



**Addis Ababa University
College of Social Sciences
Faculty of Business & Economics
Master of Business Administration (Extension Program)**

**The Effect of Leadership Style on Employees Performance:
The Cases of Commercial Bank of Ethiopia, Awash International Bank and
Cooperative Bank of Oromiya at Legetafo Town**

**A Thesis Submitted in Partial Fulfilment of the Requirements for the Award
of a Master's Program in Master of Business Administration (MBA)**

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Declaration

I, the undersigned declare that this thesis entitled “The Effect of Leadership Style on Employees Performance: The Cases of Commercial Bank of Ethiopia, Awash International Bank and Cooperative Bank of Oromiya at Legetafo Town” is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in anyother universities.

Jemilah mohammed

Signature

Date

Statement of Certificate

This is to certify that Jemilah Mohammed has completed her thesis entitled “The Effect of Leadership Style on Employees Performance: The Cases of Commercial Bank of Ethiopia, Awash International Bank and Cooperative Bank of Oromiya at Legetafo Town” is her original work and is submitted for examination with my approval as thesis.

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“The Effect of Leadership Style on Employees Performance: The Cases of Commercial Bank of Ethiopia, Awash International Bank and Cooperative Bank of Oromiya at Legetafo Town”

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As members of the Thesis Committee for this student, we approve the attached thesis		
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External Examiner	_____	_____
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Abbreviations

AIB	Awash International Bank.
CBE,	Commercial Bank of Ethiopia.
COOP	Cooperative Bank of Oromiya.
ETB	Ethiopian Birr.
LLS	Laissez-faire Leadership Style.
SPSS	Statistical Package of Social Science.
TLS	Transformational Leadership Style.
TRS	Transactional Leadership Style.

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Abstract

This research has been done on the effect of leadership style on employee performance in three banks namely, Commercial Bank of Ethiopia (Legetafo, Harbuguba and Daledumbel branches) Awash International Bank (Legetafo and Daledumbel branches) and Cooperative Bank of Oromiya (Legetafo and Daledumbel branches). The researcher used questioners as a method of data collection. From these banks a total of 126 respondents were planed and out of the total 120(95%) respondents were responded. The research questions were to know the effect of transformational, transactional and laissez-faire leadership style on employee performance, to identify how does transformational leadership affect employee performance, to indicated how does transactional leadership style affect employee performance in mentioned banks and to indicate what extent the impact of a laissez-faire leadership style have on study area. In answering the above questions, the objective of the study identified the effect of transformational, transactional and laissez-faire leadership style on employee performance, described how transactional leadership affects employee performance, mentioned how transformational leadership style affect employee performance and determined the impact of a laissez-faire management style on employee performance. Based upon the collected data, both qualitative and quantitative methods were use in analyzing processes Accordingly, the following the result of the study revealed (discovered) that transformational leadership style and transactional leadership style have positive relationship with employee performance in all the studied banks In the case of laissez-faire leadership style both Commercial bank of Ethiopia and Awash bank of the study area has negative leadership style on employees performance while has no relation on employee performance in Cooperative Bank of Oromia. From the result of the study the conclusion is driven that both transformational and transactional leadership style were encouraged for good employees' performance while laissez-faire leadership style discouraged in the study area. According to the result of the study and driven conclusion this research recommended that both transformational and transactional leadership style should be scaled up by giving on-job and off-job training in order to improve the leadership style. but laissez-faire leadership style must be avoided from all banks by discouraging its activities.

Key Terms: *transformational leadership style, transactional leadership style, laissez-faire leadership style and employee performance*

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CHAPTER ONE

INTRODUCTION

This chapter contains the background of the study, statement of the problem, research question, objective of the study (general and specific objective), significance of the study and organization of the study.

1.1. Background of the Study

Many studies on leadership style have been performed around the world, in Africa, and in Ethiopia. Various studies have been conducted around the world on the effect of leadership style on employee performance. Rasool et al. (2015), for example, conducted research on the Pakistani health sector and found that both transformational and transactional leadership styles have an impact on employee efficiency, but transactional leadership has a smaller impact than transformational leadership. Additionally, According to Mintzberg (2010) leadership is the key of trust that comes from the respect of others. Also, according to Batista-Taranet et al. (2009), businesses are changing their structures as a result of globalization in order to compete in a larger global arena. Furthermore, Tandoh (2011) stated that if a manager uses a job-centered leadership style, this style has a positive impact. Similarly, transactional leadership is more effective in several countries outside of North America, according to Jeger (1986). These countries include India, Nigeria, Japan, and Pakistan. Pakistan is a hierarchical country ruled by command and control (Ahmed, 1996). As a result, transactional leadership is a more powerful leadership style in the culture of Pakistan. Furthermore, Folabi, Obude, Okediji, and Ezeh (2008) demonstrated that transactional leadership is more successful when an organization's priorities and objectives need to be met. Managers play a critical role in directing employee success and providing new ideas. Staff, on the other hand, may be exploited by transformer leaders who use their power to achieve personal goals Franke and Felfe (2011). Ngethe et al. (2012), on the other hand, argue that the position of leaders and their leadership styles are critical in retaining employees. Employees may be motivated or demotivated by leadership styles, resulting in an increase or decrease in employee performance and propensity to stay in the company.

