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Addis Ababa University
College of Business and Economics
School of Commerce

**Relationship between Leadership Styles and Employee Motivation: In the Case of
Geosynthetics Industrial Works PLC**

By:

Daremyelesh Mebrate

A Project Work Submitted to Addis Ababa University School of Graduate Studies in Partial Fulfillment
of the Requirements for the Award of Master's Degree in Business Leadership

Advisor:

Adane Atara (PhD)

June, 2020

Addis Ababa, Ethiopia

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DECLARATION

I, the undersigned, declare that this study entitled “Relationship between Leadership Styles and Employee Motivation: In the Case of Geosynthetics Industrial Works PLC” is my own work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted either at master’s level or undergraduate in this or any other institutions and that all sources of materials used for the thesis have been duly acknowledged.

By: Daremyelesh Mebrate

Date: _____

Signature: _____

STATEMENT OF CERTIFICATION

This is to certify that Daremyelesh Mebrate Ashagre has carried out this research project work on the topic entitled “Relationship between Leadership Styles and Employee Motivation: In the Case of Geosynthetics Industrial Works PLC.” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Master of Arts in Business Leadership.

Adane Atara (PhD) Signature _____ Date _____

Relationship between Leadership Styles and Employee Motivation: In the Case of Geosynthetics
Industrial Works PLC

By: Daremyeleash Mebrate

Approval Sheet

Approved by Board of Examiners:

_____	_____	_____
Advisor	Signature	Date

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Internal Examiner	Signature	Date

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External Examiner	Signature	Date

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Finally, I extend my gratitude to Members of School of Commerce, they added value in my life!

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ACRONYMS

GIW - Geosynthetics Industrial Works

MLQ - Multifactor Leadership questionnaire

MWMS - Multidimensional Work Motivation Scale

SPSS - Statistical Package for the Social Sciences

Sig. - Significant

Std. Deviation - Standard deviation

Abstract

The study aimed to examine if there is a relationship between leadership style and employee's motivation, and whether the prevailing leadership styles in a given organization has a positive or negative relationship with employee motivation. To realize the objectives of the study a survey was conducted on 103 employees of a case company that is Geosynthetics Industrial Works PLC (GIW)'s. The employees were chosen to respond to a Multi Factor Leadership Questionnaire (MLQ) and Multidimensional Work Motivation Scale (MWMS) survey questionnaires with some adaptation of the instrument to fit into the context of the case company, and data from which was analyzed quantitatively. The questionnaire was prepared as close-ended questions (Likert model), in order to group responses into the categories within the study. The respondents were chosen based on convenience and purposive sampling techniques to exclude the leaders from the sample and with simple random sampling among the purposive target groups. Descriptive as well as inferential statistics was used to analyze the data. Secondary data was accessed from the company's data base and documentation was used to compliment data from the survey. The study findings revealed there indeed is a relationship between leadership style and employee motivation. It further identified the respective relationship of the three selected leadership styles to motivation. Accordingly, autocratic leadership style has a negative, democratic leadership style has a positive and strong bearing on employee motivation, while laissez-faire style has no significant relationship with employee motivation, along with the direction of the relation in the case organization. Based on the findings, the study recommends the management of the company to look into the company's dominant leadership style (Autocratic) which has a negative relationship to its employees' motivation and to consider redesigning and nurturing the management style into a more democratic leadership style with a combination of revamping both the internal company culture as well as a deliberate focus on its recruitment to enrich its pool of managers with demonstrated track record of democratic leadership.

Keywords: *Democratic or Participative Leadership, Autocratic or Authoritarian Leadership, Laissez-Faire or Delegation Leadership, Employee Motivation.*

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CHAPTER ONE:

Introduction

This chapter provides background to the study and the case company. It also presents, statement of the study's problem, the research question and the objectives, significance of the study, scope and limitations of the study and finally the organization of the study.

1.1 Background of the Study

These days it is well recognized that globalization has affected the business world in massive and dramatic ways, a reality that brings continuous and unprecedented changes in behavior and demand of the consumer, which in turn forces business organizations to give due consideration to customer satisfaction and innovation to sustain their market share; and to attain competitive advantages. To cope with these challenges, companies have to consider employees as assets of the company who will be playing key roles in the efforts to overcome the challenges. Thus, leaders have to work for the employee satisfaction which results in a motivated employee.

Leadership is perceived as an important factor of organizational effectiveness and employee job satisfaction and plays a central role (Bass, 1990). Likewise, leadership has been defined by many scholars as a subject of debate that different styles of leadership produce different responses from followers. It is also an established fact that leadership styles have a positive or negative relationship with employee motivation. Thus the triggers that motivate employees differ from person to person, while system of motivation differs from organization to organization because of their respective leader's personal traits and beliefs and also the organization's culture.

In most manufacturing industries, it is very important to have motivated employees to ensure and increase productivity and customer satisfaction. Motivating employee's entails different systems to be implemented so as; to get most out of them for the better performance of the organization. As Ingvarson, (2019) states, motivation is the energy that lets individuals to strive to achieve their objectives. While there are various initiatives and schemes which can be put in place in order to motivate employee's, leadership styles is one of the factor by which employees are motivated or influenced by others to achieve organizational goals.

This study is aims to examine the relationship between the leadership and motivation in the case company and it also seeks to determine which styles have a positive relationship with improved or better employee motivation. It is hoped that the results from this study may help the organization in its consideration of which style to apply in order to better achieve the goal of organizations though motivated employees. In this case study, attempt is made to examine the relationship of leadership and employee motivation also which styles among the three common styles (Democratic, Autocratic and Lassies fair) have positive relation with employee motivation of Geosynthetics Industrial Works PLC (GIW) using a questionnaire and secondary data as an instrument.

1.2 Background of the Company

Geosynthetics Industrial Works PLC (GIW) was founded in 2005. Shareholders are Water works Construction Enterprise and Golden Trade Co. The company's initial investment was birr 39.6 million invested by the shareholders. Expansion has been executed and the company's paid capital has currently reached 72 million birr and this has brought the company's capacity close to two fold, considering where it started. The company established to manufacture and supply high quality plastic products for the protection, collection, delivery, containment of water and soil.

Table 1.1: Number of employees by their educational qualification

S/n	Qualification	Gender		Total
		M	F	
1	2 nd Degree	3	-	3
2	1 st Degree	22	19	41
3	College Diploma	57	28	85
4	12 th grade Complete	16	5	21
5	TVET 10+3	9	4	13
6	TVET 10+2	2	1	3
7	TVET 10+1	5	3	8
8	10 th grade complete	31	4	35
9	Less than grade 10th	69	9	78
	Total	214	73	287

Source: Employee Database of GIW, 2020

Table 1.2: Number of employees in terms of their Position in the organization

S/n	Qualification	Sex		Total
		M	F	
1	Top Management	8	5	13
2	Middle Management	10	5	15
3	Senior Operator	12	2	14
4	Operator	41	8	49
5	Senior Mechanic	3	-	3
6	Mechanic	6	-	6
7	Senior Electrician	3	-	3
8	Electrician	4	2	6
9	Laboratory technician	4	2	6
10	Helper	103	18	121
11	Administrative staff	20	31	51
	Total	214	73	287

Source: Employee Database of GIW, 2020

As shown in Table 1.1 of total employees in the case company, female employees constitute 25.43% while 74.56% are male employees which shows that the majority of manufacturing companies except textile where labor work is required the male employees are more in number. Considering their educational qualification, employees who have more than and equal to 10+3 are 49.47% while 50.52% an educational qualification that is below 10+3, and that this employees with lower qualification are working on the factory floor where job is more laborious and more demanding. Female employees with educational level of 1st degree have almost the same number as of the male employees who are working in the office in responsible position.

As indicated in Table 1.2, of the total employees, in the company's organizational structure, the top and middle management position holders constitute 9.75%, those in the administrative positions constitute 17.77% while the rest of 72.48%, which is the majority of the employees, are working on the factory floor being involved directly on the manufacturing process, and the majority of employees in this cohort are male employees.

1.3 Statement of the Problem

For a leadership to be effective, working on employee motivation is of central importance. This is because no one does anything for free. No matter how small or big the job is, the employee wants to be rewarded in kind or cash so that he/she will continue performing better with the same behavior. The reward could be in kind as compliments, acknowledgment, delegation of authority and responsibility, etc. which as a group are referred to as intrinsic motivation. While, the reward in cash or material includes salary raise, promotion, material gifts, etc. which as a group are designated as extrinsic motivation. A leader applying any or all of the reward methods might be determining factors for employees' motivation to increase productivity in the manufacturing business, which brings about the effectiveness of the company at the end. Motivation and leadership theories have also recognized the importance of inducing a worker and its effects on organizational performance.

As has been already said above considering the human resource as an asset of the company understanding the need of the employees and what motivates them have to be considered. So the key focus in studying the case organization used for this study GIW, is that the current existing leadership does not consider to work for motivating the employees. The study also sought to see; that due attention is not given for the employees motivational needs or primary concern of the leaders are mainly focused on task performance without considering the factors that drive the employees to perform their best which have been experienced in most manufacturing organizations.

This study investigated which leadership style the management is using in the case company as well as the type of motivation implemented in the company in relation to the leadership, and to examine which leadership style has positive implication on employee motivation in Geosynthetics Industrial Works PLC

Finally effort was made to assess and suggest which kind of leadership style the management should follow with regard to the employees' work culture and behavior. Negligent leadership will cause high turnover resulting in high cost to the organization by way of losing trained and experienced employees to other companies and indulging in a continuous cycle of recruitment and replacing with relatively new and untrained staff.

