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ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
EXECUTIVE MASTERS OF BUSINESS ADMINISTRATION (EMBA)

**AN ASSESSMENT OF THE LEADERSHIP STYLES OF ETHIO
TELECOM MANAGERS**

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ADDIS ABABA, ETHIOPIA

MAY, 2016

**AN ASSESSMENT OF THE LEADERSHIP STYLES OF ETHIO
TELECOM MANAGERS**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION**

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DEPARTMENT OF MANAGEMENT
EMBA PROGRAM**

May, 2016

ACKNOWLEDGEMENT

First and foremost, my gratitude goes to the almighty God for his blessings to enable me to accomplish my EMBA study.

Next, I would like to express my thanks and gratitude to my advisor, Teshome Bekele, for providing me with constant support, advice, and comments throughout the study.

Special thank is also extended to ethio telecom for supporting me to get all the necessary information and sincere cooperation of the management staff.

I owe a great depth of gratitude to my beloved parents and family for their affection, limitless support, and encouragement throughout my academic life.

Finally, it is important to take the opportunity of expressing indebtedness to all who supported me in various ways during my study.

Abstract

This research was conducted mainly to assess which of the three leadership styles is the most dominant style among ethio telecom managers. On top of this, the research also aimed to assess the differences in gender demographic between those represented in each of the three leadership styles as well as the differences between the constructs of extra effort, effectiveness and satisfaction among ethio telecom managers represented in each of the three leadership styles. A descriptive and quantitative research approach was used in this research. Data was gathered through the Multifactor Leadership Questionnaires, MLQ (5X-Short Form). From the total distributed 150 questionnaires, 133 questionnaires were properly filled and returned, with a very high response rate of 88.7%. The findings of this research indicate that the dominant leadership style of ethio telecom managers is Transactional Leadership. The second-most popular style is transformational Leadership followed by passive avoidant Leadership. This research also shows that female leaders are more transformational than males and females are also better in contributing to the outcome than males. The findings on the differences in the responses to the constructs of extra effort, effectiveness and satisfaction of the three leadership styles indicates that transformational leadership has significantly strong positive relationship to extra effort, effectiveness & satisfaction. Based on the result of this research, it is recommended that transformational leadership style should be practiced in ethio telecom so that the leaders can transform their follower by helping them understand the importance of the organization outcomes, encouraging them to rise above their self-interest to achieve the company goals and objectives. The findings of this research also provided recommendations for future research for those who are interested in leadership studies.

Key words: Leadership, Leadership style, Leadership outcomes.

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Definitions of terms

The key definitions or terms used in this research proposal are defined below:

Contingent Reward: providing others with assistance in exchange for their effort, discussing in specific terms who is responsible for achieving performance targets (Avolio & Bass 2004).

Idealized Influence Attributes): the leader instills pride of association in others and goes beyond self-interest for the good of the group (Avolio & Bass 2004).

Idealized Influence Behaviors: the leader always talks about important personal values and beliefs, and emphasizes the importance of having a strong sense of purpose (Avolio & Bass 2004).

Inspirational Motivation: the leader always talks optimistically about the future and also talks enthusiastically about what needs to be accomplished (Avolio & Bass 2004).

Intellectual Stimulations: the leader re-examines critical assumptions to question whether they are appropriate, and always seeks differing perspectives when solving problems (Avolio & Bass 2004).

Laissez-Faire Leadership: avoids getting involved when important issues arise and also avoids making decisions (Avolio & Bass 2004).

Management by Exception: Active: focusing attention on irregularities, mistakes, exceptions, and deviations from standards. MBEA concentrates full attention on dealing with mistakes, complaints and failures (Avolio & Bass 2004).

Management by Exception: Passive: failing to interfere until the problem becomes serious and waiting for things to go wrong before taking action (Avolio & Bass 2004).

Multifactor Leadership Questionnaire: MLQ (5X-Short Form) is a leadership instrument available in a validated form which contains 45 items for organizational survey and research purposes and for the preparation of individual leader reports (Avolio & Bass 2004).

Transformational Leadership: is a process of influencing, in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities and challenges of their employment in a new way (Avolio & Bass 2004).

Transactional Leadership: displays behaviors associated with constructive and corrective transactions. This style defines expectations and promotes performance to achieve these levels (Avolio & Bass 2004).

Abbreviations

ANOVA: Analysis of Variance

CR: Contingent Reward

IIA: Idealized Influence Attributes

IIB: Idealized Influence Behaviors

IM: Inspirational Motivation

IS: Intellectual Stimulations

LF: Laissez-Faire Leadership

LBAII: Leadership Behaviors Assessment

LSP: Leadership style

MBEA: Management by Exception: Active

MBEP: Management by Exception: Passive

MLQ: Multifactor Leadership Questionnaire

TF: Transformational Leadership

TS: Transactional Leadership

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a rapidly changing world, in which the ongoing development of the potential of the workforce is considered a prerequisite for remaining competitive, it is possible that leadership styles may fail to meet the leadership challenges confronting most organizations today (Avolio & Bass, 2004). Yukl (1998) argues that leadership reflects the assumption that it involves a process in terms of which intentional influence is exerted over other people to guide structure and facilitate the activities and relationships in either a group or an organization. Stack (2010) concludes that leadership does not mean being the best; rather it refers to the ability to bring out the best in others.

Telecom industry remains a growing, vibrant ecosystem, expanding rapidly across a broad array of product, technology, and services. There are plenty of new and emerging opportunities for growth across telecommunication sector. The need for inspired leadership is nowhere more evident than in this dynamic context and increasingly stakeholders, including employees, customers and, the community.

In line with this, Ethio telecom is under transformational change pressure in order to meet the country's rapid increasing need for telecom service. (Ethio telecom Magazine, 2014). The success in the company, in terms of the attainment of goals and realization of objectives, depends on its managers and their leadership style(s). This research thus focused on Ethio telecom managers' leadership styles and the leadership techniques that they use to motivate their subordinates.

Accordingly, the researcher identified the most dominant leadership style of Ethio telecom managers using the Multifactor Leadership Questionnaires, MLQ (5X-Short Form) instrument. The researcher selected the MLQ (5X-Short Form) as an instrument for this research because this instrument is well known in the literature and is suitable for the purposes of this research.

This research has also examined the differences in gender demographic among those represented in each of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership) and investigated the differences between the constructs of extra effort, effectiveness and satisfaction among those represented in the three leadership styles.

1.2 Background of the Organization Under Study

Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties (Ethio telecom Magazine, 2014).

The Imperial Board of Telecommunications of Ethiopia (IBTE) was established by the proclamation No. 131 on October 15, 1952. The main purpose of the Board, as stated in its establishment charter of article 5 was “to rehabilitate, extend, repair and maintain the telecommunication facilities of Ethiopia and to engage in the business of telecommunication for profit.” (Ethio telecom Magazine, 2014).

Under the Dergue regime, in October 1975, the Ethiopian telecommunications was renamed as “The Provisional Military Government of Socialist Ethiopia Telecommunication Services”. It was renamed again as “ETHIOPIAN TELECOMMUNICATIONS AUTHORITY (ETA) on January 1981. It retained its name as ETA up to November 1996. Under the Federal Democratic Republic of Ethiopia, the telecommunications sector was restructured and two separate independent entities namely the Ethiopian Telecommunications Authority (ETA) and the Ethiopian Telecommunications Corporation (ETC) were established by Proclamation No. 49/1996 on November 1996 (Ethio telecom Magazine, 2014).

As a continuation of the 2005/06-2009/10 five year Plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of Telecommunication Services, considering them as a key lever in the development of Ethiopia, Ethio telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015 (Ethio telecom Magazine, 2014).

Ethio telecom is an integrated telecommunications solutions provider operating in Ethiopia. The company provides telecom service in the entire country on voice, internet & data, channels. As part of the company excellence, the company is committed to high-level performances, customer

service quality, organizational excellence and continuous improvement (Ethio telecom Magazine, 2014).

1.3 Statement of the problem

Ethio telecom has a higher responsibility to assure an integrated national telecom service to support the steady growth of the country. This is because telecom services have paramount importance for the development of a country. And to carry out this responsibility, effective leadership is one of the many requirements.

Managers should have the right leadership style to motivate and introduce good work practices in their staff. Also, managers need good people skills to gain the trust of the employees. When managers give direction, they must have the power and motivation to inspire confidence, so that their subordinates have positive attitudes towards the tasks and the organization. This is necessary to achieve good results in the workplace (Bartol, 2003). Moreover, it is imperative that they have the right leadership style as well; so that the organization can achieve the results it wants to achieve (Bartol, 2003).

Leadership is the most researched area. Abundant researches have been made and several theories on leadership have been produced. However, most of these studies focus on companies operating within full-fledged environment, in developed countries. Even though, there are leadership researches in developing countries, still there is a need to conduct more researches to fill the leadership skill gap and to understand leadership in deep. Moreover, most of researches conducted are not specific to telecom industry. Therefore, the researcher conducted this research with the aim that it will minimize the leadership gap in the area of telecom industry, particular with regard to Ethio telecom.

In line with this, the researcher assessed the dominant leadership style of Ethio telecom managers and also the gender demographic of the managers who use each of the three leadership styles. Moreover, the research explained the differences in the constructs of extra effort, effectiveness and satisfaction in each of the three leadership styles.

1.4 Research objectives

The central and immediate objective of the research was to assess and identify which of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant

Leadership,) is the most dominant style among Ethio telecom managers. Moreover, the research investigated the differences in gender demographic between those represented in each of the three leadership styles, as well as the differences between the constructs of extra effort, effectiveness and satisfaction among the managers represented in each of the three leadership styles.

1.5 Research questions

In view of the above objectives, the following research questions addressed by this research:

- What is the dominant leadership style of Ethio telecom managers according to the MLQ (5X-Short Form) instrument, which denotes Transformational Leadership Style, Transactional Leadership Style and Passive-avoidant Leadership Style?
- What are the differences in gender demographic of ethio telecom managers represented in each of the above three leadership styles?
- What are the differences between the constructs of extra effort, effectiveness and satisfaction among Ethio telecom managers represented in each of the above three leadership styles?

1.6 Significance of the study

It's expected that the study results would help Ethio telecom understand which leadership style is dominant among its management and the gender demographic of the managers who use each of the three leadership styles. The research also presented the differences in the constructs of extra effort, effectiveness and satisfaction in each of the three leadership styles. Accordingly, a summary of the aggregated results provides information about leadership styles in Ethio telecom and has the potential to influence the leadership development of Ethio telecom management members. This study may also initiate other interested researchers to undertake further study under this domain.

1.7 Scope of the study

The scope of this research focused on assessing and identifying which of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership,) is the most dominant style among Ethio telecom managers. The target population of this study was the

whole management members of Ethio telecom who are working in all divisions, throughout the company.

Due to time constraint, the questionnaire survey was limited only to Ethio telecom managers. Employees who are not members of management were excluded from the survey.

1.8 Limitation of the study

The study has faced the following limitations:

- This research was conducted based on the perception of the management members of Ethio telecom. Hence, the leaders' responses were reflections of, and confined to their personal experiences in Ethio telecom.
- Due to time constraint, the research used only quantitative approach. The researcher would have used both a quantitative approach and a qualitative approach (mixed method) to get a comprehensive view of the research questions. However, due to time limitations, using the mixed approach was not feasible.
- The uniqueness of the study within a specific context may make it difficult to replicate exactly in another context.

1.10 Structure of the thesis

The paper contains five chapters. The first chapter is the introduction part which contains the background of the study, statement of the problem, objective, research design, significance, scope, limitation of the study, ethical issues and organization of the study. The second chapter deals with an overview of the literature on leadership and conceptual framework. The third chapter presents the research methodology used for this research. Chapter four presents the results of data analysis in this research. Finally, discussions, conclusions, and recommendations presented in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to review the leadership theories and leadership styles. The review was guided by the central question: What is the dominant leadership style of Ethio telecom managers. This chapter covers leadership theories, leadership styles, and justification on the choice of leadership instrument (MLQ; 5X-Short Form) as well as information on the conceptual framework. The conceptual framework section describes the overall framework that was used to examine the dominant leadership among Ethio telecom managers. The body of the literature was reviewed using the following themes: Leadership Concept, Leadership Theories, Leadership Styles, Leadership Instrument (MLQ; 5X-Short Form) and Conceptual Framework of the Study.