Similarly, to the rest of the world, several studies were performed in Africa. For example, in Ugandan local government authorities, Gimuguni et al (2014) found a positive relationship

between autocratic, laissez-faire, and democratic results. Also, Jamaludin (2011), conducted research on leadership and leadership styles and concluded that successful leaders are those who use their influence for the good of their followers as well as the organization. Leaders are one of the most important factors in increasing productivity and innovation (Lievens et al, 1997). On the other hand, Wanjala (2014) looked at the case of Safari Park Hotel in her thesis on the impact of leadership style on employee job performance in the hospitality industry. The aim of this study was to look at managers' leadership styles and how they influenced employee job performance. The democratic and transformational leadership styles were found to be more prevalent at the Safari Park Hotel than the directive model, according to her research. Additionally, according to the findings, a manager's leadership style has a positive or negative impact on employee job results. Pradeep and Prabhu (2011) in India, as well as Kehinde and Banjo (2014) and Ejere and Abasilim (2013) in Nigeria, found a positive relationship between both transformational and transactional leadership styles and employee performance.

Similar to world and Africa, there were many studies conducted in Ethiopia on the effect of leadership style on employee performance. For example, Tsigu and Rao (2012) in Ethiopia banking sector finds that the transformation leadership explained the variation in employee performance better than transaction leadership style. In addition to this, Bedasa (2020) conducted his research on Omo Kuraz 1 sugar factory and he concluded that, democratic style and laissez-fair leadership style have positive effect on the performance of employees in OmoKuraz Sugar Factory. On the other hand, autocratic leadership style has negative effect on employee performance.

1.2. Statement of the Problem

Employee performance includes competency of employees, achieving objectives, efficiency, effectiveness and applying clear responsibilities in doing work. Many organizations need strong leadership styles that initiate the employee performance. That's why study examines the best leadership style that inspires performance of employees. It is believed that an effective organization rooted on from the of business leaders. The idea of effective leadership is also adopted in the world of technology. In general leadership is the heart and soul of management in any organization for the successfulness of the organization that is mainly depend on the leadership style. Effectiveness of employee performance mainly depends on manager leadership style.

As the researcher stated on background of the study, in Ethiopian context Tsigu and Rao (2012) in Ethiopia banking sector finds that the transformation leadership explained the variation in employee performance better than transaction leadership style. In addition to this, Bedasa (2020) conducted his research on omo kuraz 1 sugar factory and he concluded that, democratic style and laissez-fair leadership style have positive effect on the performance of employees in OmoKuraz Sugar Factory. On the other hand, autocratic leadership style has negative effect on employee performance.

In many studies there is one important thing missed which is, almost all studies focus on one area, their scope is limited to one organization. They simply assess the effect on leadership style on employee performance. In addition to this, there is no research conducted on effect of leadership style in Ethiopia in the case of 3 or more organizations in Ethiopia. So, this research will fill the gap by doing the thesis on 3 banks with 7 branches, Commercial Banks of Ethiopia (Legetafo, Daledenbel and Harbuguba branches), two branches of Awash International Banks and two branches Cooperative Bank of Oromia (Legetafo and Daledenbel branches) including government and private banks of Ethiopia. In addition to this I am interested to do my research on leadership style. That is why I went to conduct this research. Based up on the above ideas, study can answer the following questions.

1.3. Research Question

1. What is the effect of transformational leadership style on employee performance in Ethiopia's public and private banks?
2. What is the effect of transactional leadership style on employee performance in Ethiopia's public and private banks?
3. What is the effect of laissez-faire leadership style on employee performance in Ethiopia's public and private banks?

1.4. Objective of the Study

The objective of this study was divided into two main parts which are called general objective and specific objectives.

1.4.1. General Objective

The overall goal of this research was to determine the effect of leadership style on employee performance in three government banks (Commercial Bank of Ethiopia, Harbuguba, Daledumbel and Legetafo branches) and four private banks (Awash International Bank and Cooperative Bank of Oromiya Daledumbel and Legetafo branches).

1.4.2. Specific Objectives

The specific objective of the study was: -

1. Explain the effect of transformational leadership style on employee performance Ethiopia's private and public banks.
2. Describe the effect transactional leadership style on employee performance Ethiopia's private and public banks.
3. Determine the effect laissez-faire leadership style on employee performance Ethiopia's private and public banks.

1.5. Delimitation (Scope) of the Study

At the Legetafo branch, research was performed on the effect of leadership style on employee performance in three government and four private banks (Commercial Bank of Ethiopia, Awash International Bank, and Cooperative Bank of Oromiya). I chose this location because the Legetafo region is relatively new in comparison to other regions.

1.6. Limitation of the Study

There were some limitations when this thesis conducted. I did not get enough information and I could not conduct interview because of the current pandemic issue (covid19). The questionnaires were not responded on time for the researcher. There was light and network issue, because of this I could not access all relevant information from online which may make it difficult for me to gate data. From all respondents 5% (6) respondents did not returned the questionnaires for the researcher. Even though such limitations faced me (the researcher) I managed (overcome) everything and successfully applied the research and achieved the intended objectives.