1.4 Research Objective

A research is aimed to have an objective, this section presents. The main goal of the current study is to evaluate the relationship of leadership on employee motivation and analyze the effect (positive or negative) of the different leadership styles on motivation of employees. Hence the main objective and specific objectives of this research are presented below:

1.4.1 General Objective

The general objective of this research is to investigating the relationship between leadership style and employee motivation in a manufacturing industry context.

1.4.2 Specific Objectives

Specifically the study intends to meet the following objectives

- i. Examine the relationship between leadership styles and employee motivation in GIW
- ii. Examine if democratic leadership style has a positive or negative relation with employee motivation in GIW
- iii. Examine if autocratic leadership style has a positive or negative relation with employee motivation in GIW
- iv. Examine if laissez-faire leadership style has a positive or negative relation with employee motivation in GIW

1.5 Research Questions/Hypotheses

Given the nature of objectives the study seeks to address the research approach chosen is quantitative study, and thus the study has a number of hypothesis along with the research questions.

1.5.1 Research Questions

Thus, the research questions developed based on the problem statement are:

- i. Is there a relationship between leadership styles and employee's motivation?

- ii. Does autocratic leadership style has positive or negative relationship with employee's motivation in GIW?
- iii. Does democratic leadership style has positive or negative relationship with employee's motivation in GIW?
- iv. Does laissez-faire leadership style has positive or negative relationship with employee's motivation in GIW?

1.5.2 Research Hypothesis

The above specific objectives are achieved through the following null hypotheses after testing

HO₁ : Leadership styles has no relationship with employee motivation in GIW.

H_{1a1} : Leadership style has relationship with employee motivation in GIW

HO₂ : Autocratic leadership styles has negative relationship with employee motivation in GIW.

H_{1a2} : Autocratic Leadership style has positive relationship with employee motivation in GIW

HO₃ : Democratic leadership styles has negative relationship with employee motivation in GIW.

H_{1a3} : Democratic Leadership style has positive relationship with employee motivation in GIW

HO₄ : Laissez-faire leadership styles has negative relationship with employee motivation in GIW.

H_{1a4} : Laissez-faire leadership style has positive relationship with employee motivation in GIW

1.6 Significance of the Study

Apart from having direct bearing and relevance to the case organization the outcome of this study will help organizations and its leaders to give due attention for their employees' motivation and check and adapt the kind of leadership styles that has a positive relationship with employee motivation so that they have a better operational efficiency, productivity and organizational performance with motivated and more committed employees. Thus, the study will help managers to identify the relationship between leadership and employee motivation to implement and get the best performance and productivity by knowing the existing situation on how an organization is working for the employee motivation. This study is hope to inspire more research into the field while also is an addition to literature with regard to determining the relationship of leadership styles and employee

motivation in manufacturing industries and their management in budding manufacturing sector in Ethiopia.

1.7 Scope of the Study

The study's scope is to investigate whether there is relationship between leadership and employee motivation and also which leadership styles have a positive relationship with employee's motivation. Among the leadership styles, the most common three are selected to fall within the scope of the study. Thus, are democratic, autocratic and laissez fair. The three styles have distinguished differences that wouldn't create ambiguity to differentiate for the study participants.

This study used quantitative analysis by administrating and collecting questionnaires that are close-ended questions from the respondents. Responses were grouped to analyses and draw a conclusion. The study is descriptive and explanatory in nature and its administration was restricted to the literate employees who have educational qualification of 10+3 and above formal schooling and have been working in the case organization at the time of this research that is GIW PLC.

1.8 Limitations of the Study

As limitation of the study there is very small literature available relating leadership with employee motivation, and specifically describing the relationship with the different styles of leadership. Also considering the case of our country where leadership is considered as a new theory of management, collecting the right response regarding the characteristics of their leaders from subordinate posed is another limitation. The sample size was limited also by barrier of language were only literate employees of the company were selected for the research to insure participation of employees who can answer the questions in the survey questionnaire prepared.

1.9 Definition of Terms

Leadership: an ability to evaluating and forecasting a desired future and thereby influencing followers towards achieving the same. (Adeoye Mayowa: A Leadership Manager in Nigeria 2009)

Leadership Styles: a manner of directing, implementing plans, and motivating people. (Kurt Lewin 1939)

Motivation: Motivation is generally viewed as a process through which an individual's needs and desires are set in motion. (Rakes, & Dunn, 2010).

1.10 Organization of the Study

The research covers five chapters. The first chapter is the introduction and it contains the background of the study and to the case company, statement of the problem, the general and specific objectives of the study, the research questions, and significance of the study, scope of the study, limitation of the study, and definition of terms and organization of the paper. The second chapter consists review of literatures relevant for the study and the conceptual framework adapted for the study. The third chapter presents the research methodology used in this research project. The fourth chapter offers the data presentation analysis and the discussion is described. The last chapter which is chapter five is where summary of the findings, conclusions, and set of suggestions and finally implication for future research is offered.

CHAPTER TWO

Literature Review

In this chapter, literature and previous works relevant to the research topic are reviewed to provide a supportive argument for the research problem areas. The available literatures written by different scholars is reviewed to illuminate on the key concepts of the study and embed the study in the context of the past works in the field.

2.1 Theoretical Review

2.1.1 Leadership Concepts

As described by Cribbin, J.J. (1981) “Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done”. Leadership is a new dimension in the management theory that emphasizes on commitment to task and equally important, is concern for people. Leadership as process works to influence a group of individuals by an individual to achieve a common goal. (Northouse, 2007). As most definitions describe leadership, it is the process of influencing not ordering also achieving common goal not just the organization plan. This shows the involvement of every employee in the leading process of an organization.

While leadership is exercised, a leader's skills and knowledge can be influenced by their attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills also contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make them unique.

Effective leaders have the potential to inspire workers in an organization and in turn improve productivity. According to (Zeitchik, (2012) “Leadership is inspiring others to perform the vision of the organization within the parameters set, to the level that it becomes a shared effort, a shared vision, and a shared success.”

Previously, the purpose of leadership style in relation to employee motivation has not been discussed adequately and leaders frequently undermined the effect of developing proper relationship with employees. But leadership and motivation are highly related to one another since a leader is expected to motivate followers. Koontz, and O'Donnell (1976), explain that "Leadership is influencing people so that they will strive willingly towards the achievement of group goals".

2.1.2 Different Styles of Leadership

Leadership style also is expressed as the manner and approach of providing direction, implementing plans, and motivating people. A group of researchers led by Kurt Lewin (1993) identified different styles of leadership which leaders use to influence employees to attain the organizational goal. Stogdill (1974) explain this as leadership style means a method and capability aimed at achieving organizational targets and further affects all organizational activities. Also Miller et al. (2002) explains leadership style as the pattern of interactions between leaders and subordinates.

Even if we have encountered a number of different leadership styles in the leadership literature, this study has chosen to focus on three main styles in order to narrow down and provide focus for the study as well as for differentiating by study participants. Thus are democratic or participative leadership, autocratic or authoritarian leadership and laissez-faire or delegative leadership.

Now a days, it is increasingly acknowledged that leadership style which attempts to share and impart the significance of vision of an organization with the rest of employees is very important in the process of motivating workers.

2.1.2.1 Democratic or Participative Leadership

This leadership style is well explained by “Let's work together to solve this . . .” by involving the leader and including one or more employees in the solution making process (determining what to perform and how to make it). Also it is described as "Distributing responsibility among the members, empowering them, and assisting the group's effective decision-making process.” (John Gastil, 1994). However, the leader maintains the decision making authority. Using this style is not weakness, rather it is a mark of strength that your employees will respect.

Democratic leadership is a kind of leadership style that is used when the leader has part of the information, and the employees have other parts. A leader is not expected to know everything—this is why the employees are knowledgeable and skilled people. Using this style is of mutual benefit as it allows them to become part of the team and allows in making better decisions (Davis, K. (1993)) Even if leaders try to have all the answers, gaining different perspectives and diversity of opinions normally provide greater creativity than insularity. Participative leaders encourage group members to

participate, but retain the conclusion of the decision-making process. Group members feel engaged within the process and are more motivated and inspired (Lippit, R. (1939)).

Democratic leaders encourage group members to bring forward their thoughts, which can tip a better ideas and more creative solutions for problems. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members that associates with increased follower productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996)

While democratic leadership has been described as the most preferable leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can cause communication failures and uncompleted projects. In some cases, group members might not have the adequate knowledge or expertise to exert quality contributions to the decision-making process. Democratic leadership works best in situations where group members are skilled and passionate to share their knowledge and actively participate in problem solving in addition to getting the work done. It is also important to give enough time to allow people to contribute, develop an idea then vote on the effective course of action. (Howell, J.P. (2005))

2.1.2.2 Autocratic or Authoritarian Leadership

Authoritarian leaders, also known as autocratic leaders, is more explained by “I want you to do ...”, where the leader provides clear expectations for what needs to be done, when it should be done, and how it should be done. There is a clear hierarchical division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from subordinate. As explained by Maqsood, Bilal and Baig (2013) autocratic leadership style is known for individual control over all decisions and little input from staff. Researchers explained that managers using authoritarian leadership style are less creative on decision making. Mostly this style is usually viewed as controlling, bossy, and dictatorial. An autocratic leader never allows staff decisions, and the leader is usually very far from staff (Kuchenke (2010) and Egwunyenga (2010)). Authoritarian leadership is suitable on situations where there is limited time for group decision – making it available or where the leader is considered as the most knowledgeable member of the group. Maqsood, Bilal and Baig (2013) argued that in military conflicts, group members are in favor of an autocratic leader who can

make decision on time. Autocratic leaders typically make choices supported by their own ideas and judgments and seldom accept advice from followers. Autocratic leadership involves absolute control over group. (U.S. Army, (1983))

Autocratic leadership can be preferable in some cases, when decision is needed to be made urgently without consulting a large group of people. Some projects require dominant leadership in order to set action and perform accomplishment quickly and efficiently. In situations that are particularly stressful an autocratic style leadership is preferred. This style forces member of the group to focus on performing specific tasks without thinking about making complex decisions that shows disregarding the employee's opinion only executing the leader's idea only. This also help group members to become specialized in performing certain duties restricting them to be all rounded, which can be beneficial to the group (Schriesheim, C.A. (1982)).