2.2 Concept of Leadership

The topic of leadership has been the focus of studies for the past 20 years and gradually became a topic of great interest. This interest sprung forth out of the fact that leaders provide guidelines and they have to motivate their followers to accomplish tasks (Gill, 1998).

Bass (1997) noted that there are almost as many different definitions of leadership as there are persons who have attempted to define the leadership concept. Over the years, researchers have generated a surplus of work and data that adds value in the field of leadership research. Although, leadership is just an expression that is often used in conversation and is frequently described by various adjectives such as good leadership, influential leadership, effective leadership, poor leadership and bad leadership, most scholars have come to the conclusion that the concept of leadership does not attribute to one specific definition.

Leadership takes place in a variety of situations, from military to education, from business organizations to state administration, and from informal groups to large formalized organizations (Bass, 1990). For the purpose of this study, the focus of the review was on organizational leadership that occurs in formal organizations and is usually executed by managers.

2.2.1 Leadership Defined

In spite of the fact that literature on leadership is very enormous and thoughts about leadership have been debated for centuries, no unified definition on leadership has emerged that satisfies all researchers. There are many diverse definitions of leadership. Stogdill (1974) concluded that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept".

One of the definitions, by Yukl (1998) who identified leadership by the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives. House and Shamir (1993) defined leadership as the ability of an individual to motivate others to forego self interest in the interest of a collective vision, and to contribute to the attainment of that vision and to the collective by making significant personal self-sacrifices over and above the call of duty, willingly.

Zagorsek (2004) defined leadership as an influence process between leader and followers, where the leader influences, motivates, and facilitates the activities of an organization group toward goal achievement, through mostly non coercive means.

According to Bass's (1997) current definition, leadership is an interaction between one or more members of a group. In another more recent definition, leadership is a relationship between leaders and followers where they influence each other and they intend real changes and outcomes that reflect their shared purposes (Daft, 2005).

2.2.2 Leadership and Management

Leadership and management are considered to be overlapping concepts and are often confused. According to Kotterman (2006) leadership and management are two concepts which are unique and matching systems of action.

Table 2.1: Comparison of Management and Leadership Process Differences

Process	Management	Leadership
Vision Establishment	- Plans and budgets - Develops process steps and sets timelines - Displays impersonal attitude about the vision and goals	- Sets direction and develop the vision - Develops strategic plans and achieve the vision - Displays very passionate attitude about the vision and goals
Human Development and Networking	- Organizes and staffs - Maintains structure - Delegate responsibility - Delegates authority - Implements the vision - Establishes policy and procedures to implement vision - Displays low emotion - Limits employee choices	- Align organization - Communicates the vision, mission and direction - Influences creation of coalitions, teams and partnerships that understand and accept the vision - Displays driven, high emotion - Increases choices
Vision Execution	- Controls processes - Identifies problems - Solves problems	- Motivates and inspires - Energizes employees to overcome barriers to change

Process	Management	Leadership
	• Monitor results • Takes low risk approach to problem solving	• Satisfies basic human needs • Takes high risk approach to problem solving
Vision Outcome	• Managers vision order and predictability • Provides expected results consistently to leadership and other stakeholders	• Promotes useful and dramatic changes, such as new products or approaches to improving labor relations

Source: Kotterman (2006).

2.3. Leadership Theories

A review of the leadership literature reveals an evolving series of 'schools of thought' from “Great Man” and “Trait” theories to “Transformational” leadership. The Trait Approach that endured up to the late 1940s claimed that leadership ability is inborn. In the late 1940s to late 1960s Behavioral Approach became dominant advocating that effectiveness in leadership has to do with how the leader behaves. In the late 1960s to the early 1980s the Contingency Approach became popular suggesting that effective leadership is dependent upon the situation (Bryman, 1993). Later, Burns (1978) introduced the concepts of transactional and transformational leadership.

Table 2.2: From ‘Great Man’ to ‘Transformational’ Leadership

Leadership Theories	Core themes
Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories

Leadership Theories	Core themes
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life
Behavioral Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers
Contingency/ Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization
Leader-member exchange	Leaders develop qualitatively different relationships with subordinates („in group“ versus „out group“ members)
Transactional Theory	This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance

Source: Bolden, R., Gosling, J (2003)

2.3.1 Great Man Theory

Carlyle (1993) described in his "great man theory" that leaders are born and that only those men who are blessed with heroic qualities could ever emerge as leaders. Great men were born, not made. Researchers who support the Great Man theory believe that people are born to leadership. This may include members of royalty, high-ranking military officers and industry heads. Today, many people still hold this traditional belief, and even though this theory may sound old-fashioned, research suggests that some people have personality traits, behaviors and knowledge that lend them to leadership (Yaverbaum and Sherman, 2008).

2.3.2 Traits Theory

The Traits leadership theory postulates that personal characteristics (e.g. personality traits, cognitive skills, interpersonal skills) determine an individual's potential for leadership roles (Furham, 2005). Thus, according to the Traits theory, leadership is something intrinsic to the individual.

The basic concept of the trait theory is that leaders can be defined by certain characteristics or traits and these are what separate them from the group or society to which they belong (Navahandi, 2006). Consequently, the trait theory dictates that leaders by virtue of their birth were endowed with special qualities that allow them to lead others. The major assumption being, that "if certain traits or characteristics can be used to distinguish between leaders and followers then existing political, industrial, and religious leaders should possess them" (Navahandi, 2006). Northouse (2004) listed intelligence, self-confidence, determination, integrity, and sociability as major leadership traits.

The trait approach inferred that leadership training would only be beneficial for those who already possessed the desired leadership characteristics (Hersey, Blanchard & Johnson, 2006). While the trait approach was intuitively appealing with a century of research to back it up, trait approach had failed to consider various leadership situations (Northouse, 2004).

2.3.3 Behavioral Theory

After the trait theory, the behavioral approach came into existence. Researchers began to focus on the apparent leadership behaviors. It was known as behavioral leadership theory. Behavioral studies of leadership aim to identify behaviors that differentiate leaders from non-leaders (Robbins,

2003). Behavioral theories of leadership support that a set of particular behaviors can be named as a style of leadership. The behavior approach emphasizes what leaders and managers actually do on the job. The overall goal of the approach was to identify and measure relevant leadership actions and behavioral patterns that lead to high subordinate productivity and morale. Thus, the research focus changed from what leaders are to what leaders do.

In direct contrast to the Great Man Theory, Behavioral Theories hypothesize that great leaders are made, not born. This theory focuses on the actions of leaders not on personalities or characteristics they possess. The belief is that the leader can become an effective leader through observation, teaching and experience. (Robbins, 2003)

2.3.4 Contingency/Situational Theory

The Contingency/Situational Theory is more concerned with the context of applied leadership, which is left unaccounted for in both the Traits and Behavioral theories. Here, the focus is on situational variables: the leader modifies his or her leadership style according to his or her own personal characteristics and the context, i.e., the current situation (Krumm, 2001). According to proponents of this theory, an effective leader knows how to adapt his personal characteristics to the context. The contingency theories make the assumption that the effects of one variable on leadership are contingent on other variables.

According to contingency theories, leaders must correctly identify the critical characteristics of each situation, identify which leader behaviors are required, and then be flexible enough to exhibit these behaviors (Howell & Avolio, 1993). Hersey and Blanchard's Situational Leadership Theory (2006) claims that an effective leader adapts his or her leadership style to subordinates' capacity to accomplish tasks (Robbins, 2003). That degree corresponds to the maturity of the subordinates. Thus, the leader will choose a type of leadership according to the subordinates' maturity.

Fiedler's (1984) contingency theory postulates that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impose on the situation. For example, in a highly routine (mechanistic) environment where repetitive tasks are the norm, a relatively directive leadership style may result in the best performance, however, in a dynamic environment a more flexible, participative style may be required.

Fiedler looked at three situations that could define the condition of a managerial task:

- Leader member relations: How well do the manager and the employees get along?
- Task structure: Is the job highly structured, fairly unstructured, or somewhere in between?
- Position power: How much authority does the manager possess?

2.3.5 Leader-Member-Exchange (LMX Theory)

Leader-Member-Exchange (LMX) theory of leadership explains that the relationship between managers and their subordinates develops over time as a result of role-making processes and social exchange between them (Yukl, 1998). Managers always develop a more favorable relationship with some subordinates than with others. When there is strong mutual trust and loyalty, subordinates are provided with more responsibility. A subordinate who is seen as trustworthy by a manager is more likely to be consulted for advice and given more responsibilities.

The LMX theory informs the characteristic of Transactional Contingency Reward leadership, which provides subordinates with assistance in exchange for their efforts and makes clear what reward can be expected when organizational goals are achieved (Avolio & Bass, 2004).

According to LMX relationship between a leader and a subordinate influences the extent to which a subordinate will be considered as part of an „in group“ or „out group“ (Bass, 1997). Membership of the „in group“ or „out group“ is determined by the extent to which the leader is able to work well with the subordinate and the extent to which the latter is willing to carry out activities that go beyond his formal job description.

2.3.6 Transactional and Transformational Leadership Theory

By the late 1970s and early 1980s, leadership theories began to move away from the specific viewpoints of the leader, follower, and the leadership context and toward processes that centered more on the interactions between the leaders and followers. The transactional leadership model was first described by Burns (1978), who characterized leadership as transactional (producing lower-order changes in subordinates such as behavioral changes) or transformational (producing higher-order changes in subordinates, such as changes in knowledge, understanding or attitude).

Transformational Leadership Theory differentiates itself from previous theories in its focus on alignment to a greater good. It seeks to engage the follower in activities out of a sense of commitment to self, organization, and a process that will lead to some greater social outcome. Transformational leaders elevate the morality and motivation of both the leader and the follower (Burns, 1978).

While transactional leadership is said to be a reciprocal exchange, it is believed that transformational leaders "engage in interactions with followers based on common values, beliefs and goals" (Burns, 1978).

2.4 Leadership Styles

There are a number of different styles of leadership that are based on different theories. The literature has identified a wide range of leadership styles that correspond to specific organizational or business conditions, and which have specific actions, structures, and outlooks and expectations of leaders.

2.4.1 Authoritarian Leadership

Authoritarian Leadership is often considered as the classical approach. It sets agendas and determines the group's policies, assigns task members, and makes decisions for the group without consulting subordinates (Evans & Evans 2002). In the end, the leader takes responsibility for the group's progress, but accepts very few suggestions from the group. Rarely do the group members communicate with one another, but they communicate with the leader (Evans & Evans, 2002). It is one in which the manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations.

Authoritarian leaders make decisions independently with little or no input from the rest of the group. These leaders always make their own decision and do not allow their subordinates to participate in making decisions (Dubrin, 1995). The Authoritarian Leadership style keeps a very close eye on all subordinates. Compared to democratic leaders, autocratic leader act in more self-centered ways. They make decisions more unilaterally and supervise subordinates' work activities more closely (Muczyk & Reimann, 1987).

2.4.2 Democratic/ participative leadership

Participative leadership involves consultation, encouragement and facilitation between the leaders and subordinates in making a decision (Daft, 2005; Yukl, 1998). Given the notion that workforce are more knowledgeable and are equipped with relevant skills, subordinates would prefer managers who would give them the opportunity to be heard.

The primary characteristics of democratic leadership signifies that group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions and members of the group feel more engaged in the process leading to encouragement of creativity (Denhardt & Denhardt, 2003). Participation is a core characteristic of democratic leadership; and the ideal of democratic leadership is friendly, helpful, and encouraging participation (Luthar, 1996). The leader encourages members to determine goals and procedures, and stimulates member's self-direction and self-actualization (Bartol, 2003). Democratic leaders like to work with their subordinates to collect any suggestions and then use those suggestions in making decisions. This style is best suited to motivate subordinates to overcome any obstacles (Dubrin, 1995).

2.4.3 Charismatic leadership

The charismatic leader attaches utmost importance to his vision, speech, capacity to take risks and above all the emotions of his subordinates (Sinha, 1995). Charismatic leadership behaviors include leaders acting as role models for their followers, fostering the acceptance of group goals, and motivating followers to contribute to the achievement of common aspirations (Bass, 1997). Charismatic leaders display a sense of power and confidence and make bold, unconventional, and counter normative decisions (Avolio & Bass, 2004). They develop an intriguing, ideological vision of the future and present it in an emotionally captivating manner, expressing their confidence that common aspirations can be achieved through collective efforts (Bass, 1997).