1.7. Significance of the Study

This study will be useful for the following purposes for: -

1. Future researchers and academicians will be able to determine the impact and influence of various leadership styles on employee performance and gain additional insights by evaluating the new findings of this research.
2. The banks to know the states of their leadership style and to find the effective the most appropriate leadership style to be fruitful.
3. Other organizations (banks) to apply the most appropriate and effective leadership style to gate better employee performance and to make the organization successful.

1.8. Organization of the Study

This thesis is organized into five parts. Background of the research, statement of the issue, objectives of the study, significance of the study, delimitation of the study, limitation of the study, and organization of the study are all covered in the first chapter. The literature review is presented in the second chapter, which includes a description of leadership, a definition of leadership style, styles of leadership style (transactional, transformational, and laissez-faire), characteristics of transactional and transformational leadership style, theories of leadership style, and the principle of employee performance, previous research about effect of leadership style on employee performance, gaps of pervious researches and conceptual framework of the study. The research design and methods are discussed in the third chapter. Introduction to methodology, research design and strategy, data collection sources, study population, sampling procedure, and ethical considerations. Chapter four the collected data presented analysed and interpreted. The reliability statics, model summery, ANOVA table coefficient table of each banks, multicollinearity, homoscedasticity and normality distribution also included in this chapter. The fifth chapter contains the summery conclusion and recommendation of the study are all covered. Finally, in the end, references and appendix are added.

CHAPTER TWO

RELATED REVIEW OF LITRATURE

2.1. Introduction

This chapter mainly contain definition of leadership, meaning leadership style, types of leadership style, theories of leadership style, the concept of employ performance and the conceptual framework of the study.

2.2. Definition of Leadership

“Leadership is one of the most observed and least understood phenomena on Earth,” according to Burns (1978). Fry (2003), on the other hand, described leadership as "the use of a leading strategy to provide motivating motives and to enhance the capacity for growth and development of the staff." Similarly, Ivansevich and Matteson (2008) described leadership as the ability to use the power of the organization's environment or circumstance to create a positive effect and environment impact on the achievement of difficult goals. He went on to say that leadership is the method of persuading others to act in order to achieve predetermined objectives. He also defied because leadership often entails someone influencing the behaviour of a follower or followers in a situation. Furthermore, according to Bass (1990), "leadership is an interaction between two or more members of a community that often includes a structuring or reforming of the situation as well as the members' views and expectations".

Yukl (1994) described leadership as the process of influencing a subordinate in such a way that the subordinate is motivated to ensure that the group maintains cooperation and the agreed task is completed, with the help of external groups. Moreover, Tead (1935) defines leadership as "the task of persuading others to work against a purpose that they find attractive." Also, according to Bohn and Grafton (2002), leadership is the process of establishing a clear vision, instilling self-confidence in subordinates, and achieving this through teamwork and attention to detail. In addition to this, Chapin (1924) defines leadership as "a polarization point for party cooperation." Northouse (2004), on the other hand, defines leadership as a mechanism by which a person influences a group of people to achieve a common goal. Also, Janda (1960) defines leadership as “a group member's belief that another group member has the authority to recommend behaviour practices for the former in his activity as a member of a specific group”.

Additionally, Priyono (2011), a leader is someone who can persuade others to help him achieve his objectives. Path Goal theory (destination path theory) of leadership has been developed to understand how a leader's behaviour influences subordinate satisfaction and success. On the other hand, Leadership, according to Allport (1924), is described as "personal social power". Leadership appears to be the activity of a group leader influencing a group member to accomplish the group's objectives (Lussier & Achua, 2007). Not only but also, Bundel (1930), on the other hand, defines leadership as "the practice of persuading others to do what one desires". Moreover, according to Robbin (2002), leadership is described as the ability to control a group's goals. Furthermore, Bernard (1926) defines leadership as "a individual who is more than normally efficient in caring psychosocial stimuli to others and is thus successful in conditioning collective responses." In addition to this, a leader, according to Fatokun et al., (2010), is an individual who takes the lead in interactions and influences the behaviour of other members of the community. He is an individual who has power over others and is in charge of directing their behaviour. Davis (1942), on the other hand, defines leadership as "the dynamic force that motivates and coordinates the organization in achieving its objectives."

2.3. Definition of Leadership Style

According to Wati (2010) leadership style is the way of leaders to influence others or subordinates that the person is willing to do the way of the leadership to achieve organizational goals although personally, it may be unpopular. In addition to this, Kippenberger (2002) leadership style is the style that a leader adopts in their dealings with those who follow them. He also explains that style in this type of context is generally taken to mean a way of behaving. The appropriate style will depend on a wide variety of criteria, including the relationship between the parties involved, the nature of what needs to be done, and the match or mismatch between the difficulty of the task and the competencies available. On the other hand, workhybels (2002) states that leaders often have impact not only because they are highly gifted but also because their leadership styles mesh perfectly with specific ministry needs. Similarly, Uris (1991) standardised leadership style instruments can help uncover an individual leadership style which may assist in being effective or even more effective in leadership.