Employees working with autocratic leaders are mostly dissatisfied because they are unable to contribute ideas on decisions making process. Researchers also described that in autocratic leadership the problem solving process lacks creativity, which in turn affects the performance of the group to be less effective. Even though autocratic leadership have got some potential pitfalls, leaders can use, in some extent considering the condition of the situation, of this style wisely (Newstrom, J.W., Davis, K. (1993)).

2.1.2.3 Laissez-faire or Delegative leadership

Mostly explained by “You take care of the problem while I go ...” the leader leave the employees to make the decisions by their own. However, the leader takes full responsibility for the decisions that are made and consequence appending after wards. This kind of leadership style is used when employees are well educated and capable of analyzing the situation and determine what to be done and how to do it. The motto is “You cannot do everything! You must set priorities and delegate certain tasks” (Hofstede, G. (1997)).

Lassies Faire (Delegative) leaders give little or no support to group members on executing the decision-making process. In other words leaders are hands-off and allow group members to make the decisions. This style will be effective for group members who are highly qualified in an area of expertise, but it often leads to poorly defined roles and a lack of motivation (Tri Junarso, (2009))

Researchers found out that this leadership style is generally categorized as the lowest productivity among the styles. Whereas laissez-faire leadership can be effective in situations where group members are highly skilled, motivated and capable of working on their own. Even if the conventional term for this style is 'laissez-faire' the term implies a completely hands-off approach, but many leaders still remain open and available to employees consultation and feedback.

Laissez-faire leadership is not effective for situations where employees lack the knowledge or experience they need to perform tasks and make decisions. Some people are not able at setting their own goal, managing their own responsibility and making decision on their own. In such situations, assignments can go out of control and deadlines couldn't be meet if team members do not get enough support or feedback from leaders (Kendra Cherry, 2019)

2.1.3. Motivation

Motivation is an important energizer which directs human behavior to attain a goal. Leaders are responsible for controlling, find solutions to problems and leading their team, who wants to have a good skillful team who really enjoy doing their job. Motivation focuses on the processes that direct the general strength and effort of a person's output over time. As defined by Olusola "Motivation is an essential instrument for managing the work behavior of employees "(Olusola,;2011). Every individual has different attitude or behavior, some employees are motivated with rewards like money and some are by the love of their work since it is convenient for them to work, hence in this diversity organizations are supposed to organize practices which will be able to satisfy the group and not just an individual (Ukaejiofo Rex Uzonna, 2013).

This makes motivation of employees a complex issue, but it is not difficult for a manager who knows the employee very well. That is why motivational programs must be implemented for each employee, according to the needs, satisfaction levels, psychological conditions, social and cultural backgrounds of the people are different (Sekhar, 2015).

Motivation is an important factor for both employee and the organization, which represents people's action in order to achieve what they desire and is a cause of why people repeat that behavior. For an employee, motivation is essential in a way that initiates and encourages a person to achieve his/her personal goals. Within an organization, motivation is considered to be a factor that leads to employee satisfaction. Also, motivation stimulates a person to widen his/her knowledge, to

execute and release his/her full capabilities and potential. Likewise, from the organization's side, motivation directs to a positive approach in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, their contribution to the organization will be uncountable in every aspects, thus the more profitable and successful is the business (MSG Experts 2017).

Motivation is indicated as a systematic analysis of how personal, and environmental characteristics influence on behavior and job performance of employee's outcome. It is not a fixed feature. It cites to a dynamic internal condition resulting from the impact of personal and situational factors. Motivation has a major effect on behavior than on performance. Created initiatives to escalate output performance by improving employee motivation may not be successful if there is a weak relation between employees effort and job performance. (Wiley 1995)

Usually there are three things that determine employee performance at work: ability to work, work environment, most importantly work motivation (Wiley 1997). Comparing to all other efficient ways of making employees productive, motivation is the most important and significant one. (Gohari, Kamkar, Hosseinipour, Zohoori 2013)

Among the various theories of motivation, it is important to point out Herzberg's (1959) theory which identifies two groups of factors - intrinsic and extrinsic. Some employees respond best to intrinsic which means "from within" and will meet any obligation of an area of their passion. On the other hand, there are some employees who will respond better to extrinsic motivation which provides that tough jobs can be dealt with, provided that there is a reward upon completion of that task.

The significance of motivation, especially intrinsic, reveals itself in the fact that it can lead to the behavior that is shown in high performance of the organization. Therefore, leaders should implement different motivational techniques to satisfy the needs of employees and as well as encourage higher work performances (Daft, 2008). Furthermore, leaders should understand that when motivating similar needs of employees, different followers can react in different ways. Wiley (1997) suggests that for achieving organizational success it is a must the employees understand the necessity of motivation considering that this understanding is essential for enhancing productivity.

The idea of intrinsic motivation is closely related to natural or essential value. Intrinsic motivation refers to motivation that is animated by personal enjoyment, interest, or pleasure (Guay et al., 2010)

and is not valued in monetary or material terms. Intrinsic motivation can be defined in other terms like the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically motivated an employee is stimulated to act for the fun or challenge entailed rather than because of external pushes, pressures, or rewards (White, 1959).

Whereas in the case of extrinsic motivation individual's motivational stimuli are coming from outside. Extrinsic motivation such as rewards like money, promotion, career opportunities and others which comes from the outside of the individual, and its realization results in what Lawler (1973) calls social reward. In other words, our craving to perform a task is controlled by an outside source. It is also important to note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performance (Sabine Burgner, Alfred Gutschelhofer, (2019)).

Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money, also gaining acceptance from the boss like employee of the month award, benefit package, bonuses and organized activities are other extrinsic motivation. (R. L. Opsahl and M. D. Dunnette, 1966)

2.2 Empirical Review

2.2.1 Leadership and Motivation

The success of every organization depends on its employees' initiative to thrive through their efforts, pledge, engagement, practice and determination. The relationship between leadership style and employees' motivation has no doubt attracted considerable research interests. Leadership has a direct effect on the motivation levels of employees. Lately experience has shown that the motivation and leadership are strongly related. The effect of leadership on motivation can be either positive or negative, depending on the approach used by the leader (Barbuto, 2005). The more the followers are motivated the more the leader is motivated and vice versa. Hence, to understand the relations between the leadership styles and the workers' motivation is a very important key for employees' performance and at the end for the organization performance. Thus, motivation is an important idea because leadership effectiveness includes the ability to motivate employees as one of the crucial duties or jobs (Lussier 2013).

The quality of a manager's relationship with an employee is the most powerful element of employee motivation. Also the leadership styles that are adopted by a business and its management will have a determining effect on the motivation level, the morale and the job satisfaction of the employees. Recent studies have confirmed this fact Mulugeta and Hailemariam (2018) revealed that the preferred leadership style in the organizations that studied was more inclined to participative leadership style, followed by autocratic and laissez-faire leadership styles as judged by the employees with motivated employees due to the type of the leadership.

2.2.2 The Relationship between Democratic (Participative) Leadership Style & Motivation

The motivational strategy used by a democratic leader is inclusion i.e.: the employees are part of the decision-making process that keeps the organization running smoothly. Employees take an emotional interest in the success of the organization because they own the organizational policies and processes since they involve on developing it. Most research reveals diverse findings; For instance Insan, A. N., E.S. Astuti, K. Raharjo, and D Hamid (2013) described democratic leadership has been consistently claimed to be more effective than the other leadership styles. These leaders particularly appear to motivate their followers through emotion. There is considerable evidence that democratic leadership is effective. Most survey studies conducted using the MLQ and similar questionnaires concluded that democratic leadership is positively related to indicators of leadership effectiveness such as employee satisfaction, employee motivation, and performance. Raja and Palanichamy (2011) in their study revealed that democratic leadership style is more preferred by employees and more related in a positive way to employees' motivation than autocratic leadership. It is observed that the positional identity of the respondents had some significant impact on leadership style, perception and employees' motivation, and salary didn't make a difference from among the sampled respondents. The study concluded that employees' perception relative to others plays a role in the preference of leadership style and that salary which can be seen as a form of financial motivation seems not to account for leadership style preference and commitment to the organization. The outcome of this study supports the notion that it is not in all cases that extrinsic motivation accounts for employee commitment in an organization. Yahchouchi (2009) in his study observed that Lebanese leadership style was assumed to be more democratic than autocratic and that democratic leadership styles had positive relationships with employees' motivation. In the same way

Wiza and Hlanganipai's (2014) analysis showed that leadership styles are drivers of employees' motivation and noting this by the leaders of the organization will ensure desired outcomes. The study supports that employees' perception of the leadership style to be good would help them to align their objective with the goal of the organization. Their study also revealed that participative leadership style had a significant positive relationship with affective and continuance employee motivation.