According to Robert J. House (as cited in DuBrin, 1995) identified nine effects which charismatic leaders have on their followers such as group member's trust in the correctness of the leader's beliefs, congruence between the leader's and the group's beliefs, acceptance of the leader, affection for the leader, willing obedience to the leader, identification with and admiration for the leader, emotional involvement of the group member in the mission, challenging goals of the group member and belief in the accomplishment of the mission. Later, these nine effects were statistically clustered into three dimensions: referent power refers to the ability of the leader to

influence others with the help of his desirable traits and characteristics; expert power refers to the ability of the leader to influence others through his specialized knowledge and skills; job involvement refers to the ability of the leader to encourage group members toward the accomplishment of the job (DuBrin, 1995).

2.4.4 Servant Leadership

Servant leadership calls for the leader to play the role of a servant whose main duty is to serve the followers (Greenleaf Center for Servant Leadership, 1991). Servant leadership promotes the idea that task is accomplished in the context of public victory and win-win relationship (Hersey, Blanchard & Johnson, 2006). The effectiveness of managerial leadership is important but humanity and welfare are of equal importance (Greenleaf, 1991). Relating the fundamental principles of servant leadership to those of transformational model, Burns (1978) posited that servant leadership model takes transformational leadership to a higher level by emphasizing ethical behaviors and practices.

The servant-leadership focuses first and foremost on the development of others, having its basis in the principle that the servant leader ensures that “other people”s highest priority needs are being served” (Greenleaf, 1991). Self-interest should not motivate servant leadership; rather, it should ascend to a higher plane of motivation. Servant leaders develop people, helping them to strive and flourish. Servant leaders provide vision, gain credibility and trust from followers, and influence others (Greenleaf, 1991). Furthermore, as Greenleaf puts it, servants that are chosen to be leaders are greatly supported by their employees because they have committed themselves and are reliable. In this way an atmosphere is created that encourages followers to become the very best they can.

According to Spears (2004), the foundation of servant leadership is teamwork and community. Spears further noted that the servant leader involved others in the decision-making process, demonstrate caring and ethical behavior, and improve not only the growth of but also the quality of care in the organization. Greenleaf (1991) asserted that servant leadership is desirable because it aims to serve others for a higher purpose. They articulated for the ideal servant leader by describing the basic responsibility and duty of the leader, which is to serve others first and to aspire to lead.

2.4.5 Transformational Leadership

The concept of transformational leadership was first developed by J. M. Burns in 1978. Since that introduction, thousands of research studies have been completed concerning the topic. The transformational leader focuses on engaging with followers, inspires the followers' enthusiasm, and encourages them to rise to the high moral and ethical standards. According to Bass (1997), the transformational leader transforms the follower by helping them understand the importance of organizational outcomes, encouraging them to rise above their self-interest to achieve organizational goals, and inducing their higher order needs. Transformational leaders are proactive; they improve follower awareness of transcendent, collective interests and more importantly they inspire followers to achieve extraordinary goals (Avolio & Bass, 2004). A transformational leader is someone who inspires followers to transcend their own self-interests for the good of the organization and who is capable of having an effect on their followers (Avolio & Bass, 2004).

Transformational leaders are able to inspire followers to change their expectations, perceptions and motivations and to work towards common goals. Judge and Piccolo (2004) are of the opinion that transformational leadership produces numerous positive outcomes. The evidence suggests that transformational leadership is linked to the outcomes that most organizations, individuals and leaders would value.

Transformational leaders also possess the ability to motivate their subordinates to commit themselves to performance beyond expectation (Howell & Avolio, 1993). Bass (1997) maintains that this may occur in the following three main ways: firstly by raising the level of awareness of the objective of the organization and how it is to be achieved, secondly by encouraging co-workers to place the organization's objectives above their own personal interests and, lastly, by satisfying and stimulating people's higher-order needs.

Transformational leaders are skillful at transforming people from followers into leaders and influence followers to transcend self-interest for the greater good of their organization. Transformational leaders motivate and inspire followers to achieve extraordinary goals (Avolio & Bass, 2004), are process-oriented, and focus on being a leader. Bass (1997) have identified the following five factors which represent the behavioral components of transformational leadership:

- a) **Idealized influence (attributed)** refers to the perception that the leader is charismatic, confident, ethical, idealistic, and trust worthy;
- b) **Idealized influence (behavior)** refers to leadership behaviors that result in followers identifying with and wanting to emulate the leader;
- c) **Inspirational motivation** refers to leadership that communicates high expectations, inspires commitment to a shared vision, and motivates followers by portraying optimism;
- d) **Intellectual stimulation** includes challenging the assumptions, beliefs, and traditions of followers and organizations, and stimulating creativity and critical thinking about problems and solutions; and
- e) **Individualized consideration** is defined by considering individual needs of followers and providing a supportive climate for individual growth and development.

2.4.6 Transactional Leadership

Transactional leadership is an exchange process based on the fulfillment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes (Antonakis, 2003). Bass (1997) described the basic nature of transactional leadership as the exchange or transaction between the leader and employees. The employee would receive rewards if he or she fulfills the requirement. The employee would receive punishment if he or she fails to accomplish tasks or meet the requirement. The followers will receive rewards such as salary increase or promotions if the followers meet the leader's expectation. Conversely, the followers will receive punishments, such as pay cuts or demotions, if the followers fail to meet the leader's expectation. (Bass, 1997)

The objective of the transactional leader is to ensure that the path to goal attainment is clearly understood by the internal actors, to remove potential barrier within the system, and to motivate the actors to achieve the predetermined goals (House and Aditya, 1997).

According to Avolio (2004), transactional leadership is broken down into two dimensions: contingent reward and management by exception active.

a) Contingent Reward - transactional leaders "clarify expectations, exchange promises and resources for support of the leaders, arrange mutually satisfactory agreements, negotiate for

resources, exchange assistance for effort, and provide commendations for successful follower performance.” From this perspective, contingent reward is a constructive transaction (Bass, 1997).

b) Management by Exception (Active) - According to Bass (1997), the second dimension of transactional leadership is active management by exception. When using this transactional style the leader monitors follower performance and takes corrective action when performance deviates from the norm or standard expectations.

2.4.7 Passive Avoidant Leadership

Passive-avoidant leaders are those who consistently fail to intervene until problems become serious. Their subordinates claim that these leaders wait to take action until mistakes are brought to their attention. Typically these non-leaders avoid accepting responsibility, are absent when needed, fail to follow up on requests for assistance, and resist expressing their views on important issues (Bass, 1997). None of the available research suggests that a strong passive-avoidant leadership style correlates with subordinate satisfaction or organizational success (Avolio & Bass, 2004). According to Avolio (2004), Passive Avoidant Leadership consists of two domains:

Management by Exception (Passive) - These leaders avoid specifying agreement, and fail to provide goals and standards to be achieved by staff. Sometimes, a leader waits for things to go wrong before taking action (Bass & Avolio 2004). The leader fails to interfere until problems become serious and often wait for things to go wrong before taking action (Avolio & Bass, 2004).

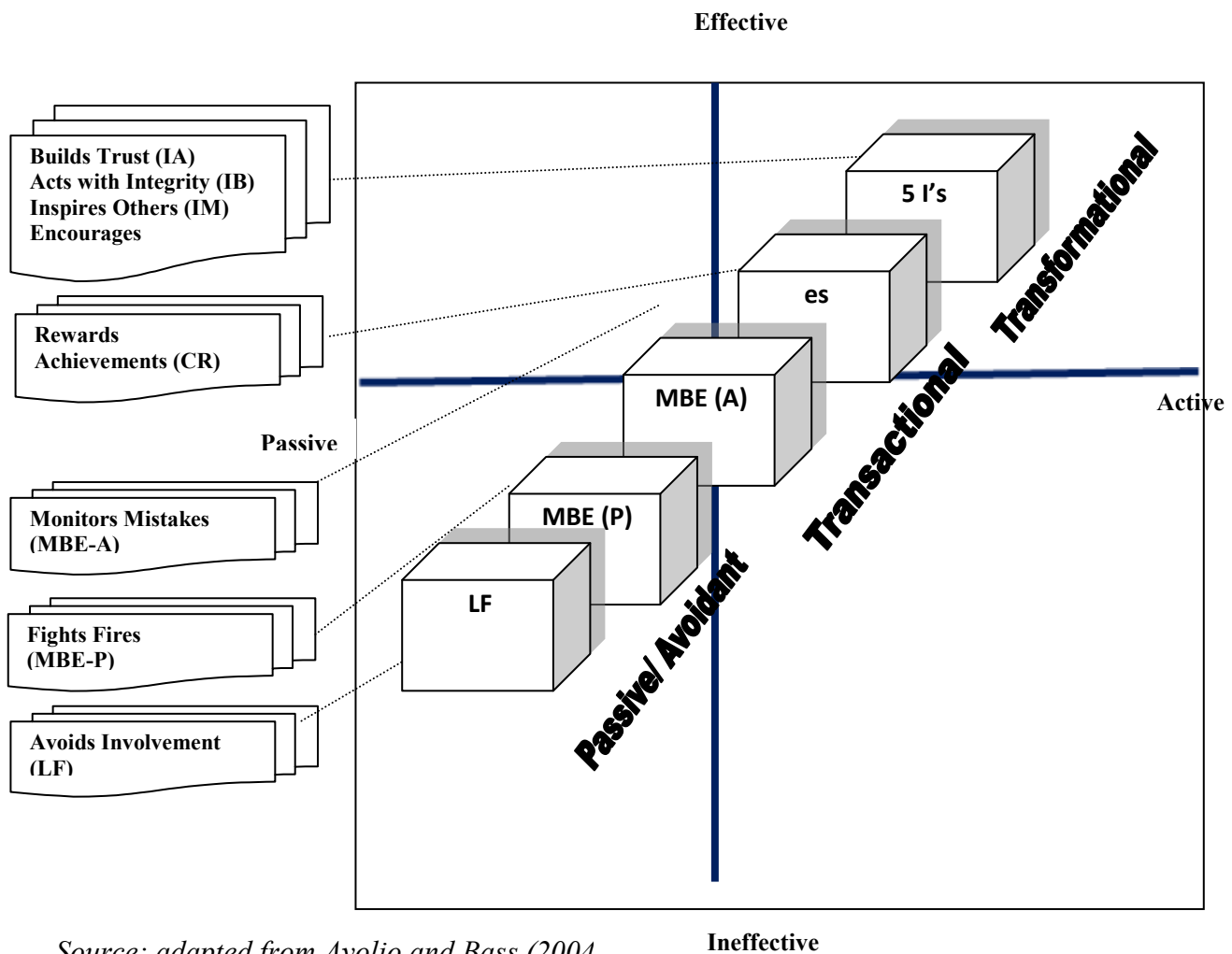
Laissez-Faire - The leader allows the members to make their own decisions (Bartol, 2003). The leader always avoids making decisions and delays responding to urgent questions (Avolio & Bass 2004). This style develops a good relationship between the leaders and the subordinates. The leaders can control subordinates easily and can also use good governance over the subordinates. The subordinates of Laissez-Faire leaders have to seek other sources to support them in making final decisions (Muenjohn and Armstrong, 2008).

2.5 Empirical Evidence on the MLQ

One of the leadership models that has particularly captured the attention of scholars over the last twenty years, and which was used as a reference model for this thesis, is the Full Range of Leadership (FRL), model developed by Bass and Avolio (2004). The model highlights nine factors that these researchers developed and operationalized with an instrument called the Multifactor

Leadership Questionnaire Form 5X-Short (Avolio & Bass, 2004). The nine factors are (a) attributed idealized influence, (b) behavioral idealized influence, (c) inspirational motivation, (d) intellectual stimulation, (e) individualized consideration, (f) contingent reward, (g) active management-by-exception, (h) passive management-by-exception, and (i) laissez-faire leadership. The model also includes three scales to measure extra effort, effectiveness, and satisfaction (Avolio & Bass, 1999).