2.4. Theories of Leadership

There are various theories about leadership styles. The trait school theory, the contingent (situational) theory of leadership style, and the transactional (behavioural) and transactional (managerial) theory of leadership style are all examples of leadership styles.

2.4.1. The Trait School Theory

The trait viewpoint, which dates back to the 1940s, assumes that great leaders are born with distinguishing personality characteristics that make them ideally suited for leadership and differentiate them from other individuals or their followers. The trait theory of Stogdill (1948) assumes that people are born with certain characteristics or attributes that make them ideally suited to leadership. Leaders are often identified by trait theories as having some personality or behavioural traits in common. Many people have started to question this hypothesis, claiming that if such characteristics are important features of leaders and leadership, how can we understand people who have certain traits but are not leaders? Scholars gradually shifted paradigms in search of new reasons for successful leadership due to inconsistencies in the relationship between leadership characteristics and leadership effectiveness. Also, according to Turner and Muller (2005), this school of thought was popular prior to the 1940s. It is assumed that leaders are born, not created, and that they have certain characteristics that non-leaders lack.

2.4.2. The Contingency (Situational) Theory of Leadership Style

According to the contingency principle, what makes a good leader depends on the circumstance. The Path-goal theory is a contingency theory that distinguishes four leadership behaviours: directive leaders, supportive leaders, participative leaders, and achievement-oriented leaders, according to House (1971). Contingency theories also assume that the relationship between leadership style and organizational outcomes is moderated by environmental factors, and that therefore the outcomes cannot be predicted by leadership style unless the situational variables are understood (Cheng and Chan, 2002) C. Cheng and M. T. Chan (2002). School-Based Management Implementation: London: Routledge Falmer, A Multi-Cheung Wong & Evers C. W. London: Routledge Falmer, A Multi-Cheung Wong & Evers C. W. According to the theories, no single leadership style is specific because it is dependent on factors such as the nature of the followers, their situation, and a variety of other variables (Greenleaf, 1977).

2.5. Types of Leadership Style

There are various leadership styles to choose from. Transactional leadership, transformational leadership, and laissez-faire leadership are the three types.

2.5.1. Transformational Leadership

According to (Robbins 2003), transformational leadership inspires followers to put the organization's needs ahead of their own; leaders can have a profound and desirable impact on followers to motivate them to make the necessary changes. Transformational leaders, on the other hand, are able to inspire followers to see challenges in different ways and help them develop their full potential, according to Crotts and Aziz (2001), resulting in increased imagination among their followers. This is a leadership style that inspires followers to perform beyond and above expectations by appealing to higher standards and moral principles. It can change both individuals and organizations (Bass, 1985).

Furthermore, according to Walumbwa, Avolio, and Zhu (2008), transformational leadership is linked to subordinate skills and job worth when evaluating employee results. They educated their employees, set up meetings with their subordinates, and solicited input from them, resulting in increased employee productivity. Also, the majority of companies improve employee efficiency by empowering their employees (Ozaralli, 2002). Additionally, when a company uses a transformational leadership style, employees are more likely to share their experience (Behery, 2008). Furthermore, according to Zafra, Retamero, and Landa (2008), transformational leaders have high emotional intelligence and emerge as leaders during group cohesiveness, which boosts their followers' confidence, inspiration, and morals (Bass, 1999). It also pays attention to the more delicate aspects of organizational interactions, such as vision, culture, principles, growth, teamwork, and operation (Fairholm, 2001).

The transformational leader makes the difference by stressing the symbolic and expressive dimensions of task goal activities, as well as the essential principles involved (Bass, 1998). In addition, transformational leadership, according to Aldoory & Toth (2004), builds loyalty to organizational goals and then inspires subordinates to achieve those objectives and improve worker efficiency. Moreover, transformational leaders, according to Bass and Riggio (2006), those who enjoy motivating and encouraging their followers to achieve extraordinary results while honing their own leadership skills. This implies that transformational leadership is change-

oriented, especially in terms of how objectives are met. These leaders are concerned not only with achieving organizational targets that exceed specified objectives, but also with the growth of their employees' and subordinates' capabilities.

According to Avolio & Popper (2001), transformational leadership is beneficial for organizational creativity in the age of competition. This leadership style allows subordinates to look beyond their own interests in order to accomplish organizational objectives that go beyond what is specified. This is also accomplished by influencing their perceptions, behaviour, morals, thoughts, desires, and values (Bass, 1985). It's important to note that Burns (1978) introduced this idea, which was later expanded by researchers such as Bass and Avolio (1990); Bass, Avolio, Jung, and Berson (2003); and Antonakis, Avolio, and Sivasubramanian (2008).

2.5.1.1. Characteristics of Transformational Leadership Style

Idealized attributes, idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation are the five distinct components of transformational leadership style (Bass & Avolio, 1997).