2.2.3 The Relationship between Autocratic (Authoritative) Leadership & Motivation

According to Ardichvili and Kuchenke (2010) and Egwunyenga (2010), an autocratic leader never give a chance for staff decisions or ideas, and the leader is usually very far from staff. It is a leadership that is imposed on an organization and it is sometimes referred to as authoritarian leadership (Baughman, 2008). Decision is made only by the autocratic leaders; however, inputs from staff may be sought in the process, but are hardly taken into consideration. This is because they are benevolent autocrats.

Autocratic managers tend to motivate employees by establishing an attitude of employees to have confidence in the manager's ability to make accurate and productive decisions. Employees feel comfortable with the manager's knowledge of the industry and the company processes and derive motivation depending on the manager's ability to keep the organization focused on achieving company goals.

A study by Garg and Ramjee (2013) in public agencies in South Africa found out that there is a weak positive significant relationship between autocratic leadership and affective employee motivation.

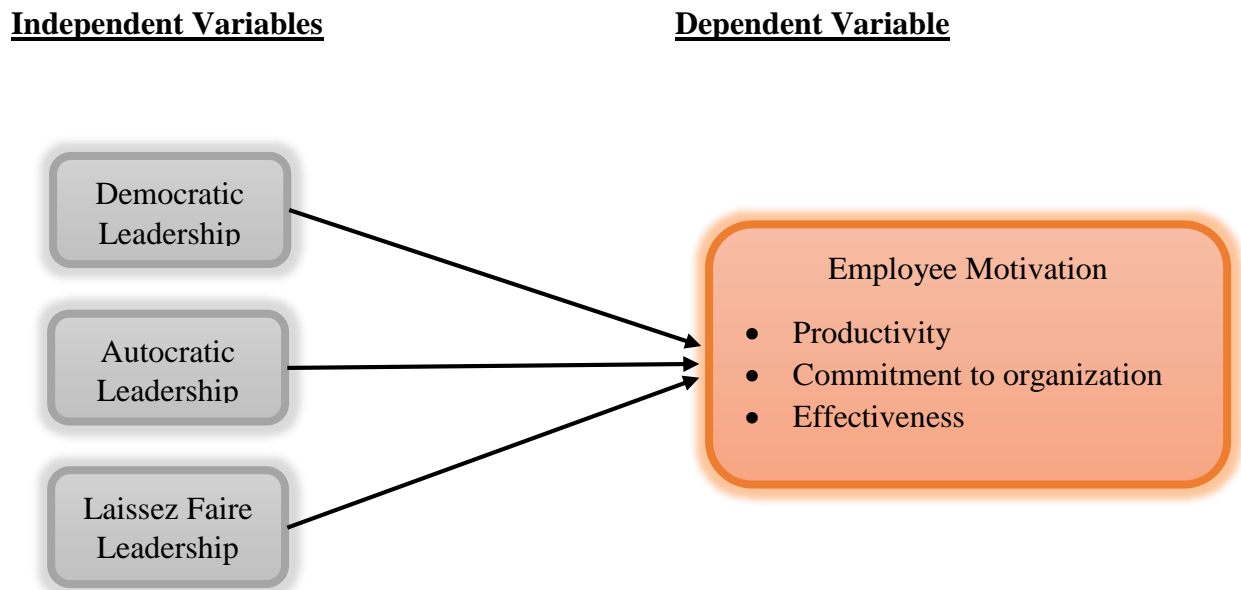
2.2.4 The Relationship between Laissez Faire (Delegative) Leadership & Motivation

This style of leadership is characterized by physical presence but un-involvement of the leader in any leadership activity (Lewin, Lippitt, & White, 1939). In the same vein, Piccolo, Bono, Heinitz, Rowold, Duehr, and Judge (2012) described this style of leadership style as "leaders who avoid or push making decisions to the group, taking action through others, and are unavailable when needed" (p. 569). The Laissez faire leaders motivate their teams by giving them all authority to make their own decision and offering a resource for information when needed but allowing the employees to dictate their own success. If an employee's production efficiency starts to decline, the leader starts to

offer a support to help get the employee back on track. Studies show that for this leadership style to work employees are expected to be intrinsically motivated as well as educated and have enough knowledge about the work they are doing to fulfill what is expected of them without the leader motivating and directing them.

2.2.5 Conceptual Framework

This conceptual frame work was developed based on the research questions that the study is trying to prove, supported by literatures reviewed from different researches and authors of related studies that proposed the direction of the study. The study will try to show the relationship between the leadership (Democratic, Laissez Faire, & Autocratic) styles and employee motivation as well as the direction of the relation in GIW PLC. In the study, it is assumed that the leadership style is the independent variable that factors in the employee’s motivation as dependent variable. In cites were taken from the researches of Gobal, R. & Chowdhury, G. (2014) and the studies of Bass and Avolio's in their different year research and were used to complement with others findings regarding the relation of Leadership styles with employee's motivation.



Conceptual frame work for the study (adapted from Dana Al Rahbi, Khalizani Khalid, and Mehmood Khan (2017)

CHAPTER THREE

Research Methodology

In this chapter statistical methods of research implemented as a tool to respond to the research questions and fulfill the purpose of the research are presented. It also shows an overview of the study method, the target population, sampling procedure used to choose respondents, sources and kind of data, a description of the used data gathered, unit of analysis, and model specification, and methods of data analysis, and presentation. As explained earlier in the first chapter the purpose of the study is to identify if there is relationship between leadership style and employee motivation and which leadership style has a positive relationship and the study adopted the appropriate method to find out this relationship.

3.1 Types of Research Design and Approach

There are a number of factors to determine or select a research design. Among these the major are the availability of data, objective of the study and time constraints. Based on these factors this study used descriptive and inferential research design to test the base hypothesis. According to Shona McCombes (2019) the aim of descriptive research is to describe a population data, by calculating the frequency, mean and standard deviation of respondent situation or phenomenon in a systematic and accurate way in determining cause and effect. It is an appropriate method to employ whenever the research aims in identifying the characteristics, frequencies, trends correlations and categories. And the Inferential analysis did help in making conclusions from the data that have been obtained from one experimental study to more general populations. A survey questionnaire is the best instrument for this kind of research design. Primary data were sourced from respondents who are staff of GIW PLC the case company. Data collected on dependent variable is employees' motivation to work. But, data collected on independent variables are on the three styles of leadership i.e: autocratic leadership style, democratic leadership style and Laissez faire leadership style. Data collected on these variables are run in statistical package for social science (SPSS) version 23.

3.2 Target Population

According to the employee data presented in table 1.1, the population of the company is 287. To get data for the study, primary data was collected from employees that fulfilled the inclusion criteria to be part of this study. The eligible employees are those filling positions from machine operator up to but excluding those in higher level management and these constitute of 53% of the total population. Another inclusion criteria used was those with educational level of 10+3 and above. The population thus become 139 employees where 53% of the employees who have educational qualification above the level of 10+3 working in the company and excluding the top management who are 4.5% (13 in number), since the objective is to identify the leadership style they are using based on employee experience and perspectives.

3.3 Sampling Technique and Size

Based on this data the research was done on these eligible employees that are currently working at Geosynthetics Industrial Works PLC. There are two major types of sampling designs: probability and non-probability sampling. In probability sampling, elements of the population have some known chance or probability of being selected as sample subjects, and in non-probability sampling, the elements do not have a known or predetermined chance of being selected as subjects which fit into the broad categories of convenience & purposive sampling.

To select the sample of respondents, non-probability sampling methods were employed to exclude the top management groups who are 13 in number. In order to focus on particular characteristics of a population that are of the research's interest to be able to answer the survey questions the below basic formula was implemented to calculate the sample size from 139 employees of population,

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

Where:- n – Number of sample selected

N – Number of population = 139

e – Error rate (0.05)

$$n = \frac{139}{1+139(0.05)^2}$$

$$\underline{n = 103}$$

And, thus 103 staff were sampled using Slovin's formula for determining sample size.

3.4 Type and Source of Data

In this study, both primary and secondary data were used as important sources of data. The questionnaires collected were used as a primary data and the review of relevant literatures are organized documents gathered including manuals, information from different websites, journals, published and unpublished research papers, employee data base as well as the documents from the case company were considered as the secondary source of data.

3.5 Method of Data Collection

For this research, survey questionnaire is chosen to be the best method of collecting data. Initially, it was also planned to complement the data with interviews to selected employees but unfortunately due to the current situation of the pandemic it was not possible to do that. Hence the questionnaire is the primary source of primary data for the study. Therefore, a standard questionnaire, consisting of 30 questions grouped into two sections was designed. The questions are close-ended questions and formulated according to the Likert-type scale with five degrees of intensity. Respondents select a single response and what they select is assumed most appropriately express their choices for the intended question. First section describes the demographic information of the respondents to use for the descriptive analysis purpose, the second section assesses the employee perception about the leader's characteristics or leadership style the managers follow by the respondents. These questions are standard questions of Multifactor Leadership Questions (MLQ) which encompass 18 questions referring three leadership styles with each consisting of 6 questions, and the third section consists of 12 questions which evaluate the level of motivation employees have by using also standard questions of Multidimensional Work Motivation Scale (MWMS).

3.6 Reliability and Validity

Reliability and validity, in scientific study explains the characteristics of the dependent variable and their operational definition (Linda L. Wright & David A. Lake, 2015). In this case the employee motivation as a dependent variable should have a specific measure to check that the research does really identify and show the motivation. This evaluates the questions in the questionnaire used in this study are designed to measure the reliability and validity for the study.