Diagram 2.1: presents a model of the full range of leadership



Source: adapted from Avolio and Bass (2004)

The Multifactor Leadership Questionnaire (5X-Short Form) is the primary instrument used to measure the full range of leadership (Avolio & Bass, 1999). The researcher chose this instrument as it is very comprehensive in the leadership area and its validity and reliability as a leadership instrument has been proven (Muenjohn and Armstrong, 2008). Avolio and Bass (1999) selected the Multifactor Leadership Questionnaire (5X-Short Form) to measure leadership styles, which in this instrument include Transformational Leadership, Transactional Leadership and Passive

avoidant Leadership. The Multifactor Leadership Questionnaire is a multi-rater assessment tool, measures the range of specific leadership behaviors exhibited by an individual (Avolio & Bass, 1999). The MLQ has been used in leadership research since it was developed in 1985 (Bass). Bass and Avolio (1999) attempted to define a "full range" of leadership from highly transformational at one end to highly avoidant at the other end.

Table 2.3 Dimensions of MLQ (5X-Short Form)

Leadership Styles	Dimensions
Transformational	<i>Idealized Influence (behavior and attributed)</i> is described when a leader is being a role model for his/her followers and encouraging the followers to share common visions and goals by providing a clear vision and a strong sense of purpose. <i>Inspirational Motivation</i> represents behaviors when a leader tries to express the importance of desired goals in simple ways, communicates a high level of expectations and provides followers with work that is meaningful and challenging. <i>Intellectual Stimulation</i> refers to leaders who challenge their followers' ideas and values for solving problems. <i>Individualized Consideration</i> refers to leaders who spend more time teaching and coaching followers by treating followers on an individual basis.
Transactional	<i>Contingent Reward</i> refers to an exchange of rewards between leaders and followers in which effort is rewarded by providing rewards for good performance or threats and disciplines for poor performance. <i>Management by-Exception (Active)</i> leaders are characterized as monitors who detect mistakes

Leadership Styles	Dimensions
Passive-Avoidant	Management-by-Exception (Passive) leader intervenes with his or her group only when procedures and standards for accomplishing tasks are not met. Laissez-faire or non-leadership exhibits when leaders avoid clarifying expectations, addressing conflicts, and making decisions.

Source: N. Muenjohn, and A. Armstrong (2008)

Avolio and Bass (1999) have developed two forms to measure leadership attributes and behaviors. One, called the Leader Form, may be used by the leader to establish a perspective of his or her own leadership style; the other, called the Rater Form, is utilized to gather perceptions of the leader through the eyes of the followers. The Leader form was used for this research purpose. The Leader Form is a self-rated survey questionnaire using a 5- point Likert-type scale that asks respondents to rate their level of agreement with various statements concerning leadership. The 5-point Likert-type scale is rated 0 meaning “Not at all”, 1 meaning “Once in a while”, 2 meaning “Sometimes”, 3 meaning “Fairly Often” and 4 which means “Frequently, if not always”. The MLQ contains 45 questions that obtain information in nine leadership scales and three leadership outcomes. The nine leadership scales include idealized influence (attributed), intellectual stimulation, idealized influence (behavior), inspirational motivation, individual consideration, contingent reward, management-by-exception (active), management-by-exception (passive), and laissez-faire styles (Avolio & Bass, 1999). The three leadership outcomes are extra effort, effectiveness, and satisfaction (Avolio & Bass, 1999). The resulting scales provide measures of effectiveness, of satisfaction with the leader, and of the extent to which followers exert extra effort because of the perceived performance of the leader (Bass & Riggio, 2006).

Table 2.4: Items for Each Leadership Subscale on the MLQ Leader Form 5x-Short

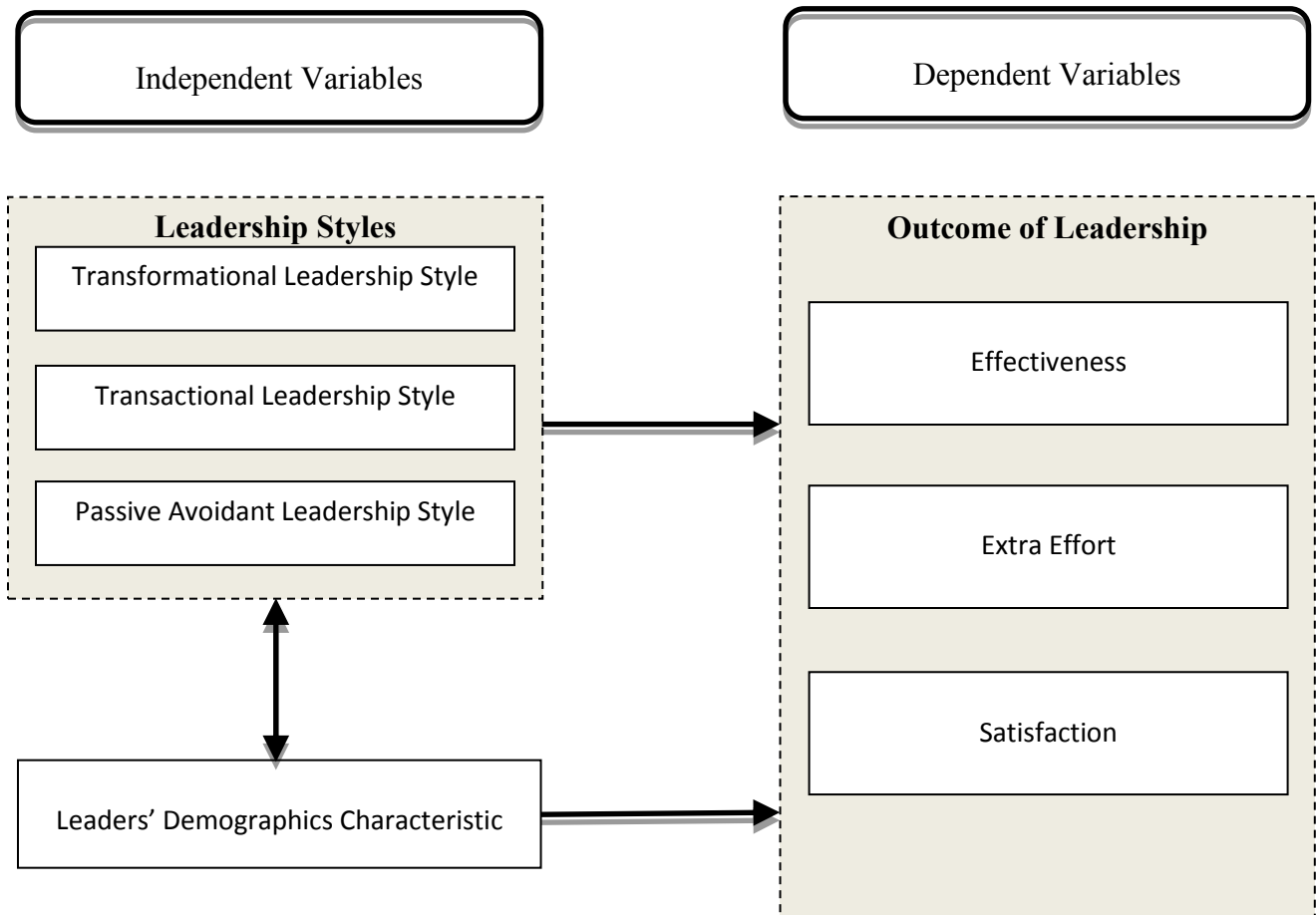
Leadership Style	Subscale	Items
Transformational	Idealized Attributes	10, 18, 21, 25
Transformational	Idealized Influence	6, 14, 23, 34
Transformational	Inspirational Motivation	9, 13, 26, 36
Transformational	Intellectual Stimulation	2, 8, 30, 32
Transformational	Individualized Consideration	15, 19, 29, 31
Transactional	Contingent Reward	1, 11, 16, 35
Transactional	Management by Exception (Active)	4, 22, 24, 27
Passive Avoidant	Management by Exception (Passive)	3, 12, 17, 20
Passive Avoidant	Laissez-Faire	5, 7, 28, 33
Outcomes of Leadership	Extra Effort	39, 42, 44
Outcomes of Leadership	Effectiveness	37, 40, 43, 45
Outcomes of Leadership	Satisfaction	38, 41

Source: Bass & Riggio (2006)

2.6 Conceptual Framework

The conceptual framework developed from the literature which was used to carry out the research is outlined in diagram 2.2 below.

Diagram 2: Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The literature and research issues relevant to the leadership styles were discussed in Chapter two. The literature review was guided by the central question: What is the dominant leadership style of Ethio telecom managers. Leadership theories, leadership styles, and justification on the choice of leadership instrument (MLQ; 5X-Short Form) as well as information on the conceptual framework were also explained. The purpose of this chapter is to explain and justify the research methodology used to collect and analyze the data.

3.2. Research Design

The main objective of the research was to assess and identify which of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership,) is the most dominant style among Ethio telecom managers. Moreover, the research aimed at assessing the differences in gender demographic between those represented in each of the three leadership styles, as well as the differences between the constructs of extra effort, effectiveness and satisfaction among the managers represented in each of the three leadership styles. To this effect, the following research questions were addressed by this research:

- What is the dominant leadership style of Ethio telecom managers according to the MLQ (5X-Short Form) instrument, which denotes Transformational Leadership Style, Transactional Leadership Style and Passive-avoidant Leadership Style?
- What are the differences in gender demographic of Ethio telecom managers represented in each of the above three leadership styles?
- What are the differences between the constructs of extra effort, effectiveness and satisfaction among Ethio telecom managers represented in each of the above three leadership styles?

A descriptive and quantitative research approach was deemed appropriate to gather the primary data and address the research questions listed above. The quantitative approach basically provides facts and figures about phenomena and involves statistical analysis (Ticehurst & Veal, 2000). The

researcher used the principle of replication, adhered to standardized methodological procedures, measured with numbers and then analyzed the data with statistics (Lincoln & Guba 1985). Under the quantitative research method of data collection, standard questionnaire were employed to collect quantitative data for this study.

3.3. Target population

The target populations of this study were the whole management members of Ethio telecom who are working in all divisions, throughout the company in 2016. Currently, Ethio telecom has 341 management members working in different divisions. Of which 16 of them are chief officers, 45 of them are officers and 280 managers are targeted to the study all over the country. Those management members are categorized in to three levels in accordance with their authority and leadership role in the organization. Chief Officers from the top level, officers from middle level and managers from the lower level.

3.4. Sampling methods

The researcher used Stratified random sampling as it is an appropriate methodology for this research purpose, in order to make proportionate and meaningful, comparisons between sub-groups in the population Gay (1987). Moreover, Robson (1993) describes that the theory supports stratified random sampling as an efficient choice because the means of the stratified samples are likely to be closer to the mean of the population overall. Stratified random sample typically reflects the characteristics of the population as a whole.

Accordingly, as described in the Table 3.1 below, there are three stratum of management levels. The first stratum is chief officers and the second is the officers and the last is managers. Intended data were collected from each stratum according to their size for fair representation.

Table 3.1 Stratum information of population

Stratum	Level	Title	Population
Stratum I	Top	Chief Officer	16
Stratum II	Middle	Officer	45
Stratum III	Lower	Managers	280

Source: adopted from Ethio telecom organizational structure

3.5. Sampling Size

In the estimation of sample size based on proportions, it is statistically proved that the maximum representative sample is achieved at $p=0.5$. Assuming the level of significance or $\alpha=0.05$, margin of error (variation between the true proportion and its estimated value) is 5%; the maximum statistically representative sample size were computed (Seyed, 2010).

As described in the Table 3.1, currently, there are 16 chief officers, 45 officers and 280 managers in Ethio telecom. According to Charles and Yen, (2011), sample size should be increased and approached to census for fair representation when target population is few. To this end, the researcher intentionally used 50% as a sample of the first stratum (Chief Officers) and second stratum (Officers) to make sure there is fair representation within these two stratum. However, for the third stratum (managers) as they are many in number, the following scientific formula was used to determine the sample size (Seyed, 2010).

$$n = \frac{Nt^2 S^2}{$$

$$Nd^2 + t^2 s^2}$$

$$n = \frac{280 \times (1.96)^2 \times (0.867)^2}{280 \times (0.118)^2 + (1.96)^2 \times (0.867)^2} = 119 \text{ (sample size for the managers - third stratum)}$$

n= Number of samples.

N = Number of population

T^2 = Trust of 95%.

S^2 = Pre-estimation of the variance

D^2 = Difference between the average of the sample and the population (0.118).

The number of mistakes (d) is usually stated as the difference between a parameter and the relevant estimation.

Accordingly, 8 (50% of 16 chief officers), 23 (50% 45 officers) and 119 managers based on (Seyed 2010) are approached for data collection. Thus, a total of 150 managerial members have been approached as samples through a strategy of stratified Sampling.

