories.

Trait theories argued that effective leaders share a common personality or characteristics that you have instinctive quality of a leader make you a good leader; “leaders are borne not made (Daft, 2005).”

Contingency theory is focused on how the situation influences a good leadership. This theory is based on the idea of the situation determines the best leadership style. In this theory Path -Goal theory and Fildlers' contingency model can be mentioned. Contingency theory states that leaders must modify their behavior according to a given situation (Burneister, 2003).

## **2.6 Leadership behavior theory**

Behavioral leadership theory proposed the way how leaders behave on the decision making and based on expectation of cooperation and the involvement of teams in an organization. This theory is emerged due to the inability to define leadership based on the personalities of a leader having certain qualities instead this theory shows that leadership can be learned and trained on the way how things are done.

In 1930's Kuart Lewin develop a frame work based on a leader's behavior. He argued that there are three types of leader's behavior or style in his behavioral theories. The word style is roughly equivalent to behaviors of leaders and interchangeably used (Luthans, 1977). The leaders behavior defined as a style leaders prefer to use in leading (Marie et.al, 2011). Oldham and Cummings describe leadership style as combination of three elements; **style characteristics, an implicit leadership philosophy and a set of management skills** typical of each style (Oldham andCummings, 1996). Leadership style can be defined as a leader's style of providing direction, motivating people and implementing plans. It is the result of the philosophy, personality, and experience of the leader (Khalid Rasheed, 2014). For this study the kuartLewins studies on behavioral leadership theory is selected as a dominant model.

Kurt Lewin and colleagues identified three different styles of leadership that is,**Autocratic,Participative, and Laissez-Faire.** (Lewin et al.,1939).

**Autocratic or directive leadership style:** -Daft describes an autocratic leader as one whotends to centralize authority and derive power from position, control of rewards, and coercion. It is a style of leadership that tells the staff members to do in certain directions and manage it without considering the involvement of teams (Daft, 2008). This leadership style is identified with dictatorial or unreasonable methods and consistent with production centered supervisions (DuBrin, 2006). Autocratic leadership is a pattern that makes relationship which forces member to be dependent on leaders and this may reduce their effectiveness when in the absence of leaders.

Autocratic leadership is appropriate in a crisis; in difficult, complex situations; or in a situation where quick decisions must be made (Jooste, 2009).

**Democratic or participative leadership style:**-The democratic leadership style makes decision by the group and participate employees to be part of decision making. It is a kind of leadership consists of being friendly and approachable as a leader and includes attending to the well-being of employees (Dahl, 1989). Kuczmarski and Kuczmarski (1995) defined characteristic of democratic leaders as influential, helpful, knowledgeable, a good listener, encouraging, guiding, respecting and situation-centered.

**Laissez-faire leadership style:** -The phrase is French and literally means "let do", but, in a leadership context, can be roughly translated as "free rein". A free rein leader does not lead, but leaves the group entirely to itself as shown; such a leader allows maximum freedom to subordinates, i.e., they are given a free hand in deciding their own policies and methods.

Deluga proclaimed that laissez-faire leadership style is associated with unproductiveness, ineffectiveness and dissatisfaction (Deluga, 1992). Jones & Rudd described laissez-faire leadership as leadership in an inactive form characterized by unwillingness to be actively involved in units (Jones & Rudd, 2007).

Different situations call for different leadership styles and particular leadership behavior is not used in all situations (Muhamad Saquib Khan, 2015). In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

## **2.7 Relationship between leadership style and employee performance**

Leadership role for the organizations effectiveness and improvement of employee's performance is very crucial and it can predict the success and failure of an organization (Lok&Crawford 2004). Yukl describes that employees are more satisfied with leaders who are considerate and supportive

(Yukl, 1971). In autocratic leadership style the rewards and punishment is used as a motivation factors and in such style of leaders more turnover of employees and absenteeism are highly manifested. (Muhamad SaquibKhan, I 2015).

In most researches the relationship between leadership style and employee performance has a positive relationship (Khalid Rashed et.al2014). Leadership can build a positive impact on the efficiency of the organization by influencing team members towards job performance. The employee performance depends upon the proper match between leader's ability to lead, preferred style and behavior (Fisher, 1995)

## **2.8 Empirical review of related literature**

Abdul Basit et.al (2017) conducts a research to investigate the impact of leadership style on employee performance in private companies and governmental agencies in Malaysia. The convenience sampling techniques and quantitative approach is used. Descriptive analysis and regression analysis is presented. A researcher distributed a five point Likert scale questionnaire and SPSS software is used to analyzing the collecting data. The finding concluded that the democratic leadership style has a positive approach on employee performance. The Autocratic leadership style shows a significant negative impact on employee performance. Laissez-Faire leadership style has a positive impact on employee performance.

Umaru Danladi et.al (2014) conducted a research to look at the extent to which the relationship between leadership style and employee performance in an organization at Federal capital territory Abuja. The study uses questionnaire and interview to gather the data and statically analyzed using correlation analysis with the help of SPSS. The finding of the result reveals that good leadership style and employee performance has higher regression and this shows that the good leadership style has a significant effect on the prosperity of the organization.

Iqbal et.al (2015) presents a study to investigate the effect of leadership style on employee performance. In this research, quantitative approach and secondary resource type is used. The finding shows that the Autocratic leadership style is used for short term periods and Democratic leadership style benefits for all time horizons. Additionally, the study presents its conclusion that the situation in which leader exercises their role is highly affected on the leadership style.

Muhammad Asrar-Ul-Haq et.al (2016) conducted a research on the study of examining the impact of leaders' style on subordinate performance in banking sector of Pakistan. The study used a sample of 224 full time employees of various banks in non-random purposeful sampling technique and questionnaire is distributed for data gathering. During the study SPSS and inferential statistics is used to test the Hypothesis. The finding of the research reveals that there is a positive relationship between transformational leadership style and employee performance but negatively related to Laissez-faire leadership style. Besides from this the study shows that high turnover of employees in the bank sector is due to the leader's behavior and the study shows such problems can be overcome through developing effective leaders.

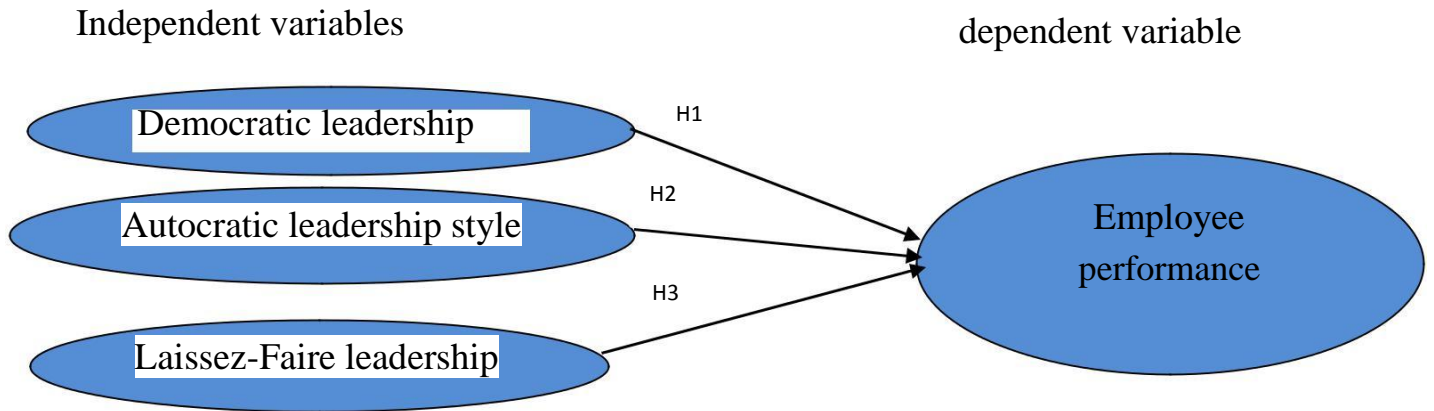
## **2.9 Conceptual frame work**

The conceptual frame work is a theoretical amplification of what the study wants to investigate and allow the readers to get the objective of the research in particular form (Leshem& Trafford, 2007). Conceptual frame work is developed based on the findings of various researches in literatures. Miles &Huberman define the conceptual frame works as a visual or written product that explains in the form of narration, graph of what is to be studied (Miles &Huberman,2014).