Idealized Influence (Charisma)

The leader acts admirably, causing his or her supporters to identify with him or her. Charismatic leaders typically demonstrate their beliefs, take stands, and speak to their followers on an emotional level. Furthermore, idealized influence extends beyond the subordinate defining the leader's characteristics that are deemed important to their actual behaviour or acts, especially in their ability to clearly express the organization's vision to the followers and inspire them to embrace and internalize the vision (Bass, 1999). These traits of transformational leadership style, on the other hand, make the leader charismatic and a role model for their followers (Avolio & Bass, 2004). It also applies to the leader's emotional effect on subordinates, which motivates them to work beyond their own self-interest in order to achieve mutual goals (Avolio & Bass, 2004). On the contrary, it is a leader's ability to win his followers' esteem and affection so that they emulate him (Barbuto and Burbach 2006).

Inspirational Motivation

The degree to which a leader articulates a vision that is appealing and encouraging to subordinates is referred to as inspirational motivation. It entails motivational behaviours that

offer subordinates' duties significance. In addition, the leader inspires followers to contribute to the organization's vision by performing symbolic deeds. They also encourage positive team spirit as a way of motivating team members to achieve their objectives (Avolio & Bass, 2004). In the other hand, inspirational motivation refers to how much a leader pushes his or her subordinates by instilling trust and a sense of mission in them, allowing the organisation to achieve its goals. (Yukl, 2013). Moreover, this implies that the leader exhibits a high level of enthusiasm, optimism and communicative with the proper use of words with the aim of upgrading his or her commitment. Furthermore, this means that the leader demonstrates a high degree of passion, motivation, and communication through the correct use of terms in order to increase his or her loyalty pledge to the organization's goals and shared vision. Not just that, but transformational leaders should aim to boost their followers' morale, excitement, and focus (Al-Jaroudi 2010).

Intellectual Stimulation

Intellectual simulation, this factor refers to how often the leader questions expectations, takes chances, and solicits feedback from his or her supporters. Leaders who have this characteristic often stimulate and facilitate innovation in their followers. This refers to behaviours that motivate subordinates by rephrasing issues, pushing them to create creative and innovative ideas, and solving old situations in novel ways (Nicholson, 2007). Employees are also trained and upgraded to become more aware, inventive, and imaginative (Krishnan 1998).

Individualized Consideration

Individualized concern refers to leaders paying close attention to the desires of their subordinates. The leader takes on the role of a coach or mentor (Nicholson, 2007). Furthermore, individualised consideration or individualised attention demonstrates that the leader pays attention to the needs of each follower, serves as a tutor or coach for the follower, and listens to the follower's concerns and needs. In addition, the leader's attitude as a mentor and coach demonstrates individualized consideration. In addition, the leader demonstrates appreciation and concern, attends to the needs of each member in the group, and expresses joy when the followers achieve the organization's mutual objectives (Winkler, 2010). Also, intellectual stimulation is measured by how much a leader defies expectations or the status quo, takes chances, and is open to new ideas from his or her followers without being critical (Bass et al., 2003).

2.5.2. Transactional Leadership

Transactional leadership is described by Robbins as "leaders who lead primarily through social exchanges for transactions" (Robbins, 2007). Furthermore, according to Bass, Avolio, Jung, and Berson (2003), this leadership style is typically at the top of the leader's functional specialty and has little insight to see that reform is required and what the implications of sticking with the same practices may be. Leader–follower relationships are founded on a set of exchanges or bargains between leaders and followers, according to popular belief. Not only that, but transactional leadership arises when the leader's motivation and control are dependent on the quality of the follower's output (Bass, 1998).

Transactional leadership is defined by the contractual arrangement that occurs between the leader and his or her subordinates, which is based on their individual benefits (Winkler, 2010). Furthermore, analysing, praising, and evaluating a leader does not truly ensure the followers' honesty; thus, transformational leadership is rendered ineffective (Parry & Thomson, 2002). Leaders can also use a transactional leadership style. This leadership style is often based on the authority and prestige of the organization's bureaucracy. Expectations for the job, assignments, and task-oriented goals are all emphasized. It also stresses work fulfilment and employee enforcement, and employee performance is based on organizational rewards and penalties (Burns, 1979).

Transactional style of leadership is known for using the carrot and stick approach to achieve organizational objectives (Bass, 1997). Furthermore, this implies that workers are compensated based on the completion of their duties, and that, in order to escape termination, they must also meet the leader's criteria (Aarons, 2006). As indicated by Avolio and Bass (2004), Kuhnert & Lewis, (1987) also Stated that transactional leadership is described as an exchange between followers and leaders that achieves the leader's and followers' desired outcomes by satisfying the leader's and followers' expectations through promises or commitments based on respect and trust. Similarly, Jung (2000–2001) describes transactional leadership as a leader's ability to recognize and clearly demonstrate how to meet the needs and desires of followers in return for their success.

2.5.2.1. Characteristics of Transactional Leadership Style

They are different characteristics of transactional leadership style. Avolio and Bass (2004), transactional leadership comprises three elements: contingent reward, active management by exception, and passive management by exception.

The Contingent Reward

Contingent reward refers to a leader's setting of goals and performance standards for his or her followers, as well as the use of incentives such as rewards and promotions to motivate them to achieve the desired results (Akram, Lei, Hussain, Haider, & Akram, 2016). This trait also reveals a leader's style of connecting the target to rewards, clarifying goals, and providing a variety of rewards for good performance.