Table 3.2 Stratum information of sample representation

Stratum	Level	Title	Population	Sample Size
Stratum I	Top	Chief Officer	16	8
Stratum II	Middle	Officer	45	23
Stratum III	Lower	Managers	280	119
Total			341	150

3.6 Data Sources

Both secondary and primary sources were used in this research. Various secondary sources such as academic journals, articles, and books were consulted. On top of these, brochures, pamphlets, and official reports from the organization under study were reviewed to further corroborate the findings of the study. Primary source of data were from the management members of the organization under study. Pre-coded questionnaires were administered to gather raw data. From the widely applicable sorts of primary data generating tools, as it has been duly suggested by Emory and Cooper (1995), a pre-determined closed-ended questionnaire was used for its elevated importance of practicability and easiness in filling out.

3.7 Data collection instrument and procedure

The research used pre-coded questionnaire to collect the necessary data for the study. The researcher used a questionnaire because they are less expensive and the researcher could save time and financial resources (Kumar 1996). Moreover, the questionnaire offers greater anonymity as there is no face-to-face interaction between participants and researcher (Kumar 1996). The researcher used the Multifactor Leadership Questionnaires, MLQ (5X-Short Form) to measure the dominant leadership styles of Ethio telecom managers. The MLQ (5X-Short Form) has proven validity and reliability as a leadership instrument and is very popular among many researchers around the world (Bass 1997). The MLQ (5X-Short Form) uses the three leadership styles of Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership.

The questionnaire has two parts: Part A to gather data on the demographics of participants and Part B determine the participants' leadership styles. The MLQ (5X-Short Form) instrument has a 5-point scale to rate how often managers undertake certain behaviors. The scale includes not at all (0), Once in a while (1), Sometimes (2), Fairly often (3), and Frequently if not always (4).

The MLQ (5X-Short Form) include questions which measure the factors of Transformational Leaders' behavior, including Idealized Influence (II) (charisma), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individualized Consideration (IC). The questions that also measure the factors of Transactional Leadership include Contingent Reward (CR), and management by Exception (MBE-Active). Some questions are also designed to measure factors of passive-avoidant Leadership include Management by Exception (MBE-passive) and Laissez-Faire Leadership (LF).

The MLQ (5X-Short Form) is available in a validated form of 45 items for organizational survey and research purposes. The Items 1 to 36 measure leadership styles and Items 37 to 45 measure extra effort, satisfaction and effectiveness (Avolio & Bass, 2004). The extra effort focuses on the effect of leader's efforts to motivate their staff to achieve beyond the ordinary. Effectiveness refers to leaders' effectiveness and understanding of staff needs. Satisfaction refers to satisfaction of the leader with satisfaction ways (Avolio & Bass, 2004). The MLQ (5X-Short Form) includes items that measure the effect on both the personal and intellectual development of self and others. And, the model is focused on the leader's performance in a range of leadership styles and to the directions that managers may pursue to be more effective leaders (Avolio & Bass, 2004).

During the data collection process, utmost care has been taken to keep the anonymity of the respondents by the researcher. All participants in the sample were given the questionnaire with the introductory cover letter. Before they decided to participate in the research, they were told that the survey was anonymous, voluntary and confidential. Moreover, the participants could withdraw from the survey at any time. And, the participants were kindly requested to fill out the questionnaires genuinely.

As outlined in Table 3.2, a total of 150 questionnaires were distributed to the three levels of Ethio telecom management members; that is 8 questionnaires for the first stratum (Chief Officers), 23 questionnaires for the second stratum (Officers) and 119 questionnaires for the third stratum (Managers). From the total distributed 150 questionnaires, 133 questionnaires were properly filled and returned. The researcher received a very high response rate (88.7%) of the total attempted responses successfully completed.

Table 3.3 Stratum information of response rate

Stratum	Level	Title	Population	Sample Size	Responses	
Stratum I	Top	Chief Officer	16	8	8	100%
Stratum II	Middle	Officer	45	23	23	100%
Stratum III	Lower	Managers	280	119	102	86%
Total			341	150	133	88.7%

Source: Survey Result (2016)

3.8 Reliability and Validity Estimation of the Questionnaire

Reliability and validity are important aspects of questionnaire design. One of the key strengths of the MLQ is its scientific genesis. It has emerged from rigorous research process over the past fifteen years. The MLQ is a well-established instrument in the measure of Transformational Leadership as well as being extensively researched and validated. Avolio and Bass's MLQ manual shows strong evidence for validity; the MLQ has been used in thousands of research programs, doctoral dissertations, and master's theses, along with several constructive outcomes for transformational leadership. The reliability of the questionnaire for this research is also statistically calculated using Cronbach's Alpha. In the study of testing the amounts of Cronbach's Alpha was calculated at 93% of the questionnaire which is significant for $\alpha=0.05$ (denoting the high validity of the measuring tools).

3.9 Data Analysis and Presentation

The collected data were first checked for its consistency, completeness, missing and other errors before the entry process. The data coding hand over such activities and make ready the completed and correct questionnaire for analyzing process. A data entry template was organized and data entered in to the appropriately designed program for analysis. Finally, it was necessary to utilize statistical techniques to analyze the information as this study is quantitative in nature.

Therefore, data has been analyzed using descriptive-inferential statistics using Statistical Package for Social Science (SPSS-version 20). Descriptive statistical indexes like frequency, percentage, mean and standard deviation are used for analyzing. Moreover, descriptive inferential statistics such as T test, anova, correlation and regression were also calculated to answer the research questions. This is followed with presentation of the detail discussions on variables along with interpretations. A detailed analysis and interpretation of the findings are presented in the next chapter.

3.10 Ethical issues

Four ethical issues have been taken into account for this study. These issues are; voluntary participation and informed consent, anonymity, deceiving subjects, and analyzing and reporting of the research findings.

All participation in this research was on voluntary basis and participants of the study were provided with a full explanation of the study before deciding to participate.

In addition, the surveys were kept anonymous. This study was conducted in a straightforward manner and participants in the research were not deceived. Last, all of the data collected were analyzed and reported in this research.

CHAPTER FOUR

DATA ANALYSIS AND RESULT PRESENTATIONS

4.1. Introduction

The research design and methodology used to collect and analyze data in order to answer the research questions have been discussed in chapter 3. The purpose of chapter 4 is to analyze the data collected from the 133 respondents and present the results accordingly.

The purpose of this study was to assess and identify the dominant leadership style of Ethio telecom management members and to investigate the gender demographic of those falling into the three leadership styles besides investigating differences on extra effort, effectiveness and satisfaction of leadership outcome. Multifactor Leadership Questionnaire MLQ (5X-Short Form) instrument were employed to measure leadership styles of Ethio telecom managers. The MLQ (5X-Short Form) is available in a validated form which investigates 45 items in an organizational survey and is used to measure the leadership style of individual leaders (Bass & Avolio 2004).

The data were analyzed using computer software program, Statistical Package for Social Science (SPSS-version 20) (Manning & Munro 2007). The research focused on the descriptive analysis of characteristics of participants. The characteristics of participants consist of gender, age, level of education and managerial position. Beside descriptive analyses, inferential analysis method was employed. Under descriptive statistical analysis frequency distribution percentage, mean and standard deviations were used to describe and analyze the data. Reliability test, Independent T test, ANOVAs, correlation and regression analysis were also employed in this research to see the relationship with and in between data so as to infer to the population.

4.2. Descriptive analysis of demographic characteristics

Gender: According to the below table 4.1, majority of study participants are male. This figure indicates that 84% of the respondents are males. Numbers of female management members are few; they only constitute 16% of the total respondents.

Table 4.1: Gender information of the participants

Gender	Frequency	Percent
Male	111	84
Female	22	16
Total	133	100

Source: Survey Result (2016)

Age: According to Table 4.2, majority of participants are aged between 31- 40 years which counts 71 % of the total participants followed by age categories of 41 to 50 years with the percentage of 18%. This can show that management members are mostly concentrated with the age category of 31 to 50 years which totally counts 89%. The rest age categories specially, ranged from 20 to 30 years are few compred to the other age categories.

Table 4.2: Age information of the participants

Age	Frequency	Percent
20 - 30 years	12	10
31 - 40 years	95	71
41 - 50 years	24	18
51 - 60 years	2	1
Total	133	100

Source: Survey Result (2016)

Education: As explained in Table 4.3, 79% of the participants are first degree holders followed by master’s degree 21%. It is interesting to note that all the respondents have a minimum of first degree.

Table 4.3 Education levels of participants

Description	Frequency	Percent
College or no degree	0	0
Bachelor degree	105	79
Master’s degree	28	21
Total	133	100

Source: Survey Result (2016)

Managerial position: Table 4.4 provides the details of managerial positions of the respondents. Accordingly, 69 % of the study participants are managers/ first level management followed by officers/middle level (16%). And, only 5% of study participants were chief officers/ top level management.

Table 4.4: Position of the respondents

Position	Frequency	Percent
Chief officers	8	5
Officers	23	16
Managers	102	69
Total	133	100

Source: Survey Result (2016)

4.3 Measures of Reliability: Cronbach's Alpha Coefficient

Instrument reliability shows the internal consistency of items representing a latent construct. It refers to the extent to which instruments are consistently measuring what they are supposed to measure. Reliability coefficients or Cronbach's alpha coefficients were calculated for all measures used in this study. As shown in Table 4.5 Cronbach's alpha coefficients for total leadership style and leadership outcome all achieved 0.70 or above, indicating an acceptable statistic testing level (Nunnaly 1978).

Table 4.5: Reliability test results of the survey instruments

Survey	Dimensions	Number of	Coefficients
MLQ	■ Total Leadership style	36	0.89
	➤ Transformational Leadership	20	0.96
	➤ Transactional Leadership	8	0.91
	➤ Passive avoidant leadership	8	0.93
	■ Outcome of Leadership	9	0.95
	➤ Effectiveness	4	0.92
	➤ Satisfaction	2	0.80
	➤ Extra effort	3	0.87

Source: Survey Result (2015)

As Table 4.5 shows, the cronbach's alpha values of all the variables were more than 0.70. This shows that the questions used in the survey instruments possess high accuracy, stability, and consistency (Nunnaly, 1978). The overall Cronbach's alpha coefficient for leadership style was 0.89 while the Cronbach's alpha coefficients of the three leadership styles ranged from 0.91 to

0.96. The overall Cronbach's alpha coefficient for outcome of leadership was 0.95 while the Cronbach's alpha coefficients of the three for outcome of leadership factors ranged from 0.80 to 0.92. Given that these measures have also been used in other well-validated research, a decision was made to retain all the factors of each construct.

4.4 Descriptive analysis of main variables

Education to position analysis: Table 4.6 indicates that the relationship between educational level and position of respondents. As it is shown in table 4.6, 79% of the first/lower level management members have first degree and 21% of them have master's degree. With regard to the middle level management, 78% officers are Bachelor degree holder and 22% officers are with Master's degree. And, 75% of the top level management members have first degree and 25% of them have master's degree.

Table 4.6: Education to position of the respondents cross tabulation

Educational background	Position of the respondents						Total
	Chief officers		Officers		Managers		
College or no degree	0	0%	0	0%	0%	0%	0
Bachelor degree	6	75%	18	78%	81	79%	105
Master’s degree	2	25%	5	22%	21	21%	28
Total	8		23		102		133

Source: Survey Result (2016)

Gender to position analysis: as it is clearly indicated under table 4.7, female management members are few in number than men in all the level of the management positions. Only 12.5% of the chief officers, 9% of the officers and 19% of the managers are female.

Table 4.7: Gender to position of the respondents cross tabulation

Gender	Position of the respondents						Total
	Chief officers		Officers		Managers		
Male	7	87.5%	21	91%	83	81%	111
Female	1	12.5%	2	9%	19	19%	22
Total	8		23		102		133

Source: Survey Result (2016)

Leadership style: Table 4.8 indicates detailed description of means and standard deviations of factors for the leadership styles. As the figure indicated below, the highest mean of the type of the leadership style is transactional with the mean value of 2.7. The second and third leadership styles are transformational and passive avoidant with the mean values of 1.6 and 1.5 respectively. From this it is clear to understand that transactional leadership got highest mean value followed with transformational and passive avoidant. The high mean value of transactional leadership indicates that most management members of Ethio telecom are exercising transactional leadership style.