In this conceptual frame work; employee performance is used as dependent variable and leadership styles are independent variables. While developing this conceptual frame work the Kuart Lewin's theory of leader's behavior or style is used as basis for the study (Kuart Lewins, 1939).

According to Kuart Lewins behavior theory leaders behavior or styles determines the performance of employees with the ability of leaders to provide a necessary directions on various situations. The three types of leadership styles under this theory are; Autocratic leadership style, Democratic leadership style, and Laissez-Faire leadership style. This leadership style effects on employee performance was investigated on the study.

**Fig.2.1 Conceptual Framework**



## **Chapter Three**

### **Research Methodology**

The purpose of research was to investigate the effects of leadership style on employee's performance in the case of Sheraton Addis Hotel. Under this chapter the research design and methodology used in the study are presented. This includes the research design, population and sample size, the data sources and types, and data collection instrument used in the data analysis are discussed.

#### **3.1 Background of the organization**

Sheraton Addis is one of the first established luxury collection Hotel in Africa located in the area of great Ethiopian Grand palace and the hot spring water "Filwha" it is easily accessible place in the city and 7 km far from the Bole International Airport. The Hotel stands on 130 landscaped acres high on hilltop overlooking the city of Addis Ababa.

The Hotel established in sep. 1998. With 292 rooms, 6 Bars and lounges for having cocktail drinks and snacks. It also consists of various restaurants around the world best cuisines and open air swimming pools with underground music's, saunas and massage. The hotel provides meeting and recreation facilities accommodation up to 1,500 persons in Ball room halls & 9 meeting rooms with individual 18 hr. business Center Services.

The Hotel structured with 10 departments and managed the total number of 707 employees. Employees have a vital role in routine activities of caring guests of the Hotel through focusing the overall achievements of delivering high quality personalized service as per the hotel standards.

#### **3.2 Research Approach**

In this study quantitative research approach was conducted because the study examines the effect of leadership styles on employee performance.

### **3.3 Research Design**

In this research the explanatory type of study was used. In this type of research emphasis on the relationship between causes and effects of variables. Thus the study strived to analyze the effects and relationship of variables such as Autocratic leadership style, Democratic leadership style, and laissez-faire leadership style on employees' performance in Sheraton Addis Hotel. In line with this; the description of respondent's personal reactions for five point Likert scale were used in detail.

### **3.4 Population and Study Area**

The total population for this study consisted of the permanent employees of the Sheraton Addis Hotel. As of April 20, 2019 the human resource data management system reports; there are 707 total employees and out of which 45 are management employees and 26 are supervisors in different outlets of the Hotel. The remaining 639 employees are non-management employees consists of 90% total number of employees.

#### **3.4.1 Target population**

The target populations of this study were employees of Sheraton Addis Hotel including the management and supervisors of the Hotel in various departments. Moreover, non-permanent employees are excluded from this study. The study conducted excluding the permanent employees who are working less than one year as a reason of they are not familiar with the working environment and helps to minimize the sampling group in time and resource constraints.

#### **3.3.2 Sample size and Sampling Techniques**

Sampling is a definite plan for obtaining a sample from a given population (Kotari 2004). Sampling is used for simplifying and managing the population to make representative of the total population. Time and resource constraints can be avoided through appropriate selection of sampling. For this purpose, the researcher was conducted an appropriate sample size to get a good representative of data in the formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = population size

e = level of precision or acceptable sampling error (0.05)

$$n = \frac{707}{1 + 707(0.05)^2}$$

n = 255 is the sample size

There for 255 employees were incorporated in the study. The obtained sample size also proportionate to each study group as follows;

**Table 3.1 Sampling Technique**

Stratum	Number of employees	Sample size proportion
Engineering	97	0.36*97=35
Finance	32	0.36*32=12
Sales and marketing	9	0.36*9=3
Human resource	15	0.36*15=5
Food and Beverage Dep.t	284	0.36*284=102
Guest service and IT	66	0.36*66=24
Security	86	0.36*86=31
Laundry and House keeping	97	0.36*97=35
Pool and Health club	21	0.36*21=8
<b>Total</b>	<b>707</b>	<b>255</b>

*Source own Survey 2019*

### 3.4 Data Sources and Types

For the purpose of this study, relevant information gathered from primary and secondary sources.

The primary data was obtained through questionnaire and employees of the Hotel were taken as

the main sources of primary data. Secondary data was gathered by reviewing documents such as books, periodicals, and other pertinent sources which are relevant to this study.

### **3.5 Data collection instrument**

The questionnaire was designed to gather data from the Hotel permanent employees including the management staffs. It was self-administrated, very simple and easy to understand. The questionnaire of the research was customized from different research works such as Multi factor leadership questionnaire (MLQ) from Bass and Avolio, 1997. Performance related questions were adopted from Kuwait Chapter of Arabian Journal of Business and Management Review Vol. 6, No.1, by Nokwanda Khoza, Nishika Chetty and Anis Mahomed Karodia, Regent Business School, Durban, Republic of South Africa and it was modified by the researcher in order to relate with the specific objective of the research.

The questionnaire was contained two parts. The first part was about demographic characteristics of respondents which consists age, sex, educational background and year of service in the Hotel. The second part was consisted MLQ research questions. The 44 items of questions were administered on a five point Likert scale. Respondents were requested to choose their level of agreement on a given item. 1 “Strongly disagree”, 2 “Disagree” 3 “neutral” 4 “Agree” 5 “Strongly agree”. The development of the questionnaire was based on the following variables; democratic leadership, autocratic leadership, laissez-faire leadership and employee performance.

### **3.6 Data Analysis**

The quantitative raw data was analyzed using SPSS. The descriptive statistics analysis was used to represent data by tables and make summary calculations using mean and standard deviations. To assess the effect of leadership styles on employee’s performance in Sheraton Addis Hotel, the researcher was used multiple linear regression method.

### **3.7 Reliability and Validity**

Reliability refers to consistency (Kothari, 2004). The reliability of internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. To test the reliability of the questionnaire the researcher was used Cronbach’s alpha. The questionnaire internal validity refers to its ability to measure what intended to measure.

In order to ensure the validity of the study, the instruments were checked by the professionals in the subject matter.

Reliability is fundamentally concerned with issues of consistency of measures whereas validity is the degree to which an instrument measures what it is supposed to measure. (Bryman and Bell, 2003). The total number of complete feedback received was 182 sample populations. In order to confirm the reliability of the data, Cronbach's Alpha was calculated for each variable. As below table indicate, all variables Cronbach's alpha test result shows to be larger than 0.7 which is known to be satisfactory.