Active Management by Exception

The leader's continuous monitoring to ensure that activities are completed, problems are identified and resolved, and processes are strengthened is known as active management by expectation (Gill, 2012). Furthermore, this means that the leader is aware of the actions of their followers. This trait is divided into two types: passive and active leaders.

Passive Management by Exception

Leaders who are reactive to problems and respond to them only when they occur demonstrate passive management through expectation. These leaders respond to problems as they arise (Yahaya & Ebrahim, 2016). Furthermore, according to (Avolio, Bass, & Jung, 1999), appropriate use of contingent reward is a valuable feedback to assemble expectations with followers in terms of their success in order to make transactional leadership more successful.

2.5.3. Laissez-faire Leadership Style.

The laissez-faire style, according to Robbins (2007), "abdicates obligations to avoid making decisions." Luthans (2005) described laissez-faire style as someone who "abdicates responsibilities and avoids making decisions. "In the other side, unless the leader's subordinates are expert and well-motivated professionals, such as scientists, it is difficult to justify his leadership style. "Leaders delegate all decision-making authority to community members" (Mondy & Premeaux 1995). Similarly, Bhatti, Maitlo, Shaikh, Hashmi, and Shaikh (2012) stated that a laissez-faire leadership style includes a "non-interference policy, complete freedom for all

workers, and no particular way of achieving goals. "Also, this leadership style is distinguished by its physical appearance, but it is lacking in leadership (Lewin, Lippitt, & White, 1939). It's also described as "the inability or a sign of general failure to take responsibility for managing and organizing activities, thus demonstrating leaders who avoid making decisions, hesitate to act, and are absent when required in critical situations" (Eagly, Johannesen-Schmidt, & Van Engen, 2003).

The laissez-faire leadership style is also known as the "hands-off" style. It is also one in which the boss has little to no guidance and allows workers as much flexibility as possible. Basically, this style looks straightforward and easy-going between leaders and subordinates. In studies of different types of organizations, however, both transformational and transactional leadership styles have been shown to be positively associated with organizational outcomes (Snodgrass & Schachar, 2008). Laissez-faire leadership is also described by Bass and Avolio (1990) as "the absence of leadership" and "the avoidance of action." Furthermore, laissez-faire leaders also act as if they are free of the obligations and duties that have been entrusted to them (Lewin, Lippitt & White, 1939). Not only that, but this leadership style parallels Blake and Mouton's (1985) concept of "impoverished management," which describes a leader who makes limited effort to complete necessary tasks and shows little regard for subordinates (Einarsen, Aasland & Skogstad, 2007).

According to Lewin et al (1939), laissez-faire leaders are nominated to leadership positions and physically hold them, but they lack the roles and duties that have been delegated to them. As a result, laissez-faire leadership should be viewed as "zero leadership" as well as "lack of presence." Schyns and Schilling (2013), on the other hand, disagree with this assertion, and Einarsen et al (2007) regard laissez-faire leadership as a form of destructive leadership. Furthermore, Einarsen and colleagues (2007) claim that laissez-faire leadership undermines organizational goals and/or subordinates' well-being, thereby violating the legitimate interests of organizations and their employees. In addition, Bass and Avolio (1997) consider laissez-faire leadership, as well as active corrective leadership (leading by tracking and reflecting on mistakes) and passive corrective leadership, as ineffective leadership styles (waiting for things to go wrong before intervening).

2.6. Employee Performance (Job Performance)

Employee performance is characterized as an individual's self-control and behaviour that affects the achievement of organizational goals (Campbell, 1990). According to Rotundo and Sackett (2002), performance is described as the individual's actions and behaviours that contribute to the organization's goals. Employee performance typically also refers to the amount of production produced from job execution by an employee over a given period of time in an organization. Also, achieved or demonstrated accomplishment is referred to as performance (Indonesian Dictionary, 2001). The level of accomplishment of the activities/programs/policies in realizing the organization's goals, priorities, purpose, and vision as described in the strategic planning of an organization is referred to as performance. Additionally, the concept is often used to describe the results or accomplishments of individuals and groups of individuals in terms of their success rate (Parlinda, 2012). Moreover, according to Robbins (2007), performance is the product of a comparison of an individual's work to defined standards, and the concept of performance as a result of the quality and quantity of work completed by individuals in carrying out their duties in accordance with the responsibilities assigned.