Table 4.8: Descriptive analysis of main variables

Description	N	Mean	Std. Deviation
Total leadership	133	1.85	0.49
Total transformational lsp	133	1.65	0.778
Total transactional lsp	133	2.70	0.858
Total passive avoidant lsp	133	1.50	0.943

Source: Survey Result (2016)

Outcome of leadership: Table 4.9: indicates that the detailed description of mean of factors for outcome of leadership. As the figure indicated below table 4.8, the highest mean is effectiveness 2.34 followed by extra effort with the mean values of 2.30. The mean value of satisfaction 2.1 is the lowest from all the three variables of the outcomes. Thus, it is possible to infer that Ethio telecom managers are concerned to be more of effectiveness to contribute for better outcomes of the leadership than to be concerned of extra effort and satisfaction.

Table 4.9: Outcome of leadership

Descriptive statistics	N	Mean	Std. Deviation
Total outcome of lsp	133	2.27	0.8
Total extra effort	133	2.30	0.9
Total effectiveness	133	2.34	0.8
Total satisfaction	133	2.10	0.89

Source: Survey Result (2016)

4.5 Inferential analysis

4.5.1 T-tests: Analysis

T-tests: Analysis of Gender on Leadership style, Transformational, Transactional, Passive Avoidant, and Outcome of leadership

To extend the profile of the population, t-tests were conducted to examine whether there were statistical differences on the main variables of interest in the study (leadership style, Transformational, Transactional, Passive Avoidant and outcome of leadership), based on the gender of respondent in the organization. None of the variables violated the assumptions of equal variance.

Table 4.10: T-test: Gender

Group Statistics					
	Gender	Mean	Std. Dvn	Sig.	T
Total leadership styles	Male	1.78	0.39	.000	-2.770
	Female	2.23	0.73		
Transformational leadership	Male	1.55	0.69	.001	-2.564
	Female	2.14	1.02		
Transactional leadership	Male	2.70	0.87	.984	-.060
	Female	2.71	0.83		
Passive avoidant leadership	Male	1.42	0.90	.176	-2.501
	Female	1.96	1.03		
Outcome of leadership	Male	2.19	0.71	.006	-2.079
	Female	2.69	1.08		

Source: Survey Result (2015)

With regard to gender (see Table 4.10), there was no statistical difference in the mean scores of transactional and passive avoidant leadership. However, there is significant statistical difference between male and female leadership styles with regard to transformational leadership and outcome

of leadership. The mean for the leadership of males was 1.78, lesser than the score of 2.23 for females, $t(133) = -2.77$, $p = 0.000$. The mean for the transformational leadership of males was 1.55, a little lesser than the 2.14 for females, $t(133) = -2.564$, $p = 0.001$. And, the mean for the outcomes of leadership of males was 2.19, slightly lower than the 2.69 for females, $t(133) = -2.079$, $p = 0.006$.

4.5.2 Correlation Analysis

A correlation analysis was performed to determine if there were any relationships between the independent variables and the dependent variable. The following are the results of the correlation tests (Table 4.11).

4.5.2.1 Correlation between Leadership styles and Outcome of leadership

Based on the results of the correlation analysis (Table 4.11), there is a positive relationship between leadership styles and outcome of leadership with a coefficient of $r=0.726$ at the significance level of 0.000($\text{sig}=0.000(<0.05)$). Thus, the result of the analysis shows that there is a significant positive relationship between leadership styles and outcome of leadership in the company.

4.5.2.2 Correlation between Transformational leadership and Outcome of leadership

Based on the results of the correlation test (Table 4.11), there is a positive correlation between transformational leadership and outcome of leadership ($r=0.752$, $P<0.0001$). Thus, the result of the analysis shows that there is strong and significant positive relationship between transformational leadership and outcome of leadership in Ethio telecom. And, with regard to the factors of leadership outcome, transformational leadership has significantly strong positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.641, 0.716 and 0.778 respectively.

4.5.2.3 Correlation between Transactional leadership and Outcome of leadership

As per the results of the correlation test (Table 4.11), the researcher found that there is a positive correlation between transactional leadership and outcome of leadership ($r= 0.320$, $P<0.0001$). Thus, the result of the analysis shows that there is a significant positive relationship between transactional leadership and outcome of leadership in the company. And, with respect to the

factors of leadership outcome, transactional leadership has significantly positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.282, 0.332 and 0.269 respectively.

4.5.2.4 Correlation between Passive-avoidant leadership and Outcome of leadership

The correlation test run (Table 4.11) demonstrates a negative correlation between passive avoidant leadership and outcome of leadership ($r = -0.139$, $P = 0.111$). Thus, the test procedure shows that the association between passive avoidant leadership and outcome of leadership in Ethio telecom is insignificant negative. And, with regard to the factors of leadership outcome, passive avoidant leadership has insignificant negative relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of -0.123, -0.127 and -0.144 respectively.

Table 4.11 Pearson Correlation Matrix (N=133)

Correlations									
Variables		1	2	3	4	5	6	7	8
1. Leadership styles	R	1							
2. Transformational	R	.895 [*]	1						
3. Transactional	R	.241 [*]	.028	1					
4. Passive avoidant	R	.283 [*]	.014	-.402 ^{**}	1				
5. Outcome of lsp	R	.726 [*]	.752 ^{**}	.320 ^{**}	-.139	1			
6. Extra effort	R	.620 [*]	.641 ^{**}	.282 ^{**}	-.123	.923 ^{**}	1		
7. Effectiveness	R	.703 [*]	.716 ^{**}	.332 ^{**}	-.127	.970 ^{**}	.834 ^{**}	1	
8. Satisfaction	R	.726 [*]	.778 ^{**}	.269 ^{**}	-.144	.894 ^{**}	.708 ^{**}	.855 ^{**}	1
**. Correlation is significant at the 0.001 level (2-tailed). r = Pearson correlation									

Source: Survey Result (2016)

4.5.3 Regression Analysis

Upon the completion of the correlation analysis, linear and multiple regression analyses were run to find any association between the independent variables (leadership styles: transformational leadership, transactional leadership, and passive avoidant leadership), and the dependent variable (outcome of leadership).

The coefficient of determination explains the proportion of variability between outcome of leadership and the independent variables of leadership styles, using the least squares method to eliminate errors. The highest beta represents the strongest unique contribution explaining the dependent variable. The ANOVA tests the null hypothesis that multiple-R in the population equals 0. If the significance (in the coefficient column) value is less than .05, the independent variable contributes significantly to the dependent variable (Pallant, 2007).

4.5.3.1 Transformational leadership as Predictor of Outcome of leadership

A standard linear regression was performed to find any influence between managers' state of transformational leadership and outcomes of leadership of Ethio telecom. Table 4.12 shows the variables, unstandardized regression coefficient (B), and the standardized regression coefficient Beta (B). The regression table indicates that the, R square value is 0.566, F count is 4.7670, and t count is 9.231 with p-value 0.000 (< 0.05). It shows that 56.60 % of the leadership outcome dependent variable can be explained by the independent transformational leadership variable. Hence, the regression model is useable for predicting how strong the influence of the transformational leadership variable is. Nevertheless, the balance of 43.40% is explained by other variables outside the variable explained in this research.

Table 4.12: Summary of regression results of managers' transformational leadership and outcome of leadership of Ethio telecom

Variable	R ²	Adj. R ²	F count	t count	Unstandardized Coefficients	Standardized Coefficients	P (Sig.)
					B	Beta	
(Constant)					8.983		.000
Transformational leadership	.566	.562	4.7670	9.231	.348	.752	.000

Source: Survey Result (2016)

4.5.3.2 Transactional leadership as predictor of Outcome of leadership

A standard linear regression was performed to find any influence between managers' state of transactional leadership and performance of Ethio telecom. Table 4.13 summarizes the variables, unstandardized regression coefficient (B), and the standardized regression coefficient (B).

From the regression statistics, the researcher obtains an R square value of 0.103, F Calculating at 14.987, t count at 3.871 with a probability p-value of 0.000 (less than 0.05). It shows that 10.30 % of the leadership outcome (dependent) variable can be explained by transactional leadership (independent) variable. Thus, the regression model is useable for predicting how strong the transactional leadership variable is. In other words, independent transactional leadership variable influences the leadership outcome. Nevertheless, the balance of 89.70% is explained by other variables outside the variable explained in this research.

Table 4.13: Summary of regression results of managers' transactional leadership and outcome of leadership of Ethio telecom

Variable	R ²	Adj. R ²	F count	t count	Unstandardized Coefficients	Standardized Coefficients	P (Sig.)
					B	Beta	
(Constant)					13.227		.000
Transactional leadership	.103	.096	14.987	3.871	0.336	.320	.000

Source: Survey Result (2016)

4.5.3.3 Passive avoidant leadership as predictor of Outcome of leadership

To establish any possible casualty between managers' state of passive avoidant leadership and performance of Ethio telecom, a standard linear regression was employed. Table 4.14 presents the variables, unstandardized regression coefficient (B), and the standardized regression coefficient (B). Accordingly the R square value is 0.019; the F Calculating is 2.569, the t count is -1.603 and the p-value is 0.111.

The regression values show that 1.90% of the leadership outcome (dependent) variable can be explained by the passive avoidant leadership (independent) variable. Hence, the regression model is insignificant for predicting the strength of the passive avoidant leadership variable. In other

words, the independent passive avoidant leadership variable doesn't influence the leadership outcome. And, the balance of 98.10% is explained by other variables outside the variable explained in this research.

Table 4.14: Summary of regression results of managers' Passive avoidant leadership and outcome of leadership of Ethio telecom

Variable	R ²	Adj. R ²	F count	t count	Unstandardized Coefficients	Standardized Coefficients	P (Sig.)
					B	Beta	
(Constant)					22.087		.000
Passive avoidant leadership	.019	.012	2.569	-1.603	-.132	-.139	.111

Source: Survey Result (2016)

4.5.3.4 Leadership styles as predictor of Outcome of leadership

A standard linear regression was performed to find any possible relationship between managers' leadership styles and the outcomes of leadership of Ethio telecom. Table 4.15 shows the variables, unstandardized regression coefficient (B), and the standardized regression coefficient (B). The R square value is 0.527, F Calculating 145.69, t count 12.07 and p-value 0.000 (less than 0.05). The table shows that 52.70 % of the leadership outcome (dependent variable) can be explained by leadership styles (independent variable). Consequently, the regression model is useable for predicting the strength of outcome. In other words, leadership styles influences leadership outcomes. Nevertheless, the balance of 47.30% is explained by other variables outside the variables in this research.

Table 4.15 Summary of regression results of managers' leadership styles and outcome of leadership of Ethio telecom

Variable	R ²	Adj. R ²	F count	t count	Unstandardized Coefficients	Standardized Coefficients	P (Sig.)
					B	Beta	
(Constant)					0.808		.000
Leadership styles	.527	.523	145.690	12.070	.295	.729	.000

Source: Survey Result (2016)

Table 4.16: The coefficient of leadership style Dimensions on Outcome of leadership

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.021	1.840		1.642	.103
Transformational lsp	.344	.024	.745	14.413	.000
Transactional lsp	.300	.059	.286	5.063	.000
Passive avoidant lsp	-.033	.054	-.034	-.611	.542

Source: Survey Result (2016)

As shown in table 4.16, Transformational leadership and Transactional leadership ($p < .005$) is dependently and significantly explaining outcome of leadership.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main objective of the research was to assess and identify which of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership,) is the most dominant style among Ethio telecom managers. And, to investigate the differences in gender demographic between those represented in each of the three leadership styles, as well as the differences between the constructs of extra effort, effectiveness and satisfaction among the managers represented in each of the three leadership styles. To this effect, the following research questions addressed by this research:

- What is the dominant leadership style of Ethio telecom managers according to the MLQ (5X-Short Form) instrument, which denotes Transformational Leadership Style, Transactional Leadership Style and Passive-avoidant Leadership Style?
- What are the differences in gender demographic of Ethio telecom managers represented in each of the above three leadership styles?
- What are the differences between the constructs of extra effort, effectiveness and satisfaction among Ethio telecom managers represented in each of the above three leadership styles?

In light of the above basic research questions, Chapter 5 presents the discussions, conclusions and recommendations based on the data analysis from statistical analysis which were presented in Chapter 4.

5.2 Discussions

5.2.1. Discussion on the first basic research Question: What is the dominant leadership style of Ethio telecom management members?