**Table3.2 Cronbach's Alpha Result**

No	Descriptions	Cronbach's alpha	No of items
1	Autocratic leadership style	0.782	13
2	Democratic leadership style	0.890	15
3	Laissez-faire leadership style	0.724	4
4	Employees performance	0.894	12

*Source own survey 2019*

### **3.8 Ethical considerations.**

The study was conducted by considering ethical responsibility. This includes using proper Citation, providing Information to the respondents for the purpose of the study and the use of the information obtained were kept in strict confidentiality by the researcher. Once the researcher gets

the permission from the management, he was contacted with the respondents then the survey was conducted to manage hard copies of the questionnaires delivered to the respondents. Then, after a reasonable time the questionnaires were collected from the respondents and the obtained responses were kept for the subsequent data analysis.

## **Chapter Four**

### **Data Presentation Analysis and Interpretations**

#### **4.1 Introduction**

In this chapter, the researcher attempted to analyze and examine the effects of leadership style on employees' performance in the case of Sheraton Addis Hotel. A total of 255 questionnaires were distributed for the permanent employees of the Hotel and 217 returned out of which 182(84%) usable and properly filled respondents are taken as valid for further analysis.

The data analysis was performed by using SPSS software Version 22. The demographic analysis was conducted using frequencies and percentages. Descriptive analysis was conducted to examine the mean and standard deviation of the dependent and independent variables. Regression analysis was also used to explain how much the selected leadership style had an effect on the dependent variable (Employee performance).

## 4.2 Demographic Background of the Respondents

The frequencies and percentages of the demographic variables of the study are presented and analyzed in the following table.

**Table 4.1 Demographic background of respondents**

ITEMS	CATAGORIES	FREQUENCY	PERCENTAGE
<b>Sex</b>	Male	139	76.4%
	Female	43	23.6%
	<b>Total</b>	<b>182</b>	<b>100%</b>
<b>Age</b>	21-30	41	22.5%
	31-40	100	54.9%
	41-50	39	21.4%
	Above 51	2	1.1%
	<b>Total</b>	<b>182</b>	<b>100%</b>
<b>Education</b>	Certificate	4	2.2%
	Diploma	98	53.8%
	Degree	75	41.2%
	Masters and above	5	2.7%
	<b>Total</b>	<b>182</b>	<b>100%</b>
<b>Work experience</b>	1-5 years	29	15.9%
	>5-10 years	64	35.2%
	>10-15 years	35	19.2%
	Above 15 years	54	29.7%
	<b>Total</b>	<b>182</b>	<b>100%</b>

*Source own survey 2019*

Table 4.1 presents the demographic characteristics of the respondents. The numbers of male respondents were 139 (76.4%) while that of female respondents were 43 (23.6%) this shows that most of the respondents were male employees in the study. The majority of the respondents were in the age of 31-40 years which is 100 (54.9%) and the table shows that 141(77.4%) of the respondents were under the age of 40 years and there were less number of workers 2 (1.1%) at the age above 51 in the Hotel. In the educational background of the employees, Diploma holders 98 (53.8%) were the major respondents and followed by the Degree holders 75 (41.2%). This implies that the highest number of employees working in this Hotel is in Diploma levels and the Masters holders were very small 5 (2.7%). Most of the respondents have been working in the Hotel between 5 to 10 years which is 64 (35.2%) of the respondents and followed by a work experience above 15

years 54 (29.7%) from the total of 182 sample population. This shows that most of experienced staffs are replaced with the new blood staffs so leaders are expected to share service culture of the Hotel to them. Availability of well experienced staffs helps to share their experiences; knowledge's to new staffs and they have good understanding of their duties and responsibilities that doesn't make difficult for their leaders.

### **4.3 Descriptive Statistics for Variables of the Study**

In this section, the descriptive analysis performed based on the respondent's response about the behaviors of their leaders are presented by using five point Likert scales. The mean and standard deviation to compare the results obtained from the SPSS are presented. In order to see the general perception of the respondents regarding the effects of leadership style on employees' performance, the researcher has included the measures stated in the coming tables as follows by summarized analysis & interpretation supplemented by frequency tables and percentages. In order to simplify interpretation of the results, ratings of agree & strongly agree are grouped as agreement and ratings of disagree & strongly disagree are grouped as disagreement.

Table 4.2

## Descriptive Statistics of the Autocratic Leadership Style

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
		No. (%)	No. (%)	No. (%)	No. (%)	No. (%)		
1	My leaders Provide me with assistance in exchange for my efforts	2 (1.1)	9 (4.9)	19 (10.4)	105 (57.7)	47 (25.8)	4.02	.814
2	My leaders fail to interfere until problems become serious	16 (8.8)	55 (30.2)	33 (18.1)	55 (30.20)	23 (12.6)	3.08	1.21
3	My leaders focus attention on irregularities, mistakes, exceptions, and deviations from standards	11 (6%)	22 (12.1)	32 (17.6)	71 (39)	46 (25.3)	3.65	1.159
4	My leaders wait for things to go wrong before taking action	39 (21.4)	48 (26.4)	28 (15.4)	46 (25.3)	21 (11.5)	2.79	1.342
5	My leaders talk enthusiastically about what needs to be accomplished	3 (1.6)	13 (7.1)	50 (27.5)	88 (48.4)	28 (15.4)	3.69	.877
6	My leaders show that he/she is a firm believer	7 (3.8)	14 (7.7)	47 (25.8)	84 (46.2)	30 (16.5)	3.64	.975
7	My leaders go beyond self-interest for the good of the group	11 (6)	31 (17)	36 (19.8)	63 (34.6)	41 (22.5)	3.51	1.188
8	My leaders demonstrate that problems must become chronic before taking action	13 (7.1)	35 (19.2)	42 (23.1)	68 (37.4)	24 (13.2)	3.3	1.138
9	My leaders act in ways that builds my respect	6 (3.3)	21 (11.5)	29 (15.9)	85 (46.7)	41 (22.5)	3.74	1.039
10	My leaders concentrate his/her full attention on dealing with mistakes, complaints, and failures	11 (6)	25 (13.7)	43 (23.6)	64 (35.2)	39 (21.4)	3.52	1.15
11	My leaders display a sense of power and confidence	7 (3.8)	24 (13.2)	47 (25.8)	70 (38.5)	34 (18.7)	3.55	1.059
12	My leaders articulate a compelling vision of the future	8 (4.4)	16 (8.8)	59 (32.4)	73 (40.1)	26 (14.3)	3.51	.99
13	My leaders avoid making decisions.	29 (15.9)	39 (21.4)	42 (23.1)	45 (24.7)	27 (14.8)	3.01	1.304
Over all Mean and SD of Autocratic leadership style							3.462	.5813

Source own Survey 2019

In table 4.2 there were 13 questions that measure behaviors of their leaders; Referring the above table under variable Autocratic leadership style agreement about the firm behavior of a leader is

taken as a key indicator behavior for a directive leader which had a mean value of 3.64(SD=.975) and 62.7% agreements and 11.5% in disagreements. The overall mean score of an Autocratic leadership style were 3.462(SD=.5813) this indicates that it is moderately affected with the performance of employees.