2.7. Conceptual Framework of the Study

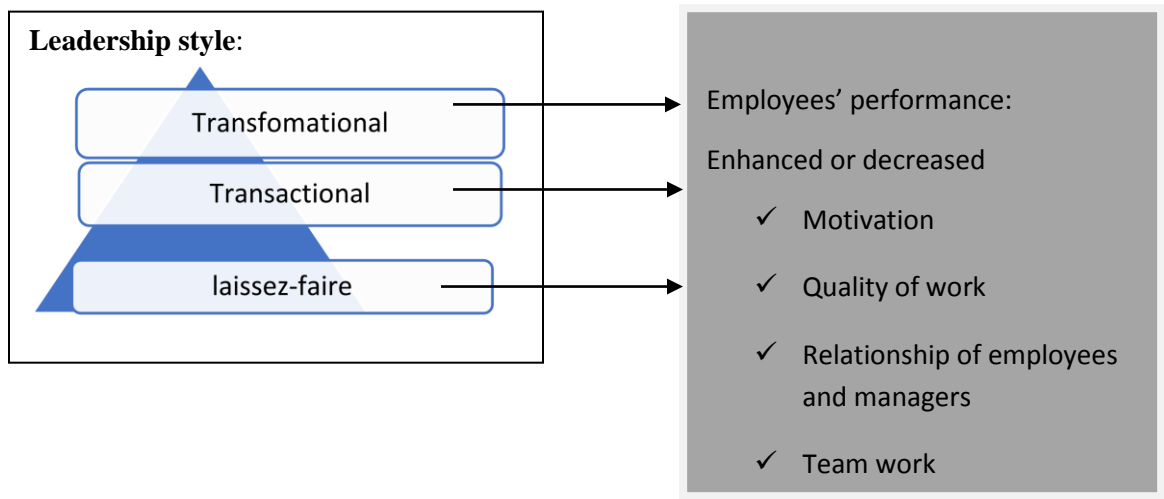
Leadership role is guiding and motivating staff and acting as a positive influence in the workplace. It is aimed at getting the members of an organization move in the direction that will achieve its objectives. It is an activity of building relationship and communicating with employees & coaches them. It involves influencing others to engage in the work behaviour necessary to reach organizational goals. As a leader, heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed. Therefore, the leader is responsible for planning work method using scientific principles and workers are responsible for executing work accordingly and encouraging employees. Generally, leadership is the heart and soul of management in any organization.

Based upon the above theoretical perspective of leadership, this study will focus on the relationship between leadership and employees' performance in the case of three Commercial Bank of Ethiopia, two Awash international banks and two Commercial banks of Oromia at Lagatafo branch. The major objective of the study is to analyse in the banking industry in the case of selected banks in Legatafo the effect of leadership on employees' performance.

In the studying processes the independent variables (leadership) will be measured interims of characteristics of leadership (transformational, transactional and laissez-faire) and based on ways of judgment about people's, communication and commitment in profitable business sector. The dependent variable (Employees' performance) will be measured in terms of employees' performance appraisal or employees' efficiency and effectiveness in the organization under study per annum. In the data collecting possesses primary data will be collected from informants using questionnaires and interviews methods of data collection. On the other hand, the secondary data will be collected from books, research papers, journals, articles and internet accesses. In analysing process, the data will be analysed by using correlation and regression analysis using SPSS software as a tool and narrative analysis using leadership theoretical perspective.

Shortly the conceptual framework for this study can be shown as follows:

Figure 1: Conceptual Framework



Source: - Organized by researcher, 2020

CHAPTER THREE

DESIGN AND METHODOLOGY

Research design is a plan for gaining a sample from population of the study. According to C.R. Kothari (2004), research design mentions to the technique and the process that the researcher should agree in selecting the samples from the studied population. In collecting and analyzing data, qualitative and quantitative research approach was applied.

3.1. Introduction

The main purpose of this study was typically the quantitative research time that gains the focus in mixed-method designs, where the survey process and resulting data play great roles, while the qualitative research component acts in a supporting role in the overall design (Margaret, 2015). Therefore, both qualitative as well as quantitative research design was conducted in the process concerning the area, from government and private banks of Legetafo.

3.2. Research Design Approach

The data was collected from primary and secondary sources. The primary data was focused on the informants of the study while secondary data was focused on the written documents on leadership style and employ performance.

3.2.1. Primary Sources of Data

The primary data was collected through questionery from employees of three Commercial Bank of Ethiopia (Legetafo, Harbuguba and Daledumbel branches), two Cooperative Bank of Oromia (Legetafo, and Daledumbel branches) and two Awash International Bank (Legetafo, and Daledumbel branches) specifically in the year 2013 E.C.

3.2.2. Secondary Sources of Data Collection

The secondary source of data was collected from journals, books, articles, handbooks, internet and etc. which are connected to “the effect of leadership style on employee performance”.

3.3. Population of the Study

Commercial Bank of Ethiopia (Legetafo, Harbuguba and Daledumbel branches), Cooperative Bank of Oromia (Legetafo, and Daledumbel branches) and Awash International Bank (Legetafo, and Daledumbel branches), 22 km far from Addis Ababa in the direction of Dessie road. They are totally 126 employees are there. Throughout the data collection, the researcher

was focused on the all employees of each banks because they have enough information about the leadership style and the employee performance.

3.4. Sampling Procedure

The case study was limited to the purposively selected private and government banks, Legato branch. These banks selected because they are new for Legetafo even Legetafo regain is new as compared to another region. The communication was taken place in English.

3.5. Sample Size

In conducting this study, for the questionnaire's methods of data collection all employees of the target study (126) employees were targeted. Accordingly, in the case of CBE, 23 employees from Legetafo branch, 20 from Harbuguba branch and 21 from Daledumbel branch were included in the study. Similarly in the case of AIB the research took 20 employees from Legetafo branch and 12 employees from Daledumbel branch. Concerning COOP, 16 employees from Legetafo branch and 14 employees from Daledumbel branch were participated in the questionnaire.