In accordance with the responses generated from the analysis of data of this survey using MLQ (5X-Short Form) to determine leadership styles, the researcher find out transactional Leadership is the dominant style in Ethio telecom. Highest mean value has been responded to transactional

Leaders questions. These results indicate that most managers are transactional leaders and subjected to the manifestation of the transactional leadership characteristics.

Transactional Leadership had a greater influence on staff perception and display behaviors associated with constructive and corrective transactions. Transactional Leaders also offer rewards when goals are achieved. Leaders using this style always monitor for mistakes, and then take corrective action as quickly as possible when they occur (Bass & Avolio 2004). Beside they provide others with assistance in exchange for their effort. Transactional Leadership had three components, consisting of Contingent Reward, Management by Exception (Active) and Management by Exception (Passive), which means they express satisfaction when others meet expectations, direct attention toward failures to meet standards and wait for things go wrong before taking action (Bass & Avolio 2004)

Even though transactional leadership style is dominantly practiced in Ethio telecom, literatures have indicated and confirmed Transformational Leadership style is essential for leaders to achieve organizational goals. Transformational leaders support staff to work harder, enhances staff effectiveness and increases staff satisfaction in organizations (Bass & Avolio 1994).

5.2.2 Discussion on the second basic research Question: What is the difference in gender demographic between those represented in each of the three leadership styles?

There were extreme differences in the percentages of males and females under management members of Ethio telecom. Of the total respondents of 133 managers 84% are males and the rest 16% are females. This indicates that there is gender equality gap in the management members. Female management members are very much few in number compared with males. According to Eagly and Schmidt (2001), female leaders are less represented in the Laissez-Faire Leadership style and show evidence of a more transformational leadership style. This research also shows that the mean for the transformational leadership of males was a little lesser than that of females; the mean for the outcomes of leadership of males was 2.19, slightly lower than the 2.69 for females. Females were also better in contributing to the outcome than males.

5.2.3 Discussion on the third basic research Question 3: What are the differences between the constructs of extra effort, effectiveness and satisfaction among Ethio telecom managers represented in each of the above three leadership styles?

5.2.3.1 Leadership styles and Outcome of leadership

Based on the results of the correlation there is a positive relationship between leadership styles and outcome of leadership with a coefficient of $r=0.726$ at the significance level of $0.000(\text{sig}=0.000(<0.05))$. Thus, the test shows that association between leadership styles and outcome of leadership in Ethio telecom. That means leadership had direct relation to the outcome.

5.2.3.2 Transformational leadership and Outcome of leadership

There is a positive relationship between transformational leadership and outcome of leadership ($r=0.752$, $P<0.0001$). Thus, the test shows that there is still a good contribution of transformational leadership to predict outcome of leadership in the Ethio telecom next to the transactional leadership.

The dependent variable of leadership outcome can be explained by the independent transformational leadership variable. So the regression model is useable for predicting how strong the influence of the transformational leadership variable is. Thus, it has strong influence in the outcome of leadership.

With regard to the factors of leadership outcome, transformational leadership has significantly strong positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.641, 0.716 and 0.778 respectively. The results of the research are in line with the research of Bass and Avolio (1994). Transformational Leadership Styles are highly positively correlated with extra effort, effectiveness and satisfaction. According to Limsila and Ogunlana (2008) Transformational Leadership creates effectiveness, satisfaction and extra effort more than Transactional Leadership and passive avoidant Leadership.

5.2.3.3 Transactional leadership and Outcome of leadership

Based on the results of the correlation there is a positive correlation between transactional leadership and outcome of leadership ($r= 0.320$, $P<0.0001$). Thus, the result of the test shows that there is a significant positive relationship between transactional leadership and outcome of leadership in the Ethio telecom. Thus, it is the most dominant leadership style and highly predict outcome of leadership in ethtio telecom than others. The leadership outcome (dependent) variable can be explained by transactional leadership (independent) variable. Independent transactional leadership variable influences the leadership outcome. And, with respect to the factors of

leadership outcome, transactional leadership has significantly positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.282, 0.332 and 0.269 respectively

5.2.3.4 Passive-avoidant leadership and Outcome of leadership

There is negative correlation between passive avoidant leadership and outcome of leadership ($r = -0.139$, $P = 0.111$). Thus, the test procedure shows that the association between passive avoidant leadership and outcome of leadership in the Ethio telecom is insignificant negative. Managers' state of passive avoidant leadership and performance in Ethio telecom doesn't influence the leadership outcome. And, with regard to the factors of leadership outcome, passive avoidant leadership has insignificant negative relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of -0.123, -0.127 and -0.144 respectively.

5.3 Conclusions

This research was conducted mainly to assess which of the three leadership styles (Transformational Leadership, Transactional Leadership and Passive-avoidant Leadership,) is the most dominant style among Ethio telecom managers. On top of this, the research also aimed to investigate the differences in gender demographic between those represented in each of the three leadership styles as well as the differences between the constructs of extra effort, effectiveness and satisfaction among Ethio telecom managers represented in each of the three leadership styles.

To address the above research objectives, a descriptive and quantitative research approach was used. The researcher used the Multifactor Leadership Questionnaires, MLQ (5X-Short Form) to collect the data and measure the dominant leadership styles of Ethio telecom managers. A total of 150 pre-coded questionnaires were distributed to the three levels of Ethio telecom management members. From the total distributed 150 questionnaires, 133 questionnaires were properly filled and returned. The researcher received a very high response rate of 88.7%.

The demographics findings indicate that majority of Ethio telecom managers are young age between 31- 40 years which counts 71 % of the total participants followed by age categories of 41 to 50 years with the percentage of 18%. With regard to education level, all of the managers had bachelor's degrees with significant number (21%) of master degree holders.

There is gender equality gap in the management members of Ethio telecom. Female management members are few in number than male in all the level of the management positions (constitute only 16%).

The findings of this research indicate that the dominant leadership style of Ethio telecom managers is Transactional Leadership. The second-most popular style is transformational Leadership followed by passive avoidant Leadership.

This research also shows that female leaders more transformational than males and females are also better in contributing to the outcome than males. The mean for the transformational leadership of males was a little lesser than that of females; the mean for the outcomes of leadership of males was 2.19, slightly lower than the 2.69 for females.

Ethio telecom managers are concerned to be more of effectiveness to contribute for better outcomes of leadership than to be concerned of extra effort and satisfaction. Effectiveness has the highest mean value of 2.34 followed by extra effort with the mean values of 2.30. The mean value of satisfaction 2.1 is the lowest from all the three variables of the outcomes.

The result of the correlation analysis shows that there is a significant positive relationship between leadership styles and outcome of leadership with a coefficient of $r=0.726$ at the significance level of 0.000($\text{sig}=0.000(<0.05)$). And, based on the regression analysis, 52.70 % of the leadership outcome (dependent variable) can be explained by leadership styles (independent variable). Transformational leadership and Transactional leadership ($p < .005$) is dependently and significantly explaining outcome of leadership.

There is strong and significant positive relationship between transformational leadership and outcome of leadership with a coefficient of $r=0.752$, $P<0.0001$. And, the regression analysis result shows that 56.60 % of the leadership outcome dependent variable can be explained by the independent transformational leadership variable.

As per the results of the correlation analysis, there is a significant positive relationship between transactional leadership and outcome of leadership ($r= 0.320$, $P<0.0001$). And, the regression analysis shows that 10.30 % of the leadership outcome (dependent) variable can be explained by transactional leadership (independent) variable. Even though the independent transactional

leadership variable influences the leadership outcome, the balance of 89.70% is explained by other variables outside the variable explained in this research.

The correlation analysis demonstrates that the association between passive avoidant leadership and outcome of leadership in Ethio telecom is insignificant negative, ($r = -0.139$, $P = 0.111$). And, the regression analysis shows that only 1.90% of the leadership outcome (dependent) variable can be explained by the passive avoidant leadership (independent) variable. The independent passive avoidant leadership variable doesn't influence the leadership outcome. And, the remaining 98.10% is explained by other variables outside the variable explained in this research.

The findings on the differences in the responses to the constructs of extra effort, effectiveness and satisfaction of the three leadership styles indicate that transformational leadership has significantly strong positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.641, 0.716 and 0.778 respectively. Next to transformational leadership, transactional leadership has significantly positive relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of 0.282, 0.332 and 0.269 respectively. However, passive avoidant leadership has insignificant negative relationship to extra effort, effectiveness, satisfaction with the pearson correlation value of -0.123, -0.127 and -0.144 respectively. The results of the research are in line with the research of Bass and Avolio (1994). Transformational Leadership Styles are more highly positively correlated with extra effort, effectiveness and satisfaction. And, according to Limsila and Ogunlana (2008), Transformational Leadership creates effectiveness, satisfaction and extra effort more than Transactional Leadership and Passive avoidant Leadership.

5.4 Recommendations

5.4.1 Recommendations for the organization under study

The findings of this research indicate that the dominant leadership style of Ethio telecom managers is Transactional Leadership. The second-most popular style was transformational Leadership followed by passive avoidant Leadership. The management of Ethio telecom is practicing mainly transactional leadership style of exchange process based on the fulfillment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes. In light of these findings, the researcher suggests that Ethio telecom leaders should focus on practicing transformational leadership style across the company so that the leaders can transform their follower by helping them understand the importance of the organization

outcomes, encouraging them to rise above their self-interest to achieve the company goals and objectives.

Moreover, Ethio telecom can be benefited the following outcomes out of transformational leadership practice:

- It helps the company to inspire its staff to change their expectations, perceptions and motivations and to work towards common goals
- Leaders of the company can improves their followers'' awareness of transcendent, collective interests and more importantly to achieve extraordinary goals
- It helps Ethio telecom to motivate its staff to commit themselves to performance beyond expectation
- The leaders can also able to inspire their followers'' enthusiasm, and encourages them to rise to the high level of moral and ethical standard

According to the findings, female management members are few in number than male in all the level of the management positions (constitute only 16%). However, according to this research result, female leaders are more transformational than males. Therefore, it is advisable that the leaders of Ethio telecom should encourage and promote more female leaders to join the management members in all levels of the management positions so that the company can be benefited from the transformation leadership quality of female leaders and it can also achieve the fair representation of female leaders.

5.4.2 Recommendations for future research

The following suggestions can be drawn from this research for possible further research that could provide useful ideas for other researchers who are focusing on leadership areas.

This research was conducted based on the perception of the management members of Ethio telecom. Hence, researchers might further examine the leadership styles of Ethio telecom with involvement of non-management staff to compare and contrast results. This would offer a more comprehensive picture and better insight of the leadership styles in the company.

The multifactor leadership questionnaire MLQ (5X-Short Form) was the instrument used in this research. Interested researchers might further examine the leadership styles of Ethio telecom using other instruments such as the LBAII (Leadership Behaviors Assessment).

This research focused on the leadership styles of Ethio telecom management members. Hence, this research offers additional opportunities to those who are interested in the leadership area could further conduct research on the leadership styles of organizations from other industries (other than telecom) such as manufacturing, health service, transportation and other industries in Ethiopia.

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Appendices

Appendix A: Introductory letter for the participants

Dear Survey Participant,

You are invited to take part in a research thesis titled An Assessment of the Leadership Styles of Ethio telecom using the MLQ (5X-Short Form). I am graduating class of Executive MBA at Addis Ababa University. The issue I am researching is investigation of the dominant leadership styles of managers in Ethio telecom and the difference between the constructs of extra effort, effectiveness and satisfaction among the managers.

You are randomly selected to participate in this research survey, which will not take more than 20 minutes to complete. The survey is anonymous and your answers will be handled strictly confidential and will exclusively be used for the purpose of this research. Therefore, I request you to answer the questions as honest and objective as possible in for the success of the research.

Your decision to participate, or not, will be respected. If you decide to participate you may still change your mind and excuse yourself at any point during the survey.

I would like to thank you in advance for your indispensable cooperation and support in this endeavor.

Ephrem Arefaine

Executive MBA Graduating Class, Addis Ababa University

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Appendix B: Demographic questions

PART A – DEMOGRAPHIC QUESTIONS

Please answer the questions below. This questionnaire is anonymous and will remain **private and confidential**.