**Table 4.3**  
Descriptive Statistics of the Democratic Leadership Style

No	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
		No. (%)	No (%)	No. (%)	No. (%)	No. (%)		
1	My leaders re-examine critical assumptions to question whether they are appropriate or not	4 (2.2)	22 (12.1)	40 (20)	82 (45.1)	34 (18.7)	3.66	.989
2	My leaders talks about the most important values and beliefs	2 (1.1)	15 (8.2)	43 (23.6)	71 (39)	51 (28)	3.85	.963
3	My leaders Seeks different perspectives when solving problems	5 (2.7)	25 (13.7)	33 (18.1)	80 (44)	39 (21.4)	3.68	1.046
4	My leaders Instill pride in me for being associated with him/her	4 (2.2)	21 (11.5)	54 (29.7)	64 (35.2)	39 (21.4)	3.62	1.016
5	My leaders specify the importance of having a strong sense of purpose	5 (2.7)	11 (6)	44 (24.2)	90 (49.5)	32 (17.6)	3.73	.916
6	My leaders Spend time teaching and coaching	9 (4.9)	26 (14.3)	38 (20.9)	68 (37.4)	41 (22.5)	3.58	1.133
7	My leaders make it clear about what one can expect to receive when performance goals are Achieved	7 (3.8)	18 (9.9)	35 (19.2)	81 (44.5)	41 (22.5)	3.72	1.042
8	My leaders treat me as an individual rather than just as a member of a group	22 (12.1)	37 (20.3)	36 (19.8)	62 (34.1)	25 (13.7)	3.17	1.248
9	My leaders consider the moral and ethical consequences of decisions	8 (4.4)	29 (15.9)	26 (14.3)	79 (43.4)	40 (22)	3.63	1.124
10	My leaders keep track of all mistakes	7 (3.8)	24 (13.2)	51 (28)	71 (39)	29 (15.9)	3.50	1.034
11	My leaders direct my attention toward failures to meet standards	17 (9.3)	24 (13.2)	48 (26.4)	68 (37.4)	25 (13.7)	3.33	1.152
12	My leaders get me to look at problems from many different angles	6 (3.3)	18 (9.9)	44 (24.2)	72 (39.6)	42 (23.1)	3.69	1.037
13	My leaders help me to develop my strengths	12 (6.6)	22 (12.1)	26 (14.3)	71 (39)	51 (28)	3.7	1.190
14	My leaders suggest new ways of looking at how to complete assignments	7 (3.8)	21 (11.5)	37 (20.3)	73 (40.1)	44 (24.2)	3.69	1.079
15	My leaders delay responding to urgent Questions	23 (12.6)	48 (26.4)	32 (17.6)	56 (30.8)	23 (12.6)	3.04	1.261
Over all Mean and SD of Democratic leadership style							3.5725	.68175

Source Own Survey 2019

In order to assess the variable of a Democratic leadership style, there were 15 questions asked from the sample respondents. From these questions the leader's tendency of asking to gain different perspectives from members is taken as a key indicator. From the analyzed data 65.4% are in agreement and 15.7% disagreed. This implies that the majority of respondents which have a mean score of 3.68(SD=1.04) are agreed about the Democratic leadership behavior of their leaders. To sum up the mean score amount of this variable is 3.5725 (SD=.68175) which shows that Democratic leadership style had a high effect on employees performance.

Table 4.4  
Descriptive Statistics of the Lssize-faire Leadership Style

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
		No. (%)	No. (%)	No. (%)	No. (%)	No. (%)		
1	My leader avoid getting involved when important issues arise	15 (8.2)	49 (26.9)	28 (15.4)	58 (31.9)	32 (17.6)	3.24	1.254
2	My leader is absent when needed	38 (20.9)	56 (30.8)	38 (20.9)	38 (20.9)	12 (6.6)	2.62	1.215
3	My leader consider me as having different needs, abilities, and aspirations from others	10 (5.5)	22 (12.1)	48 (26.4)	67 (36.8)	35 (19.2)	3.52	1.101
4	My leader emphasize the importance of having a collective sense of mission.	6 (3.3)	22 (12.1)	38 (20.9)	88 (48.4)	28 (15.4)	3.6	.996
Over all Mean and SD of Lassize-faire leadership style							3.2445	.68122

*Source Own Survey 20019*

As shown in table 4.4; respondents were asked 4 questions in order to identify the behavior of a Lassize-faire leadership style. Regarding this behavior; the tendency of a leader avoids getting involved when important issues are arisen is taken as a key indicator. 49.5% of respondents were agreed by confirming there leaders and the remaining 35.1 % of respondents were in disagreement with a mean score value of 3.24 (SD=1.1254). The overall mean score of Lassize-faire variable is 3.2445. (SD=.68122) this shows that employees performance moderately affected by Lassize-faire leadership style.

Table 4.5

## Descriptive Statistics of the Employee performance

No.	Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
		No. (%)	No. (%)	No. (%)	No. (%)	No. (%)		
1	My leaders discuss about specific terms Responsible In achieving performance targets	6 (3.3)	21 (11.5)	26 (14.3)	86 (47.3)	43 (23.6)	3.76	1.043
2	My leaders Express satisfaction when I meet expectation	11 (96)	20 (11)	37 (20.3)	70 (38.5)	44 (24.2)	3.64	1.142
3	My performance is recognized by my leaders	10 (5.5)	21 (11.5)	33 (18.1)	70 (38.5)	48 (26.4)	3.69	1.145
4	My leaders reward me for exceeding performance	14 (7.7)	33 (18.1)	40 (22)	51 (28)	44 (24.2)	3.43	1.249
5	I do my job independently (without waiting for specific instructions from my supervisor)	11 (6)	13 (7.1)	22 (12.1)	69 (37.9)	67 (36.8)	3.92	1.149
6	I always try to reach the Hotel expected target On performance	4 (2.2)	8 (4.4)	16 (8.8)	84 (46.2)	70 (38.5)	4.14	.911
7	My leaders evaluate The performance fairly	18 (9.9)	26 (14.3)	37 (20.3)	60 (33)	41 (22.5)	3.44	1.259
8	My leaders give Me appropriate feedbacks	9 (4.9)	24 (13.2)	37 (20.3)	73 (40.1)	39 (21.4)	3.60	1.112
9	I have an ability and willingness to work In collaboration with others	4 (2.2)	2 (1.1)	14 (7.7)	85 (46.7)	77 (42.3)	4.26	.824
10	I am comfortable To approach my leaders.	7 (3.8)	22 (12.1)	27 (14.8)	73 (40.1)	53 (29.1)	3.79	1.109
11	My leaders give me clear directions	6 (3.3)	17 (9.3)	32 (17.6)	77 (42.3)	50 (27.5)	3.81	1.045
12	I perform well in my overall job by carrying out tasks as expected	3 (1.6)	5 (2.7)	10 (5.5)	86 (47.30)	78 (42.9)	4.27	.82
Over all Mean and SD of Employees Performance							3.8123	.73170

The purpose of measuring performance is not only to know how a business is performing but also to enable it to perform better. The ultimate aim of implementing a performance measurement system is to improve the performance of an organization so that it may better serve its customers, employees, owners, and other stakeholders (Johnson, 1981).

In order to attest the perception of the respondent's about their performance, there are about 12 questions were asked. In this regard, the ability of carrying out jobs based on the expected tasks is taken as a key indicator for performance related questions. 90% of respondents are in agreement while 4.3% disagreed and the mean value shows as 4.27 (SD=.82). The overall mean score for employee performance is highly affected with the mean score 3.8123 (SD=.73170) this supported that with presence of Democratic leadership behavior; employees performance will be highly affected.

In the analysis of the descriptive statistics (Zaidatol 2009) comparison bases of mean score for five point likert scale instrument is used to compare the mean value as shown in the following table

**Table 4.6 Mean Score Measurement**

Mean score value	Descriptions
<3.39	Low
3.40-3.79	Moderate
>3.80	High

*Source own Survey 2019*

According to Zaidation (2009), the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high. .