3.6.1 Reliability

An instrument of measurement in this case questions of questionnaire is said to be reliable if it yields consistent results when repeated measurements are taken and also when variables are comprehensively defined to reduce misunderstanding. In the questionnaire triangulation of results are implemented to check the perception of the employee to their leader's style.

Cronbach's Alpha, is frequently used to measure the degree of similarity of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha (α) value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (George and Mallery, 2003). Depending on the theoretical knowledge of the scale in question and using standard questions, the α coefficient of this study is 0.799, which complies that the study is reliable enough since with specified range of α many methodologists recommended that the minimum requirement of α coefficient be 0.65.

Reliability Statistics

Cronbach's Alpha	N of Items
.799	30

Source: Own Survey Data (2020)

3.6.2 Validity

Validity is another property or characteristic of the dependent variable that describes the measuring tool (questionnaire) is described as being valid when it measures what it is supposed to measure. This study have already considered one factor that is reliability. When a measure has good reliability it is said that the data represents what it is supposed to represent. In addition to that, by face validity the data respondents give on their perception regarding their leader's style and their motivation level on its face measures the construct of interest. Also checking the Content validity the questionnaire covers most visible characteristics of the leadership styles and employee motivations to prove the construct's interest.

3.7 Method of Data Analysis

Descriptive and inferential data analysis techniques is used to process and analyze the collected data. Using these techniques, the presentation and organization of findings will be easy to comprehend and draw conclusions based on the findings. The data is analyzed by setting responses for respondents by close-ended questions and computing the response with respect to the study objective. The data obtained from the questionnaire that the respondents fill was computed and analyzed using SPSS (Version 23). After organizing, coding, and defining variables, responses of the cases were entered into the SPSS version 23 software.

3.8 Ethical Consideration

It is equally important to give due considerations to ethics when conducting the research as of importance of selecting an appropriate research methodology and methods. This helps to gain the confidence of the respondents who in turn will give the right answers in the questionnaire. In response to the society's expectation of greater accountability, the ethical expectation of undertaking a research has been increased in a broader way (Haggerty, 2004; Held, 2006; Zegwaard, Campbell, & Pretti, 2017). The other main concern of ethical research is 'informed consent' (Denzin & Lincoln, 2011). Participants are fully informed of what will be asked of them, how the data will be used, and what will be the purpose of the study. Most importantly the identity of respondent is kept confidential and

assurances and also this will include the avoidance of using self-identifying statements and information.

CHAPTER- FOUR

Data Analysis and Interpretation

In the previous chapters, it has been demonstrated that this study aims to evaluate the relationship between leadership styles and employee motivation in Geosynthetics Industrial Works (GIW) PLC. A total of 103 questionnaires were distributed to employees and all 103 of the questionnaires were completed and returned. This chapter thus deals with the presentation, discussion and analysis of the findings. Applicable descriptive and inferential statistics has been employed to analyze the data. For the results collected from the questionnaire prepared as Likert Scale type of rating used to measure attitudes or opinions, data was analyzed using SPSS software. And it addresses and answers the research questions raised in the study.

4.1 Demographic Characteristics of the Respondents

In this section a summary is provided on the demographic characteristics of the respondent's personal and job related profiles were described which includes gender, age, and education of employees working in the case company.

Table 4.1 shows that there are small number of female respondents constituted in this sample that is 31% and the rest that is the 69% are filled out by male respondents. But this survey does show the male population is considerably high as the population of the company has a major variation as the sector the case company belongs to is manufacturing where most employees are male.

Also the fore mentioned table shows the majority of the respondents are in the age category of 26-35 which is 43% who are in the convenient age range to work efficiently on the factory floor, both age categories 18-25, and 36-45 are in the second place with 23%, and 46-55 age category comes in the third place with 13%, and followed by 56 and above years being the lowest respondent section by 1%. From this it can be said that the company hires employees with diversified range provided that they will suit with their working environment.

The same table also shows that the majority of the respondents have Diploma/TVET level of education and are mostly working at the factory floor as an operator who are 64% of the total population of the respondents and the remaining 36% have BA/BSC degree who are mostly working in office and middle management level.

Table 4.1 Personal Information of the Respondent

Gender	Percent
Male	69
Female	31
Age	Percent
18-25 years	23
26-35 years	43
36-45 years	23
46-55 years	13
56 years and above	1
Description	Percent
Diploma/TEVT	64.1
BA/BSC	35.9
Total	100

Source: Own Survey Data (2020)

4.2 Descriptive Analysis

In the descriptive analysis the study describe the basic features of the data that provide simple summaries about the respondents and the measures like mean frequency and standard deviation. Accordingly a factor takes its average for the questions under it with no decimal point. Likert Scale is a type of closed ended rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of frequency and likelihood which measures the relationship of leadership style and employee motivation scaled between 1-5. The scales are as 1 = strongly disagree, 2 = Disagree, 3 = Undefined, 4 = Agree, 5 = Strongly Agree. To summarize the narrative outcome, the researcher used criterion referenced definitions for rating scales to describe the collected data.

Table 4.2: Criterion – referenced scale definitions

Mean rating	Respondents level of Scale	Description of response frequency level
1.00 - 1.49	Strongly Disagree	Very low
1.50 - 2.49	Disagree	Low
2.50 - 3.49	Undefined	Medium
3.50 - 4.49	Agree	High
4.50 - 5.00	Strongly Agree	Very high

Source: oxford writing criterion scale

Based on table 4.2 the study discussed on the findings of the descriptive statistics of respondents of employee engagement by providing criterion-referenced definitions of each Criterion – referenced scale. A value one (1) and five(5) means “very low” and “very high” level respectively while value two (2) means “low” level also if a value of (4) is obtained , it means “high” level. But, if value (3) is recorded as any of the subsequent measurement, it means that level is neither high nor low, or in other words it is in “average or medium level”.

4.3 Dominant Leadership Style in GIW

Table 4.3 Mean score of Leadership Styles

Leadership styles	Mean	Std. Deviation	Rank
Autocratic	3.33	1.078	1
Democratic	2.69	0.925	2
Laissez Fair	2.40	0.813	3

Source: Survey Questionnaire Data (2020)

The above table shows which style has been dominantly applicable in the case organization, most managers follow the highest scored leadership style that is Autocratic style with 3.33 mean and 1.078 standard deviation, followed by Democratic style with mean 2.69 and 0.925 standard deviation and third and lastly Laissez Fair leadership style with 2.40 mean and 0.813 standard deviation. As the figure shows the dominant leadership style in GIW company is Laissez Fair style.

According to Bass and Avolio (1999), states that a leadership style with mean score of 3 and above is said to be an effective leadership as employees perceived it and in this study's dominant

leadership style (Autocratic leadership style) has a mean score of 3.33 which shows that leaders in GIW PLC qualify to be labeled Autocratic leaders.

4.3.1 Autocratic Leadership Style

In the descriptive analysis of the autocratic leadership style table 4.4 shows that these leadership style is expressed in six (6) characteristics that are ranked from the respondent's perception of their leaders. Among these "My boss retains the final decision making authority" ranked first with the mean score of 3.56, followed by "The leader doesn't consider suggestions from me or team members as he/she don't have time for it" with the mean score of 3.46 in the second place. Next comes those who said "If I make a mistake he/she tells me not to do it again and take note of it" and "Closely monitors me to ensure I am performing my job correctly" responses that both take the third with the mean score of 3.37, while those saying, "The leader tells me what needs to be done and how to do it" take the fifth place with mean value of 3.33. Finally the response "The leader shows excess power that his/her position gives him/her over me" take the last sixth place with mean value of 2.86.

Table 4.4 Autocratic leadership style

Autocratic Leadership	Mean	Std. Deviation	Rank
My boss retains the final decision making authority	3.56	1.210	1
The leader doesn't consider suggestion from me or team members as he/she don't have time for it	3.46	1.297	2
If I make a mistake he/she tells me not to do it again and take note of it.	3.37	1.014	3
Closely monitors me to ensure I am performing my job correctly	3.37	1.283	3
The leader tells me what needs to be done and how to do it	3.33	1.297	5
The leader shows excess power that his/her position gives him/her over me	2.86	1.421	6
Autocratic Leadership style	3.33	1.078	

4.3.2 Democratic Leadership Style

Similarly the descriptive analysis of the democratic leadership style table 4.5 shows this leadership style is expressed in six (6) characteristics as of the other styles that are ranked from the respondents'

perception of their leaders. Among these the " Leader creates an environment where a team members participate in decision making process " is ranked first with the mean value of 2.81, followed in sequential order " Works with me to resolve when there are differences in role expectations " with the mean value of 2.78 in the second place, while response to characteristics, " Leader uses his/her leadership power to help team members grow " has the mean value of 2.73 falls in the third place, and that "I am included as one of team members in determining what to do and how to do it." with the mean value of 2.66 comes in fourth place, response to characteristics, "Leader asks me for ideas and input on upcoming plans and projects" take the fifth place with mean value of 2.61 and finally response to "When there is problem I am called for a meeting to give my opinion" takes the last sixth place with mean value of 2.58.