Tick ✓ appropriate box

Gender:

☐ Male ☐ Female

Age:

☐ 20 – 30 years
☐ 31 – 40 years
☐ 41 – 50 years
☐ 51 – 60 years
☐ Over 60 years

Education:

☐ Some College, no degree
☐ Bachelor's degree
☐ Master's degree & above

Position:

☐ N-1 (Chief Officer)
☐ N-2 (Officer)
☐ N-3 (Manager)

Appendix C: Multifactor Leadership Questionnaire (MLQ)

PART B: MLQ LEADER FORM (5x-Short)

MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ)

LEADER FORM (5x-Short)

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

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

	Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
	0	1	2	3	4
1. I provide others with assistance in exchange for their efforts.....	0	1	2	3	4
2. I re-examine critical assumptions to question whether they are appropriate.....	0	1	2	3	4
3. I fail to interfere until problems become serious.....	0	1	2	3	4
4. I focus attention on irregularities, mistakes, exceptions, and deviations from standards....	0	1	2	3	4
5. I avoid being involved when important issues arise.....	0	1	2	3	4
6. I talk about my most important values and beliefs.....	0	1	2	3	4
7. I am absent when needed.....	0	1	2	3	4
8. I seek differing perspectives when solving problems.....	0	1	2	3	4
9. I talk optimistically about the future.....	0	1	2	3	4
10. I instill pride in others for being associated with me.....	0	1	2	3	4
11. I discuss in specific terms who is responsible for achieving performance targets.....	0	1	2	3	4
12. I wait for things to go wrong before taking action.....	0	1	2	3	4
13. I talk enthusiastically about what needs to be accomplished.....	0	1	2	3	4
14. I specify the importance of having a strong sense of purpose.....	0	1	2	3	4
15. I spend time teaching and coaching.....	0	1	2	3	4
16. I make clear what one can expect to receive when performance goals are achieved.....	0	1	2	3	4
17. I show that I am a firm believer in "If it isn't broke, don't fix it".....	0	1	2	3	4

18.	I go beyond self-interest for the good of the group.....	0	1	2	3	4
19.	I treats others as individuals rather than just as a member of a group.....	0	1	2	3	4
20.	I demonstrate that problems must become chronic before taking action.....	0	1	2	3	4
21.	I acts in ways that build others' respect of me.....	0	1	2	3	4
22.	I concentrate my full attention on dealing with mistakes, complaints, and failures.....	0	1	2	3	4
23.	I consider the moral and ethical consequences of decision.....	0	1	2	3	4
24.	I keeps track of all mistakes.....	0	1	2	3	4
25.	I display a sense of power and confidence.....	0	1	2	3	4
26.	I articulates a compelling vision of the future.....	0	1	2	3	4
27.	I direct my attention toward failures to meet standards.....	0	1	2	3	4
28.	I avoid making decisions.....	0	1	2	3	4
29.	I consider an individual as having different needs, abilities, and aspirations from other...	0	1	2	3	4
30.	I get others to look at problems from many different angle.....	0	1	2	3	4
31.	I help others develop their strengths.....	0	1	2	3	4
32.	I suggest new ways of looking at how to complete assignments.....	0	1	2	3	4
33.	I delay responding to urgent questions.....	0	1	2	3	4
34.	I emphasize the importance of having a collective sense of mission.....	0	1	2	3	4
35.	I express satisfaction when others meet expectation.....	0	1	2	3	4
36.	I expresses confidence that goals will be achieved.....	0	1	2	3	4
37.	I am effective in meeting others' job-related needs.....	0	1	2	3	4
38.	I use methods of leadership that are satisfying.....	0	1	2	3	4
39.	I get others to do more than they expected to do.....	0	1	2	3	4
40.	I am effective in representing others to higher authority.....	0	1	2	3	4
41.	I work with others in a satisfactory way.....	0	1	2	3	4
42.	I heighten others' desire to succeed.....	0	1	2	3	4
43.	I am effective in meeting organizational requirements.....	0	1	2	3	4
44.	I increase others' willingness to try harder.....	0	1	2	3	4
45.	I lead a group that is effective.....	0	1	2	3	4

Appendix D: Total Description of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER	133	1	2	1.17	.373
AGE	133	1	4	2.12	.565
EDUCATION	133	1	3	2.17	.464
POSITION OF THE RESPONDANTS	133	1	3	2.71	.574
CONTINGENT REWARD	133	0	4	2.77	.968
INTELLECTUAL STIMULATION	133	0	5	1.66	1.065
MGT BY EXCEPTION(PASSIVE)	133	0	5	1.67	1.198
MGT BY EXCEPTION (ACTIVE)	133	0	4	2.38	1.105
LAISES-FAIRE LEADERSHIP	133	0	5	1.49	1.185
IDEALIZED INFLUENCE(BEHAVIOR)	133	0	5	1.42	.979
LAISES-FAIRE LEADERSHIP	133	0	4	1.33	1.035
INTELLECTUAL STIMULATION	133	0	5	1.53	1.070
INSPIRATIONAL MOTIVATION	133	0	5	1.51	1.056
IDEALIZED INFLUENCE(ATTRIBUTE)	133	0	5	1.61	1.192
CONTINGENT REWARD	133	0	5	2.70	1.101
MGT BY EXCEPTION(PASSIVE)	133	0	5	1.62	1.166
INSPIRATIONAL MOTIVATION	133	0	5	1.93	1.088

	N	Minimum	Maximum	Mean	Std. Deviation
IDEALIZED INFLUENCE(BEHAVIOR)	133	0	4	1.64	.995
INDIVIDUAL CONSIDERATION	133	0	5	1.83	1.077
CONTINGENT REWARD	133	0	4	2.77	1.105
MGT BY EXCEPTION(PASSIVE)	133	0	5	1.44	1.275
IDEALIZED INFLUENCE(ATTRIBUTE)	133	0	5	1.74	.951
INDIVIDUAL CONSIDERATION	133	0	5	1.47	.974
MGT BY EXCEPTION(PASSIVE)	133	0	4	1.47	1.171
IDEALIZED INFLUENCE(ATTRIBUTE)	133	0	5	1.56	1.062
MGT BY EXCEPTION (ACTIVE)	133	0	5	2.50	1.091
IDEALIZED INFLUENCE(BEHAVIOR)	133	0	5	2.20	.908
MGT BY EXCEPTION (ACTIVE)	133	0	5	3.03	1.261
IDEALIZED INFLUENCE(ATTRIBUTE)	133	0	5	1.60	1.080
INSPIRATIONAL MOTIVATION	133	0	5	1.50	1.126
MGT BY EXCEPTION (ACTIVE)	133	0	5	2.55	1.062
LAISES-FAIRE LEADERSHIP	133	0	4	1.49	1.119
INDIVIDUAL CONSIDERATION	133	0	5	1.59	1.066

	N	Minimum	Maximum	Mean	Std. Deviation
INTELLECTUAL STIMULATION	133	0	5	1.60	.992
INDIVIDUAL CONSIDERATION	133	0	5	1.83	1.001
INTELLECTUAL STIMULATION	133	0	5	1.50	1.027
LAISES-FAIRE LEADERSHIP	133	0	4	1.58	1.053
IDEALIZED INFLUENCE(BEHAVIOR)	133	1	4	1.60	.961
CONTINGENT REWARD	133	1	5	2.90	1.100
INSPIRATIONAL MOTIVATION	133	0	5	1.73	.993
EFFECTIVENESS	133	0	5	2.41	.888
SATISFACTION	133	0	5	1.89	1.042
EXTRA EFFORT	133	0	5	2.23	1.034
EFFECTIVENESS	133	1	5	2.26	.852
SATISFACTION	133	1	5	2.31	.906
EXTRA EFFORT	133	0	5	2.30	1.022
EFFECTIVENESS	133	1	5	2.37	.883
EXTRA EFFORT	133	1	5	2.39	.991
EFFECTIVENESS	133	1	5	2.34	.937
Total cont rward	133	4.00	16.00	11.1429	3.49056
Total cINT STMLN	133	1.00	17.00	6.2932	3.42845
Total TMBEPassive	133	.00	18.00	6.1880	4.05483
Total TMBEActive	133	2.00	18.00	10.4586	3.81288
Total LAIZES FAIRE	133	.00	16.00	5.8872	3.74905
Total II Bhvr	133	2.00	18.00	6.8571	3.18173
Total II	133	2.00	19.00	6.5113	3.46545
Total INS IMOTIVATIO	133	2.00	18.00	6.6767	3.44117
Total IND CONSD	133	.00	16.00	6.7293	3.16498

	N	Minimum	Maximum	Mean	Std. Deviation
TOTAL EXTRA EFFORT	133	2.00	14.00	6.9173	2.70814
TOTAL EFFECTIVENESS	133	3.00	19.00	9.3759	3.20889
TOTAL SATISFACTION	133	1.00	10.00	4.1955	1.78146
TOTAL TRANSFORMATIONAL LSP	133	8.00	86.00	33.0677	15.57445
TOTAL TRNSACTIONAL LSP	133	8.00	34.00	21.6015	6.86773
TOTAL PASSIVE AVOIDANT LSP	133	1.00	34.00	12.0752	7.55046
TOTAL OUTCOME OF LSP	133	7.00	42.00	20.4887	7.20544
Total leadership	133	40.00	150.00	66.7444	17.73144

Appendix E: Detailed Analysis results

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	111	75.0	83.5	83.5
	Female	22	14.9	16.5	100.0
	Total	133	89.9	100.0	
Missing	System	15	10.1		
Total		148	100.0		

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 years	12	8.1	9.0	9.0
	31 - 40 years	95	64.2	71.4	80.5
	41 - 50 years	24	16.2	18.0	98.5
	51 - 60 years	2	1.4	1.5	100.0
	Total	133	89.9	100.0	
Missing	System	15	10.1		
Total		148	100.0		

POSITION OF THE RESPONDENTS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	chief officers	8	5.4	6.0	6.0
	officers	23	15.5	17.3	23.3
	managers	102	68.9	76.7	100.0
	Total	133	89.9	100.0	
Missing	System	15	10.1		
Total		148	100.0		

EDUCATION				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	college or no degree	5	3.4	3.8	3.8
	bachelor degree	101	68.2	75.9	79.7
	masters degree	27	18.2	20.3	100.0
	Total	133	89.9	100.0	
Missing	System	15	10.1		
Total		148	100.0		

EDUCATION * POSITION OF THE RESPONDENTS Cross tabulation					
		POSITION OF THE RESPONDENTS			Total
		chief officers	officers	managers	
EDUCATION	College or no degree	1	1	3	5
	Bachelor degree	6	17	78	101
	Masters degree	1	5	21	27
Total		8	23	102	133

GENDER * POSITION OF THE RESPONDENTS Cross tabulation					
Count					
		POSITION OF THE RESPONDENTS			Total
		chief officers	officers	managers	
GENDER	MALE	7	21	83	111
	Female	1	2	19	22
Total		8	23	102	133

GENDER * AGE Cross tabulation						
Count						
		AGE				Total
		20 - 30 years	31 - 40 years	41 - 50 years	51 - 60 years	
GENDER	MALE	8	84	19	0	111
	female	4	11	5	2	22
Total		12	95	24	2	133

GENDER * POSITION OF THE RESPONDANTS Cross tabulation					
Count					
		POSITION OF THE RESPONDANTS			Total
		chief officers	Officers	managers	
GENDER	MALE	7	21	83	111
	Female	1	2	19	22
Total		8	23	102	133

AGE * POSITION OF THE RESPONDANTS Cross tabulation					
Count					
		POSITION OF THE RESPONDANTS			Total
		chief officers	officers	managers	
AGE	20 - 30 years	0	3	9	12
	31 - 40 years	3	13	79	95
	41 - 50 years	5	7	12	24
	51 - 60 years	0	0	2	2
Total		8	23	102	133

Reliability analysis of instruments

Reliability Statistics of LSP	
Cronbach's Alpha	N of Items
.892	36
Reliability Statistics of EFF	
Cronbach's Alpha	N of Items
.923	4
Reliability Statistics of SAT	
Cronbach's Alpha	N of Items
.798	2
Reliability Statistics of EXE	
Cronbach's Alpha	N of Items
.866	3

Reliability Statistics of TFA	
Cronbach's Alpha	N of Items
.960	20
Reliability Statistics of TSA	
Cronbach's Alpha	N of Items
.908	8
Reliability Statistics of PAL	
Cronbach's Alpha	N of Items
.930	8
Reliability Statistics of LSP outcome	
Cronbach's Alpha	N of Items
.948	9