Table 4.7

Summary of Means and Standard Deviations of the Study Variables

ITEMS	MEAN	STD.DEVATIONS	N
Autocratic leadership style	3.4620	.58138	182
Democratic leadership style	3.5725	.68175	182
Laissez-faire leadership style	3.2445	.68122	182
Employee performance	3.8123	.73170	182

*Source own survey 2019*

As illustrated in the above table it observed that democratic leadership style had the highest mean score of 3.57(SD=.68175) than the others leadership style; so that it is safe to say that majority of the respondents were agreed the behaviors' of leaders moderately incline to Democratic leadership style in the Sheraton Addis Hotel, while their level of agreement with the laissez-faire leadership style was found out to be very low.

From the above table the mean score value for Laissez-faire leadership style is in 3.24 (SD=.68122) which is less than (3.39) based on Zaidation (2009) mean score measurement comparison bases it declines to lower level that shows as respondents level of agreement is low.

As illustrated the table above, the mean value for Autocratic leadership style is 3.46(SD=.58138) when the mean value is compared to the comparison bases of Zaidation (2009), it is in moderate ranges and employees believed that Autocratic leadership style has been exercised by their leaders in moderate level. From the above table we can infer the respondents response regarding the performances of employees which demonstrates that mean score value of 3.81(SD=.73170) this shows that based on Zaidation(2009) mean score measurement comparison employees agreed they were performed well in overall job performances.

#### 4.4 Reliability Test

Reliability is fundamentally concerned with issues of consistency of measures whereas validity is the degree to which an instrument measures what it is supposed to measure. (Bryman and Bell, 2003). The total number of complete feedback received was 182 sample populations. In order to confirm the reliability of the data, Cronbach's Alpha was calculated for each variable. As below

table indicate, all variables Cronbach's alpha test result shows to be larger than 0.7 which is known to be satisfactory.

**Table4.8 Cronbach's Alpha Result**

No	Descriptions	Cronbach's alpha	No of items
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2	Democratic leadership style	0.890	15
3	Lassize-faire leadership style	0.724	4
4	Employees performance	0.894	12

*Source own survey 2019*

#### **4.5 Correlation analysis**

The correlation between the dependent and independent variables are analyzed using SPSS. The correlation shows that the strength of relationship between the independent variables (Autocratic leadership style, Democratic leadership style and Lassize-faire leadership style) with the dependent variable which is employee performance.

The item that should be noticed is the probability (p) value. If  $p > 0.05$ , it means that independent variable does not influence the dependent variable. If  $p < 0.05$  it means that independent variable influences the dependent variable (Pallant, 2010). The test also indicates the strength of a relationship between variables by (r) value that can range from -1.00 to 1.00; when 0 indicates no relationship, -1.00 indicates a negative correlation, and 1.00 indicates a perfect positive correlation (Pallant, 2010). For the rest of the values is used the following guideline: weak correlation for value 0.1 to 0.29; moderately strong for 0.3 to 0.49; and strong for 0.50 to 1.0 (Pallant, 2010)

**Table 4.9 the correlation between Autocratic leadership style and employee performance.**

		Employees performance	Autocratic leadership style
Employees performance	Pearson Correlation	1	.624 **
	Sig. (2-tailed)		.000
	N	182	182
Autocratic leadership style	Pearson Correlation	.624 **	1
	Sig. (2-tailed)	.000	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (2-tailed). *Source Own Survey 20119*

As illustrated in the above tables, there is a positive correlation between the Autocratic leadership style and employees performance ( $r=0.624$ ,  $n=182$ ,  $p=.000$ ). This implies that Autocratic leadership style has a positive relation with employees' performance.

**Table 4.10 the correlation between Democratic leadership style and Employee performance**

		Employees performance	Democratic leadership style
Employees performance	Pearson Correlation	1	.849 **
	Sig. (2-tailed)		.000
	N	182	182
Democratic leadership style	Pearson Correlation	.849 **	1
	Sig. (2-tailed)	.000	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source own survey 2019*

Statistical results of the correlation between Democratic leadership style and employees performance as given in table 4.6 Shows ( $r=0.849$ ,  $n=182$ ,  $p=0.000$ ) which is the highest correlation implies that there is positive strong relation between Democratic leadership style and employees performance. Since Democratic leadership involves the participation of employees on organizational decisions making and in the generation of new ideas, employee performance will also enhance through this positive relation between their leaders

**Table 4.11**

**The correlation between Lassize-faire leadership style and Employee performance**

		Employees performance	Lassize-faire
Employees performance	Pearson Correlation	1	.392**
	Sig. (2-tailed)		.000
	N	182	182
Lassize_faire	Pearson Correlation	.392** <sup>*</sup>	1
	Sig. (2-tailed)	.000	
	N	182	182

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source own survey 2019*

As illustrated in the above tables the correlation between the Lassize-faire leadership style and employees performance is described with ( $r=0.392$ ,  $n=182$ ,  $p=0.000$ ). As described earlier the relation between the two variables are moderately weak positive relations compare to the other two variables it implies that Lassize-faire leadership style has no more importance for employee performance.

**Table 4.12 Correlation table for Employees performance**

Item	Correlation coefficient	P-value
Autocratic leadership style	0.625	0.000**
Democratic leadership style	0.849	0.000**
Lassize-faire leadership style	0.392	0.000**

Dependent employee performance

Source Own Survey 2019

**Table 4.13 Summary of Correlation tables**

		Employees performance	Autocratic leadership style	Democratic leadership style	Lassize-Faire Leadership style
<b>Employees performance</b>	Pearson correlation	1			
	Sig.(1-tailed)				
	N	182			
<b>Autocratic leadership style</b>	Pearson correlation	.624	1		
	Sig.(1-tailed)	.000			
	N	182	182		
<b>Democratic leadership style</b>	Pearson correlation	.849	.808	1	
	Sig.(1-tailed)	.000	.000		
	N	182	182	182	
<b>Lassize-Faire Leadership style</b>	Pearson correlation	.392	.669	.514	1
	Sig.(1-tailed)	.000	.000	.000	
	N	182	182	182	182

Source Own Survey 2019

## 4.6 Regression analysis

Multiple regression analysis was conducted to examine how the independent variables explain the dependent variable (employee performance).

**Table 4.14 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856a	.732	.727	.38199

- a. Predictors: (constant), Autocratic, Democratic, Laissez-faire leadership styles  
 b. Dependent variable: Employee performance

*Source own survey2019*

Model summary is used to determine how much the variance is measured the dependent variable (employee performance) and it is also used to know how well the regression model fits the data. In this survey the amount of variation explained by independent variables (Autocratic, Democratic and Laissez-faire) on the dependent variable (Employees performance) is 73.2%. The closer R squares near to 1, the better the regression model so this survey is good to decide the combination of these three leadership styles can change the employees' performance in 73.2%

**Table 4.15 Anova of Employees performance**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	70.933	3	23.644	162.043	.000 <sup>b</sup>
Residual	25.973	178	.146		
Total	96.905	181			

- a. Dependent Variable: Employees performance

*Source own survey2019*

- b. Predictors: (Constant), Laissez-faire, Democratic leadership style, Autocratic leadership style

The above ANOVA table shows the acceptability of the model. The p-value = 0.000 is less < 5% which indicates that the overall variation explained by the model is good and significant.

**Table 4.16 Coefficients**

Model	Unstandardized coefficient		Standardized coefficient	T	Sig.
	B	Std.Error	Beta		
1 (Constant)	.780	.175		4.447	.000
Autocratic led.style	.227	.096	.180	2.366	.019
Democratic led.style	1.066	.071	.993	15.061	.000
Lassize-faire led.style`	.002	.056	.002	.043	.966

a. Dependent variable employees' performance

*Source own survey 2019*

The above coefficient table shows the constant, beta value and p-value of the variables to examine the significance of set hypothesis. The significance level of each variable is P-value is 0.019, .000, .966 and the standardize beta coefficient is 0.18, 0.993, 0.002.