Table 4.5 Democratic leadership style

Democratic Leadership	Mean	Std. Deviation	Rank
Leader creates an environment where a team member participates in decision making process	2.81	1.047	1
Works with me to resolve when there are differences in role expectations	2.78	1.047	2
Leader uses his/her leadership power to help team members grow	2.73	1.021	3
I am included as one of team members in determining what to do and how to do it.	2.66	1.044	4
Leader asks me for ideas and input on upcoming plans and projects	2.61	1.140	5
When there is a problem I am called for a meeting to give my opinion	2.58	1.116	6
Democratic Leadership Style	2.69	0.925	

4.3.3 Laissez Faire Leadership Style

Similarly the descriptive analysis of the laissez faire leadership style table 4.6 shows this leadership style is expressed in six (6) characteristics as of the other styles that are ranked from the respondents' perception of their leaders. Among these " Gets information out, send memos or mails so that everyone will act upon the information " ranked first with the mean value of 2.73, followed in sequential order " Allows team members to determine what needs to be done and how to do it " with

the mean value of 2.48 in the second place, response to " Each individual is responsible for defining his/her job " with the mean value of 2.39 is in the third place, while "Leader give delegation to me to make decision by myself" with the mean value of 2.32 in fourth place. Response to characteristics, "Share his/her leadership power with team members" takes the fifth place with mean value of 2.27 and finally response to "Leader makes major decision by approval of the majority" takes the last sixth place with mean value of 2.24.

Table 4.6 Laissez Faire leadership style

Laissez Faire Leadership	Mean	Std. Deviation	Rank
Gets information out, sends memos or mails so that everyone will act upon the information	2.73	0.920	1
Allows team members to determine what needs to be done and how to do it.	2.48	0.927	2
Each individual is responsible for defining his/her job	2.39	1.022	3
Leader gives delegation to me to make decision by myself	2.32	1.050	4
Shares his/her leadership power with team members	2.27	1.086	5
Leader makes major decision by approval of the majority	2.24	0.944	6
Laissez Faire Leadership Style	2.40	0.813	

4.4. Employee Motivation

The table below shows that employees of GIW are not that much motivated as the maximum mean value shows less than 3. Even though the motivation is less the once who are motivated are intrinsically motivated. As shown in the table the highest score of mean value shows that they are exited in doing their job. But this number does not also express the majority of the respondent as shown in the standard deviation is considerably high that shows the variation from the mean is high in most respondents. As stated above when we see the first five high score motivational characteristics all express the respondents are more intrinsically motivated. This shows mostly in the manufacturing sector people are facing a lot of challenges in the day to day operation and production that makes it important to solve these issues regardless of the type of leadership styles their leaders had.

Table 4.7 Employee motivation

Motivation of Employee	Mean	Std. Deviation	Rank
The work I do is interesting	2.73	1.345	1
What I do in my work is exciting	2.71	1.333	2
I personally consider it important to put efforts in this job	2.70	0.983	3
I have fun doing my job	2.66	1.265	4
I put efforts in this job as it has personal significance to me	2.57	0.946	5
I do my job to avoid being criticized by my boss	2.57	1.151	6
I put efforts in this job as it aligns with my personal values	2.56	1.063	7
I do my job because my boss will reward me financially only if I put enough effort in my job	2.53	1.127	8
I do my job because my boss offers me greater job security if I put enough effort in my job	2.50	1.101	9
I do my job to get my boss respect me more	2.42	1.133	10
I do my job to get my boss's approval	2.41	1.089	11
I do my job because I risk losing my job if I don't put enough effort in it.	2.36	1.018	12

4.5 Inferential Statistics

Inferential statistics, unlike descriptive statistics which directly summarize the data, is to make conclusions from the data that have been obtained from one experimental study to more general populations. Inferential analysis uses statistical tests to see whether the outline observed is due to chance or due to the data collected or intervention effects. Research often uses inferential analysis to define if there is a relationship between the proposed hypothesis and an outcome as well as the strength of that relationship. So as inferential statistics is all about statistical procedures and it is the end to reach on conclusion about associations between the interests variables of the study (Botti M, Endacott R., 2008).

4.5.1 The Relationship between Leadership Styles and Employee Motivation

Considering the Pearson's correlation coefficient, r , can take a range of values from -1 to +1, a value of 0 indicates that there is no relation between the two variables. Value > 0 indicates a positive relation; that is, as the value of one variable increases, so does the value of the other variable. Value < 0 indicates a negative association; that is, as the value of one variable increases, associates a value of the other variable decreases. Pearson's correlation coefficient, r , get closer to either +1 or -1 when the relationship becomes stronger between the two variables, depending on whether the relationship is positive or negative, respectively (Laerd statistics Friedman Test in SPSS).

Table 4.8 Pearson's correlation coefficient, r value guidelines

Strength of Association	Coefficient, r	
	Positive	Negative
Weak	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5
Strong	.5 to 1.0	-0.5 to -1.0

Source: Laerd statistics

Table 4.9 Relationship between Leadership Styles and Employee Motivation

		ALS	DLS	LLS	Motive
ALS	Pearson	1	-.618**	-.699**	-.740**
	Sig. (2-tailed)		.000	.000	.000
	N	103	103	103	103
DLS	Pearson	-.618**	1	.066	.892**
	Correlation				
	Sig. (2-tailed)	.000		.509	.000
LLS	N	103	103	103	103
	Pearson	-.699**	.066	1	.237*
	Correlation				
LLS	Sig. (2-tailed)	.000	.509		.016
	N	103	103	103	103

Pearson Correlation	-.740**	.892**	.237*	1
Sig. (2-tailed)	.000	.000	.016	
N	103	103	103	103

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

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

4.5.1.1 The Relationship between Autocratic Leadership Style and Motivation

Referring to table 4.9 there is a significant and a strong negative relationship between autocratic leadership style and motivation. As has been discussed in section 4.4 GIW employees are less motivated due to the dominant leadership style that the Autocratic leadership style which has negative relationship with the employees' motivation.

Autocratic managers try to motivate employees by establishing confidence in the manager's ability to make accurate and productive decisions. That will effect on the employees imposing to do what the leader thinks it is right. That makes the employees uncomfortable with the leader's style and pushes them to do more without considering their capacity and ability in the industry and the company processes. They derive motivation from the leader's ability to keep the department focused on achieving company's goals and wouldn't be successful since it does not include the human side of the employees.

4.5.1.2 The Relationship between Democratic Leadership Style and Motivation

Also referring to table 4.9 there is a significant and strong positive relationship between democratic leadership style and motivation. As has been discussed in section 4.4 GIW employees are less motivated but the one who are motivated are intrinsically motivated and are those who worked with democratic leaders.

The motivational strategy used by a democratic leader is inclusion: the employees are involved in the decision-making process that keeps the organization running smoothly by solving their day to day challenges on the operation process by discussing and giving their ideas as part of the solution. Employees take an emotional interest in the success of the organization because they have helped

to craft company policies and processes and trying to achieve which in return will prove to them that they are important and what they do matters. It will also create a strong relationship bond between the leaders and employees of the organization.

.4.5.1.3 The Relationship between Laissez Faire Leadership Style and Motivation

Also referring to table 4.9 there is a significant but weak positive relationship between laissez faire leadership style and motivation.

Since this kind of managerial approach is most effective with proactive and highly trained work groups, it is not going to be effective on less qualified and handy workers like manufacturing sector where most workers with TEVT and less educational qualification. Laissez faire leaders motivate their employees by being a resource for information when needed but allowing the employees to dictate their own success, which is not going to be effective for most in the manufacturing sector, as is the case with the company under study. If an employee's production starts to drop off, the laissez faire leader will offer a developmental program to help get the employee back on track.

4.6. Strength of Relationship between Leadership styles on Employee motivation

We have discussed the relationship between leadership styles and employee motivation in the previous sub topics which clearly shows that there is a relation and there is significance with regard to each styles. In the section that follows, will discuss the strength of the relationship between dependent and independent variable using regression analysis. Regression is a statistical measurement used to determine the extent of the existing relationship between one dependent variable and a series of other changing variables (beers, 2019).

In this study the chosen regression type is linear regression analysis given that the number of determinant /independent variables to predict the dependent variables are three (3) specifically (Autocratic, Democratic and Laissez-faire leadership styles) whereas the dependent variable is one (1) that is Employee motivation.

The multiple regression model consists of a table that provides the R, the R-square, the Adjusted R-square and the standard of error of the estimate, which can be used to define how well a regression

model fits the data to support the research objective. The multiple correlation coefficient, r , is also considered to be one measure of the quality of the prediction of the dependent variable. The R^2 value (also called the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables.

Table 4.10 Model of Summary

Model Summary of Regression Analysis				
Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	0.925^a	0.856	0.851	0.345
a. Predictors: (Constant), Leadership Styles				

(Source; Own survey data 2020)

The coefficient of determination denoted by R^2 (R Square) is a key output of regression analysis. An R^2 of 0 means that the dependent variable cannot be projected from or influenced by the independent variable. An R^2 of 1 means the dependent variable can be projected from or influenced by without error from the independent variable. An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable.

The adjusted R square explain that 85.6% change in motivation can be predicted by the combination of the three leadership styles.

Table 4.11 Coefficients of Regression Analysis

Coefficients a of Regression Analysis						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Standard Error	β		
1	(Constant)	2.118	.555		3.88	.000
	ALS	-0.321	0.074	-0.387	-4.338	.000
	DLS	0.636	0.062	0.658	10.282	.000
	LLS	-0.085	0.077	-0.077	-1.094	.277
a. Dependent Variable: Motive						

(Source: own survey data 2020)

The output shows that Autocratic leadership style and Laissez Faire Leadership style are negatively related to employee's motivation while Democratic Leadership style is positively related to employee's motivation. As shown in the significance part the Laissez Faire Leadership style relation is insignificant that means it doesn't have the right relation either positive or negative on the employee motivation. The unit improvement in democratic leadership would lead to about 0.636 increases in employee's motivation which in this case of autocratic leadership a unit improvement would lead to -0.321 decrease in employee motivation that is not the right or desired relationship in the light of what the study intends to attain. Whereas in the case of Laissez-faire leadership style it does not have the right influence to increase employee's motivation because of the insignificance of the output. The findings suggest GIW leaders to consider implementing democratic leadership style because their characters increase employee's motivation and it is found to be significant compared to the other two leadership styles. Whereas it is an alarming sign to the organization not to implement Laissez faire leadership in favor of other styles since it doesn't have no significant relation with employee motivation.