The p-value for Lassize- faire leadership style is  $>0.05$  which shows that the effect of Lassize-faire leadership style on employees performance is non-significant.

**Table 4.17 Coefficients**

Model	Co linearity Statistics	
	Tolerance	VIF
Autocratic leadership style	<b>.260</b>	<b>3.849</b>
Democratic leadership style	<b>.346</b>	<b>2.890</b>
Lassize-faire leadership style	<b>.550</b>	<b>1.817</b>

a. Dependent variable: Employees performance

*Source own survey 2019*

**Table 4.18 co linearity Diagnostics**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Autocratic leadership Style	Democratic leadership style	Lassize_faire
1	1	3.955	1.000	.00	.00	.00	.00
	2	.021	13.605	.56	.00	.01	.57
	3	.019	14.619	.40	.03	.30	.22
	4	.005	28.430	.04	.97	.69	.20

a. Dependent Variable: Employees performance

*Source own survey 2019.*

As illustrated in the above two tables; preliminary analysis were conducted to identify if there is any violations in the assumptions of multi co linearity. In evaluation of the tolerance from SPSS the value shows that in the range between 0.260 and 0.556 which is not less than 0.1 that indicates as there are no violations for the assumptions. In the value of Variance inflation factor (VIF) the study shows not more than 10 and it is not the concern for the multi co linearity (Tabachnick&Fidell, 2007).

The condition index indicated values ranging from 1.000 to 28.43. All variables values are below 30 so which suggest that there are no any serious multi-co linearity problems.

The first hypothesis developed states that H1: Autocratic leadership style has a significant effect on employee performance. The hypothesis has been accepted as its p- value is <0.05 Hence, we conclude that Autocratic leadership style has significant effects on employees' performance. Accordingly, the second hypothesis which states that H2: Democratic leadership style has significant effect on employee performance there is a positive relationship between this two variables and it is supported by the data collected on this survey as its p-value is 0.000 .

In the third hypothesis states that H3: Lassiz-Fair leadership style has significant effect on employee performance. This hypothesis is not supported by this investigation and the data analysis shows that it has p- value > .05 which is (0.966) there for Lassize-faire leadership style has no any significance on employees performance.

## **Chapter Five**

### **Conclusion and Recommendations**

#### **5.1 Introduction**

In this chapter the summary of the findings from the analysis are presented. Conclusions and recommendations are drawn based on the study. The very purpose of the study is to investigate the effects of leadership styles on employees' performance in the case of Sheraton Addis Hotel. The study also has specific objectives to assess the effect of Autocratic, Democratic and Lassize -faire leadership style on employees' performance and to determine which leadership style significantly affects employees' performance in the Sheraton Addis Hotel. The study has its own importance on identifying leaders' behaviors and there practice on leading the followers has an impact on the results of the overall performance in achieving the missions and visions of the Hotel.

#### **5.2 Summary of the findings**

The demographic background states that out of 217 returned questionnaires 182 (84%) usable and properly filled used as a sample population for this study. In this study age, educational background and work experience was taken as a demographic representative for respondents. From out of 182 respondents 76.4 % were male respondents and female respondents covered the remaining 23.6%. In the educational status of the respondents the majorities 53.8% were Diploma holders and the Degree holders are the next higher levels in 41.2%. The Master holders in sample population are only 2.7%. Respondent work experience were also studied on the research and the major percent of respondents had a work experience of 5-10 years and it cover 35.2% and the next higher percents stated that a work experience above 15 years (29.7%). The majority of the respondent's age group was in the range 31-40 which is 54.9% the sample populations.

In this study the independent variables are Autocratic leadership style, Democratic leadership style and lassize-faire leadership style and the dependent variable is employees' performance. From the descriptive statistics of the mean score value it was observed that Democratic leadership style had the highest mean score from the independent variables 3.57 (SD=.68175) The highest coefficient of correlation in the research is lye between the Democratic leadership style and employee

performance which is ( $r=0.849$ ,  $n=182$ ,  $p=0.000$ ) this implies that there is significance positive relation between this two variables. The regression ANOVA shows the acceptability of the model. The p-value =0.000 is less < 5% which indicates that the overall variation explained by the model is right.

### **5.3 conclusions**

The major findings from the analysis of the data were forwarded the following conclusions. The descriptive analysis was performed to assess the result using mean and standard deviation. The result obtained from the analysis demonstrates that democratic leadership style had the highest mean score and standard deviation that show as respondents had an agreement about their leader exercised Democratic leadership style. Democratic leadership style also known as participative leadership has a characteristic of participating group members for decision making and planning it also creates belongingness which enhances productivity. Researches reveal that there is a positive significant relationship between Democratic leadership and employees' performance. Abdul Basit.et.al (2017). Performances of employees are best in these kinds of leadership style and leaders and managers of Sheraton Addis should adopt this kind of leadership for achievements of goals and objectives. Autocratic leadership style has characteristics of managers retain much power for decision making he /she is a center of every activity and there is a tight control between leaders and members. In this kind of leadership both coercive and legitimate power is used. There is a condition in which Autocratic leadership is important when urgent decisions is needed and team agreement on decisions are not important in addition to that the behaviors of the members is not difficult to manage. The correlation analysis result concluded that there are strong positive relations between democratic leadership style and Autocratic leadership style on employees' performance. Laissez-faire leadership style is one of the independent variable but it has no any significant effects on employees' performance in this study for this reason we can reject this hypothesis due to insignificant relationships with employees performance.

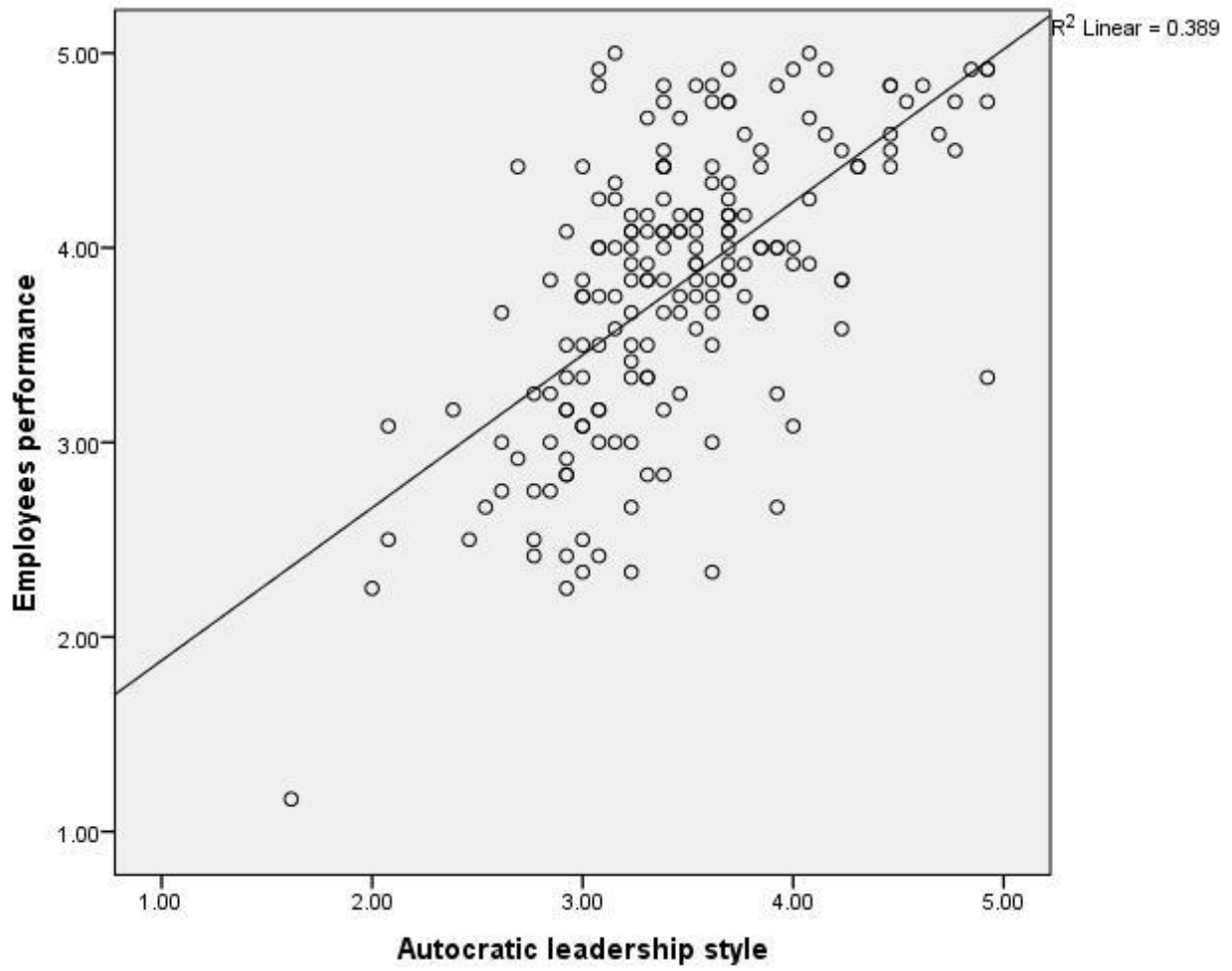
## 5.4 Recommendations

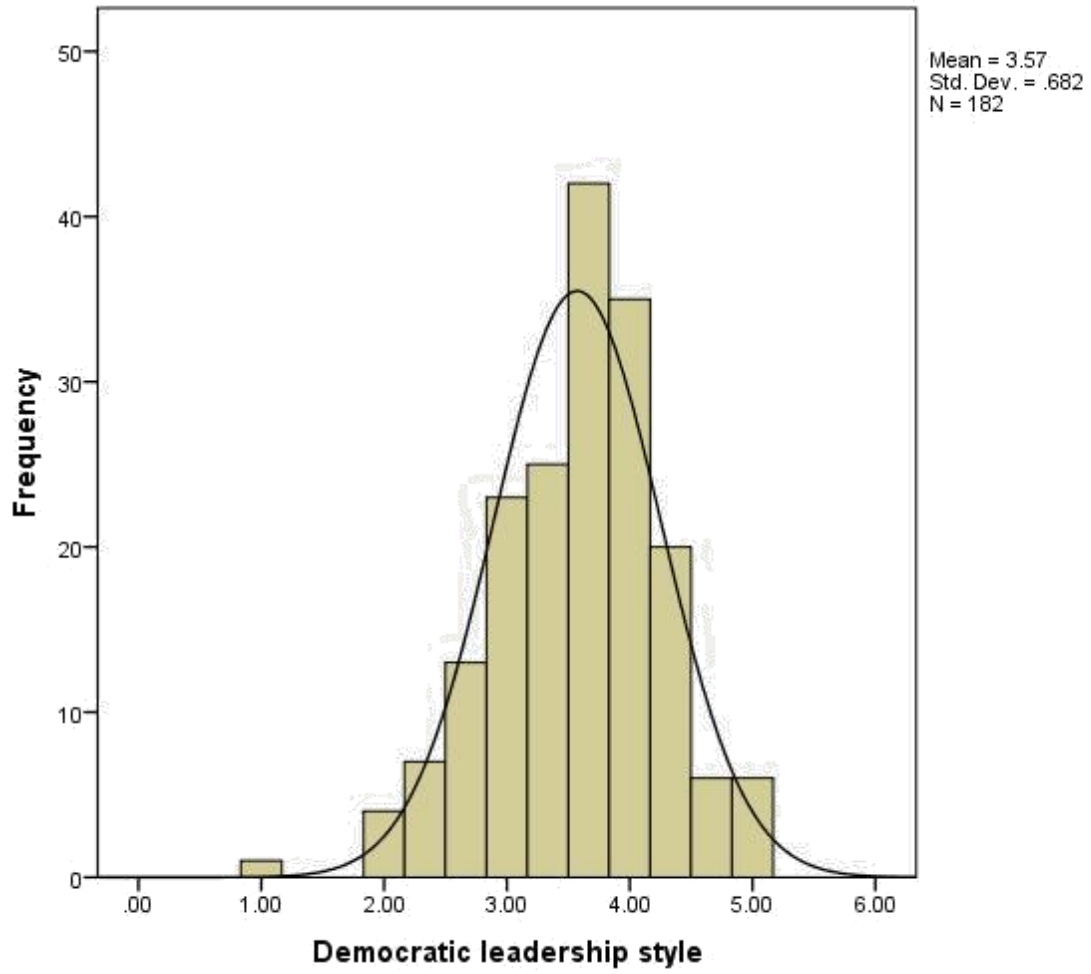
A leadership style is particular behaviors applied by a leader to motivate subordinates to achieve the objectives of the organization Alexander (2002). Applying the proper leadership style based on the environment and the situations helps the organization to achieve its objectives and goals. Since selected leadership styles have significant effects on employees' performance, leaders should also have to consider the environment and the situation that helps to determine which leadership style is appropriate in stated conditions.

Democratic leadership style helps to encourages the participations of employees in decision making and it is very open to discuss among team members. It is also known as a participative leadership style which allows team members to contribute ideas which develop belongingness that enhance productiveness in an organization. In this regard, increasing the tendency to use Democratic leadership style and minimizing Laissez-faire leadership style helps for the enhancement of employees' performance.

Experienced employees are the most valuable assets for the organizations that have vital roles in exceeding customer's expectations and builds satisfactions. Retentions of highly experienced employees minimize turnover and which reduce hiring and training costs so that development of leaders that respect employees moral and instill pride on them have manifold results on performance.

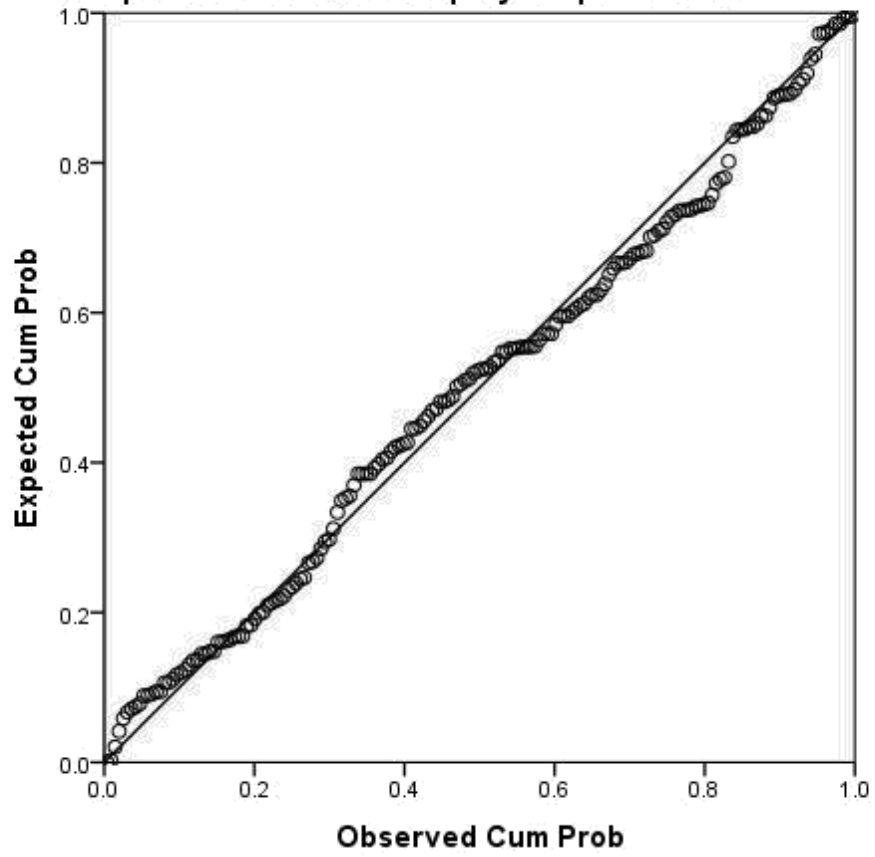
## Frequency graphs and scattered plots.