Table 4.12 ANOVA Regression analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	69.898	3	23.299	195.397	.000 ^b
	Residual	11.805	99	.119		
	Total	81.703	102			
a. Dependent Variable: Motive						
b. Predictors: (Constant), LLS, DLS, ALS						

(Source; survey data 2020)

ANOVA is a data analysis technique that is used to determine whether there are substantial differences between two or more groups or samples at a selected probability level. (Mugenda, 2013). An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. In this study, the significance value is .000 which is less than 0.05 thus the model is statistically significant in relation to the motivation of employee's with leadership styles.

The F-ratio in the ANOVA table describes whether the overall regression model is a good fit for the data. In the above table the results for ANOVA reveal that F is 195.397 with a p-value of 0.000 implying that there is a significant influence of value-based leadership on employee's motivation.

The ANOVA table shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p < 0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

4.7. Hypothesis Testing

Hypothesis testing is a process in statistics whereby a study tests an assumption regarding a population parameter. The methodology employed by the study depends on the nature of the data collected and the reason for the study. Thus the test would be mathematical if the reference or null hypothesis is estimated in number or descriptive if the other way round.

Since the study is based on relation based hypothesis it cannot be proven using mathematical formulas whereas the relation can be tested by correlation and regression (β value).

Hypothesis 1: Null hypothesis 1 H_{01} “Leadership styles has no relationship with employee motivation in GIW” is rejected due to the correlation coefficient calculated in Table 4.9 different leadership style have relation with the employee motivation at 1% and 5% significance level (2-tailed). These results were consistent with the hypotheses therefore the alternative **Hypothesis 1** H_{11} : “Leadership style has relationship with employee motivation in GIW” was accepted. Even though the relationship is either positive or negative with respect to the style there is a significant relationship.

Hypotheses 2: Null hypothesis 2 H_{02} “Autocratic leadership styles has positive relationship with employee motivation in GIW” is rejected because as discussed in the Pearson’s correlation coefficient on table 4.9 shows r value of -0.714 with 1% significance level (level of confidence 0.01) (2-tailed). These results were consistent with the hypotheses therefore the alternative **Hypotheses 2** H_{12} : “Autocratic Leadership style has negative relationship with employee motivation in GIW” is

accepted and supported by values in Table 4.11. The Beta (β) value for this leadership style shows a -0.387 which proves that for every 1-unit increase in the independent variable, the dependent variable will decrease by the beta coefficient value with significant level of 1% (level of confidence 0.01) (2-tailed).

Hypotheses 3: Null hypothesis 3 H_{O3} “Democratic leadership styles has negative relationship with employee motivation in GIW” is rejected because as discussed in the Pearson’s correlation on table 4.9 shows r value of 0.892 with 1% significance level (level of confidence 0.01) (2-tailed). That shows alternative **Hypotheses 3** H_{A3} : “Democratic Leadership style has positive relationship with employee motivation in GIW” is supported by values in Table 4.11 the Beta (β) value for this leadership style shows a 0.652 which proves that for every 1-unit increase in the independent variable, the dependent variable will increase by the beta coefficient value with significant level of 1% (level of confidence 0.01) (2-tailed).

Hypotheses 4: Null hypothesis 4 H_{O4} “Laissez-faire leadership styles has negative relationship with employee motivation in GIW” is rejected because as discussed in the Pearson’s correlation on table 4.9 shows r value of 0.237 with 5% significance level (level of confidence 0.05) (2-tailed) Even if the relation is weak it has a positive correlation. That shows alternative **Hypotheses 4** H_{A4} : “Laissez-faire Leadership style has positive relationship with employee motivation in GIW” is supported. But since the correlation is weak the Beta (β) value for this leadership style is insignificant by values in Table 4.11.

CHAPTER FIVE

Summary, Conclusion and Recommendation

As discussed in the preceding chapters the main objective of the study was to examine the relationship between three leadership styles and employee's motivation as well as the kind of relation either positive or negative in the case of GIW PLC. Data was collected from employees currently working in GIW PLC using selected questions from the Multi Factor Leadership Questionnaire developed by Bass & Avolio (2004) and Multidimensional Work Motivation Scale (MWMS) questionnaire. This section presents the summary of findings from the analysis, the conclusion drawn from the finding of the study and also suggestions for future practice.

5.1 Summary of Findings

By assessing the dominant leadership style of GIW PLC, it has been possible to understand how the employees view their managers as a leaders and which kind of style are prevalent in leading employees in the organization; and to measure the level of employees' motivation, determine the relationship between leadership style and employee's motivation and also to examine the direction of relationship in light of the different leadership styles (Autocratic, Democratic and Laissez-faire) with employee motivation.

Descriptive analysis was used to clarify the percentage to analyze the respondents' demographic characteristics. Mean and standard deviation was also used to be able to identify what kind of leaders GIW PLC has from the employee's point of view as the objectives of the study sought to differentiate the kind of leaders that employee believes that their leaders are in the company evaluating their behavior. Employee motivation level was also measured by the mean and standard deviation. Inferential statistical analysis including correlation analysis were used to show the relationship between the three leadership styles (Independents Variables) and Employee Motivation (Dependent Variable) of this study.

The demographic analysis in this study showed that the majority of the employees who participated in this study were Male (69%), this is not as much unique to the case company rather it is a manufacturing sector wide reality. The majority of operators are male. Which also concur female respondents (31%) who are mostly working in the office and support area. Moreover, the majority of

the employee were in the age of 26 -35 that covers 43% of the population followed by the age of 36 - 45 and 18 - 25years with 23% each and 46 – 55 composed of 13% and 1% for age more than 56. The majority of the participant were with the education level of TEVT 64% of the population which are working mostly in the production floor and 36% with their first Degree most of them working in the office as white collar and middle management. Next was the descriptive analysis and the mean that was used to identify the dominant leadership style was autocratic (authoritarian) leadership style with the mean score of 3.33 and standard deviation of 1.078.

The means on the employee level of motivation shows, employees were motivated with the mean score of 2.559 and a standard deviation of 0.895 . The result of Person's correlation coefficient revealed that significant positive relationship exist between Democratic and Laissez Faire Leadership style and motivation. While Autocratic Leadership style is found to be significant with negative relationship. Showing that employees working in GIW PLC favored only Democratic leadership style, where even if the Lassies Faire Leadership style has positively significant relationship it is clearly shown in the Beta value that it is insignificant with employee motivation.

5.2 CONCLUSION

There are different styles of leadership in the corporate world that use their own particular way to motivate employees. A number of leadership styles exist where leaders reach out and motivate their employees to produce at a high level, that leaders incorporate their own personal style when administering their brand of leadership. The findings of this study show that the employees of GIW PLC Company are in favor of Democratic leadership style over the other two that are Autocratic and Lassie Faire Leadership styles.

Organization's using Democratic Leadership benefit in different ways but among those the most effective and important one is with respect to the employee motivation according to (Brandongaille, 2020). This style works well when trying to solve a complex concern, encourages creativity, strengthens the relationships with employee, and improves job satisfaction

The data from the respondents indicate with the dominant leadership style (Autocratic) almost 50%, employees are not motivated as shown in the mean value of the employee motivation scale is 2.559 the one which are motivated shows that they are motivated intrinsically from the same scale the higher

means 2.73, 2.71, 2.70, 2.66, 2.57 and 2.56 are attained for the intrinsic questions, which leaders need to work to maintain or improve only the style so that the performance of employees will be expected to grow their drive for work emanated within them.

Accordingly, the finding of the study suggest to a conclusion that there is a significant relationship between leadership style and employee motivation and the direction of the relationship differs from style to style. Also, there is a significant strong positive relationship between Democratic leadership styles in motivating the employees of GIW PLC while there is a strong significant negative relationship with the Autocratic leadership style. The statistical testes also demonstrated that there is insignificant relationship between Lassies Faire leadership style and employee motivation.

5.3 RECOMMENDATIONS

Employee motivation is seen as an inherent and indispensable reality that organizations need to reckon with, because motivated professional employees are key to organization's everyday operational efficiency as well as its long-term success. Employees will be required, on almost routine basis, to collaborate and work on complex projects and this reality requires employees who bring and put the best of their efforts into tasks in an organization. Leadership will always be a crucial element that will guide employees in a manufacturing organization towards specific goals. Leadership style and employee motivation are important aspects of the manufacturing industry and can keep workers productive and satisfied. Taking the findings into consideration GIW PLC should give attention on how the company's leadership style (Autocratic) has a negative relationship on its employee's motivation that is acknowledging the current dominant leadership is costing the company, thus it is recommended that leaders focus on leadership styles that help to motivate employees. The management should embrace the idea to change.

The top management should focus on redesigning the working system or reshuffling the management to embrace a more democratic leaders to attain real changes on employee motivation through empowering their associates so that they can accomplish their responsibilities in an effective manner. Empowerment includes providing training and education necessary for employees be more participative, narrowing the power gap and make the structure more flatter, developing a two way communication both down ward and upward not one dimensional and all should be done for the best interest of the company. When there is a need for new blood the recruitment process should consider

to higher new democratic leader who can demonstrate the style in all aspect. The organization needs to assure that democratic leadership style must be given better attention throughout the organization's leaders, operations and by its higher authorities.

In order to develop the preferred leadership style (Democratic leadership style) the company needs to understood better the nature and mechanics of the style both by the leaders and employees by giving appropriate trainings based on their division of work. Thus, the right leader with high capability be identified at all levels of the organization, especially manufacturing sectors.

These leaders, once in place, should; empower employees to work with their team, based on consensus, to create open lines of communication that acknowledge the problems being faced, incorporate the ideas and insights of the employees in problem solving so that they would fill their idea matters. It is also important to, form closer and, more supportive bonds with one another, while also nurturing and encouraging individualized creativity.

5.4 Future Research

This study was done with a short period of time and only on one organization which implies that the sector need to be assessed in a more extensive and comparative way both across sectoral and intra-sectoral ways to fully investigate problems of industries in manufacturing more specifically since manufacturing as a sector is booming yet infant in Ethiopia. Thus understanding the distribution and implication of the various leadership styles to employee motivation is key for the success of the sector.

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APPENDIX

Questionnaire

Dear Respondent,

Thank you in advance for your time and dedication in completing this questionnaire.

I am a postgraduate student at Addis Ababa University, School of Commerce in the field of Business Leadership. I am currently conducting a research entitled relationship between leadership style and employee motivation in the case of Geosynthetics Industrial Works PLC.

The purpose of this research is to determine if there is relationship between leadership and employee motivation and also which leadership styles have a positive relation with motivation in the organization.

Believing that your participation in the study to identify the contributing factors, you are hereby required to provide the best option that fits your choice by marking in the space provided. Writing your name is not required at all.

Finally, I hereby kindly confirm that the information that you share will be kept confidential and only used for the academic purpose. No individual responses will be identified and will not be disclosed in anyway.

Sincerely,

Daremyelesh Mebrate

Part I – Demographic Information (Please indicate your choice by putting (X)

Age 18-25 26- 35 36 -45
 46 – 55 56 and above

Gender M F

Marital status Single Married Widowed Divorced

Educational level Diploma/TVET BA/BSC Masters

Occupational Status Middle management Employee

Years of experience in GIW 1-3 Years 3 – 5 Years 5 - 8 years 8 years & above

Part II - Leadership style Survey

The research questionnaire is designed like Likert scale model of five-point scale as “Strongly Agree”, “Agree”, “Undecided”, “Disagree, & “Strongly Disagree”

(Please indicate your choice by putting (X)

Leadership Style – This part of the questionnaire is to describe the leadership style of your managers as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

No.	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
A						
1.	My boss retains the final decision making authority					
2	The leader doesn't consider suggestion from me or team members as he/she don't have time for it					
3	The leader tells me what to be done and how to do it					
4	If I make a mistake he/she tells me not to do it again and take note of it.					
5	Closely monitors me to ensure I am performing my job correctly					
6	The leader shows excess power that his/her position gives him/her over me					

B						
1	I am included as one of team members in determining what to do and how to do it.					
2	Leader ask me for ideas and input on upcoming plans and projects					
3	When having problem I am called for a meeting to give my opinion					
4	Leader creates an environment where a team member participates in decision making process					
5	Works with me to resolve when there are differences in role expectations					
6	Leader use his/her leadership power to help team members grow					
C						
1	Leader gives delegation to me to make decision by myself					
2	Leader make major decision by approval of the majority					
3	Get information out, sends memos or mail so that everyone will act upon the information					
4	Allow team members to determine what needs to be done and how to do it.					
5	Each individual is responsible for defining his/her job					
6	Share his/her leadership power with team members					

- a. Motivation survey – the below standard questions of Multidimensional Work Motivation Scale (MWMS) is taken to assess the employees motivation why they are involved in their work for the employees in GIW.

No .	Questions	S/Agree	Agree	Undecided	Disagree	S/ Disagree
1.	I do my job to get my boss approval					
2.	I do my job to get my boss respect me more					
3.	I do my job to avoid being criticized by my boss					
4.	I do my job because my boss will reward me financially only if I put enough effort in my job					
5.	I do my job because my boss offer me greater job security if I put enough effort in my job					
6.	I do my job because I risk losing my job if I don't put enough effort in it3.					
7.	I personally consider it important to put efforts in this job					
8.	I put efforts in this job aligns with my personal values					
9.	I put efforts in this job has personal significance to me					
10.	I have fun doing my job					
11.	What I do in my work is exciting					
12.	The work I do is interesting					

Thank you!

Age of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	23	22.3	22.3	22.3
26-35	43	41.7	41.7	64.1
36-45	23	22.3	22.3	86.4
46-55	13	12.6	12.6	99.0
56-above	1	1.0	1.0	100.0
Total	103	100.0	100.0	

Gender of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	32	31.1	31.1	31.1
Male	71	68.9	68.9	100.0
Total	103	100.0	100.0	

Autocratic Leadership Style

	N	Minimum	Maximum	Mean	Std. Deviation
My boss retain with the final decision making authority	103	1	5	3.56	1.210
The leader don't consider suggestion from me or team members as he/she don't have time for it	103	1	5	3.46	1.297
The leader tell me what to be done and how to do it	102	1	5	3.33	1.292
If I make a mistake he/she tell me not to do it again and take note of it.	102	1	5	3.37	1.014
Closely monitor me to ensure I am performing my job correctly	103	1	5	3.37	1.283
The leader shows excess power that his/her position gives him/her over me	103	1	5	2.86	1.421
Valid N (listwise)	102				

Democratic Leadership Style

	N	Minimum	Maximum	Mean	Std. Deviation
I am included as one of team member in determining what to do and how to do it.	103	1	5	2.66	1.044
Leader ask me for ideas and input on upcoming plans and projects	103	1	5	2.61	1.140
When having problem I am called for meeting to give my opinion	103	1	5	2.58	1.116
Leader create an environment where a team member participate in decision making process	103	1	5	2.81	1.076
Work with me to resolve when there are differences in role expectations	103	1	5	2.78	1.047
Leader use his/her leadership power to help team members grow	103	1	5	2.73	1.021
Valid N (listwise)	103				

Lassies Faire Leadership Style

	N	Minimum	Maximum	Mean	Std. Deviation
Leader give delegation to me to make decision by myself	103	1	5	2.32	1.050
Leader make major decision by approval of the majority	103	1	5	2.24	.944
Get information out, send memos or mail so that everyone will act upon the information	103	1	5	2.73	.920
Allow team members to determine what needs to be done and how to do it.	103	1	5	2.48	.927
Each individual is responsible for defining his/her job	103	1	5	2.39	1.022
Share his/her leadership power with team member	103	1	5	2.27	1.086
Valid N (listwise)	103				

Motivation

	N	Minimum	Maximum	Mean	Std. Deviation
I do my job to get my boss approval	103	1	5	2.41	1.089
I do my job to get my boss respect me more	103	1	5	2.42	1.133
I do my job to avoid being criticized by my boss	103	1	5	2.57	1.151
I do my job because my boss will reward me financially only if I put enough effort in my job	103	1	5	2.53	1.127
I do my job because my boss offer me greater job security if I put enough effort in my job	103	1	5	2.50	1.101
I do my job because I risk losing my job if I don't put enough effort in it3.	103	1	5	2.36	1.018
I personally consider it important to put efforts in this job	102	1	5	2.70	.983
I put efforts in this job aligns with my personal values	103	1	5	2.57	.946
I put efforts in this job has personal significance to me	103	1	5	2.56	1.063
I have fun doing my job	103	1	5	2.66	1.265
What I do in my work is exciting	103	1	5	2.71	1.333
The work I do is interesting	103	1	5	2.73	1.345
Valid N (listwise)	102				

Correlations

	ALS	DLS	LLS	Motive
Pearson Correlation	1	-.618**	-.699**	-.740**
ALS Sig. (2-tailed)		.000	.000	.000
N	103	103	103	103
Pearson Correlation	-.618**	1	.066	.892**
DLS Sig. (2-tailed)	.000		.509	.000
N	103	103	103	103
Pearson Correlation	-.699**	.066	1	.237*
LLS Sig. (2-tailed)	.000	.509		.016
N	103	103	103	103
Pearson Correlation	-.740**	.892**	.237*	1
Motive Sig. (2-tailed)	.000	.000	.016	
N	103	103	103	103

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

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

Dominant Leadership Style in GIW

	N	Minimum	Maximum	Mean	Std. Deviation
ALS	103	1.33	4.50	3.3301	1.07886
DLS	103	1.50	4.50	2.6942	.92534
LLS	103	1.33	4.67	2.4045	.81302
Valid N (listwise)	103				

Reliability Statistics

Cronbach's Alpha	N of Items
.799	30

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.856	.851	.34531

a. Predictors: (Constant), LLS, DLS, ALS

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	69.898	3	23.299	195.397	.000 ^b
1 Residual	11.805	99	.119		
Total	81.703	102			

a. Dependent Variable: Motive

b. Predictors: (Constant), LLS, DLS, ALS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.118	.555		3.88	.000
	ALS	-.321	.074	-.387	-4.338	.000
	DLS	.636	.062	.658	10.282	.000
	LLS	.085	.077	-.077	-1.094	.277

a. Dependent Variable: Motive