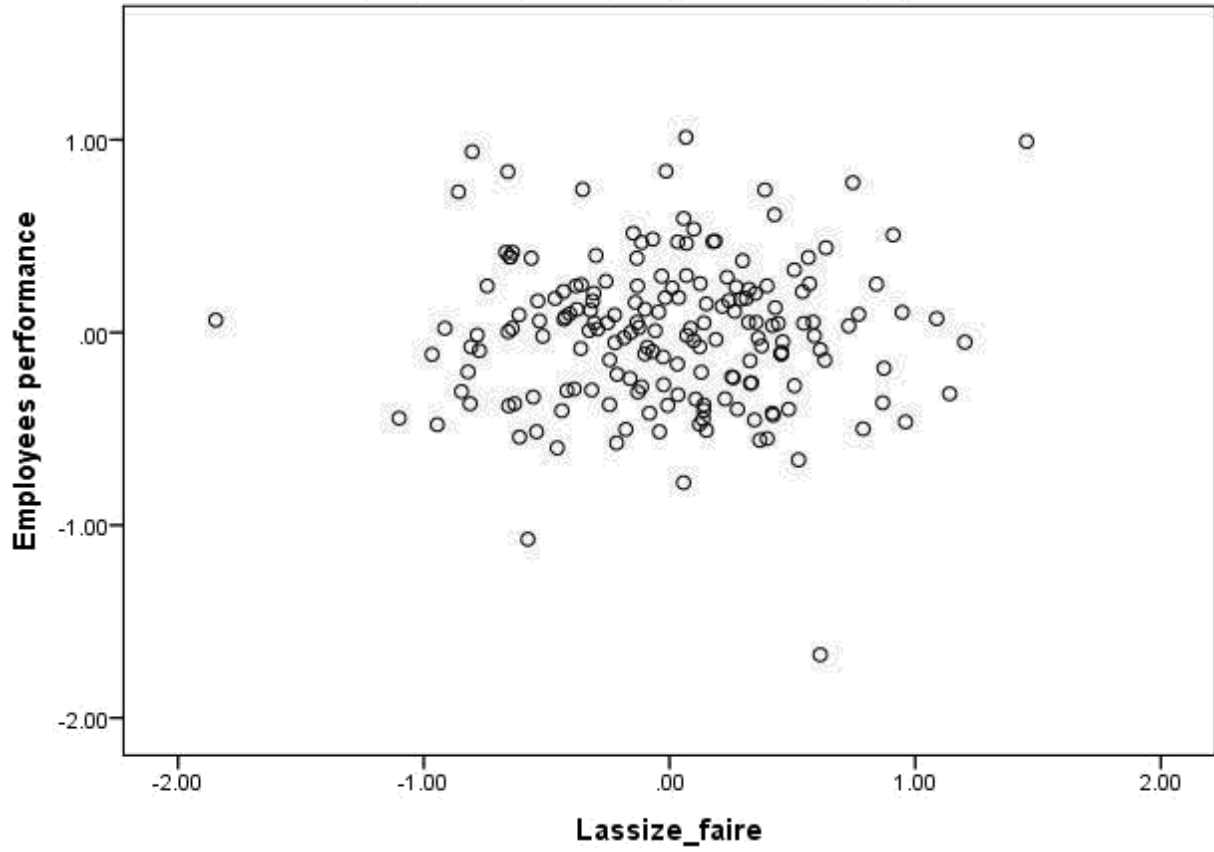
**Normal P-P Plot of Regression Standardized Residual**

**Dependent Variable: Employees performance**



### Partial Regression Plot

Dependent Variable: Employees performance



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## SECTION TWO: MEASUREMENT FOR LEADERSHIP STYLES

INSTRUCTION: These leadership behaviors related questions are intended to measure your perception of leadership behavior of you supervisors or managers in three dimensions such as Democratic leadership style, Autocratic leadership style and Laissez-faire leadership style. Please make a '√' mark on your response to each statement according to the five point scale labeled at each statement 5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= strongly disagree

N.B Leaders in this questionnaires means your outlet supervisors or managers

Items	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1. My leaders Provide me with assistance in exchange for my efforts.					
2. My leaders re-examine critical assumptions to question whether they are appropriate or not.					
3. My leaders fail to interfere until problems become serious.					
4. My leaders focus attention on irregularities, mistakes, exceptions, and deviations from standards.					
5. My leaders avoid getting involved when important issues arise.					
6. My leaders talks about the most important values and beliefs.					
7. My leader is absent when needed.					
8. My leaders Seeks different perspectives when solving problems.					
9. My leaders Instill pride in me for being associated with him/her.					
10. My leaders discuss about specific terms responsible in achieving performance targets.					
11. My leaders wait for things to go wrong before taking action.					
12. My leaders talk enthusiastically about what needs to be accomplished.					

13. My leaders specify the importance of having a strong sense of purpose.					
14. My leaders Spend time teaching and coaching.					
15. My leaders make it clear about what one can expect to receive when performance goals are achieved.					
16. My leaders show that he/she is a firm believer.					
17. My leaders go beyond self-interest for the good of the group.					
18. My leaders treat me as an individual rather than just as a member of a group.					
19. My leaders demonstrate that problems must become chronic before taking action.					
20. My leaders act in ways that builds my respect.					
21. My leaders concentrate his/her full attention on dealing with mistakes, complaints, and failures.					
22. My leaders consider the moral and ethical consequences of decisions.					
23. My leaders keep track of all mistakes.					
24. My leaders display a sense of power and confidence.					
25. My leaders articulate a compelling vision of the future.					
26. My leaders direct my attention toward failures to meet standards.					
27. My leaders avoid making decisions.					
28. My leaders consider me as having different needs, abilities, and aspirations from others.					

29. My leaders get me to look at problems from many different angles.					
30. My leaders help me to develop my strengths.					
31. My leaders suggest new ways of looking at how to complete assignments.					
32. My leaders delay responding to urgent questions.					
33. My leaders emphasize the importance of having a collective sense of mission.					
34. My leaders express satisfaction when I meet expectation.					
35. My performance is recognized by my leaders.					
36. My leaders reward me for exceeding performance.					
37. I do my job independently (without waiting for specific instructions from my supervisor)					
38. I always try to reach the Hotel expected target on performance.					
39. My leaders evaluate the performance fairly.					
40. My leaders give me appropriate feedbacks.					
41. I have an ability and willingness to work in collaboration with others.					
42. I am comfortable to approach my leaders.					
43. My leaders give me clear directions.					
44. I perform well in my overall job by carrying out tasks as expected.					