3.6. Mathematical model

The relationship connecting the independent and dependent variables is given bellow. That is mathematically the model is expressed as:

$$EP = \beta_0 + \beta_1 TLS + \beta_2 TRS + \beta_3 LLS + e$$

Where: - β_0 is the intercept of regression.

β_1 , β_2 and β_3 are coefficient of regression.

TLS is transactional leadership style.

TRS is transformational leadership style.

LLS is laissez-faire leadership style.

EP is employee performance.

e is the stochastic error term capturing other explanatory variables on explicitly included in the model.

3.7. Data analysis

After collecting all relevant data, the data was coded, edited analysed to eliminate errors and insure consistency. The data was analysed by statistical package of social science (SPSS) version

23 computer software. By SPSS software, the researcher used frequency and percentage of each question. In addition to this, the regression, multicollinearity correlation, normality test, linearity test and homoscedasticity are presented.

3.8. Ethical Consideration

A researcher should address ethical considerations when collecting data during the research process (Marshal and Rossman) (2006). As a result, the problem of ethics should be addressed in this research. The participants were properly informed of the study's purpose and the safeguards in place to ensure that each individual participating in the study was treated with respect, dignity, and independence. Participants were also told that any information they supply can be kept private and not shared with anybody else.

3.9. Validity and Reliability

Every study must address validity and reliability because the precision, dependability, and trustworthiness of the data are all dependent on it. The validity of an instrument refers to how accurate it is in acquiring the data it is designed to collect (Mugenda and Mugenda 2003). The degree to which an instrument measures what it claims to measure is referred to as validity. Based on the data, the critical person correlation at degree of freedom (DF 2,180) of 0.195 is less than the obtained person correlation of all items in the study. So, this implies the questionnaires are valid. If Cronbach's alpha is <0.70 it is poor, if it is between 0.7-0.8 it is good, if it is 0.8-0.9 very good, if it is > 0.9(90%) it is excellent. So, in this case reliability of each banks is excellent because Cronbach's alpha of all banks is >0.9(90%).

Table 1: Cronbach's alpha test

Reliability Statistics of COOP		Reliability Statistics of AIB		Reliability statistics of CBE		Reliability Statistics of All Banks	
Reliability Statistics		Reliability Statistics		Reliability Statistics		Reliability Statistics	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.964	28	.943	28	.950	28	.962	28

Source: - SPSS output

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRITATION

Introduction

The study's findings are examined, presented, and interpreted in this part. The data gathered through surveys was examined and presented in order to respond to the research questions posed in the first chapter. The sample size was 126, as mentioned in the third chapter. It was distributed in seven banks to each of the respondents, and 95 percent (120) of them responded the questionnaires.

Table 2: - Respondents Profile

Variables		COOP		AIB		CBE	
		Frequency	%	Frequency	%	Frequency	%
Gender	Male	18	60.0	22	73.3	47	78.3
	Female	12	40.0	8	26.7	13	21.7
	Total	30	100	100	100	60	100
Age	21-30	18	60.0	14	46.7	29	48.3
	31-40	11	36.7	15	50.0	26	43.3
	41-50	1	3.3	0	0	5	8.3
	Above 50	0	0	1	3.3	0	0
	Total	30	100	100	100	60	100
Educational level	Diploma	0	0	0	0	1	1.7
	Degree	26	86.7	24	80.0	37	61.7
	Masters	4	13.3	4	16.7	22	36.7
	PHD	0	0	1	3.3	0	0
	Total	30	100	30	100	60	100

Source: - field data, 2021

As seen on the above table 2, gender of respondents of COOP, 18(60%) of them are male and 12(40%) of them are female. Age of respondents of COOP, 18(60%) of them are between 21-30, 11(36.7%) of them are between 31-40 and 1(3.3%) of them are between 41-50. Educational level of respondents of COOP, 26(86.7%) of them are degree holders, 4(13.3%) of them are masters holders. Gender of respondents of AIB, 22(73.3%) of them are male and 8(26.7%) of them are

female. Age of respondents of AIB, 14(46.7%) of them are between 21-30, 15(50%) of them are between 31-40 and 1(3.3%) of them is above 50. Educational level of respondents of AIB, 26(80%) of them are degree holders, 4(16.7%) of them are masters holders and 1(3.3%) of them is PHD holder. Gender of respondents of CBE, 47(78.3%) of them are male and 13(21.7%) of them are female. Age of respondents of AIB, 29(48.3%) of them are between 21-30, 26(43.3%) of them are between 31-40 and 5(8.3%) of them are between 41-50. Educational level of respondents of AIB, 1(1.7%) of them is diploma holder, 37(61.7%) of them are degree holders and 22(36.7%) of them are masters holders.

Table 3: - Response on Individual Consideration of COOP

No.	Variables		Frequency	percentage
1.	The manager helps others to develop themselves.	Strongly Agree	7	23.33
		Agree	14	46.67
		Neutral	5	16.67
		Disagree	3	10.0
		Strongly Disagree	1	3.3
		Total	30	100
2.	The manager gives personal attention to others who seems rejected.	Strongly Agree	9	30.0
		Agree	12	40.0
		Neutral	5	16.7
		Disagree	2	6.7
		Strongly Disagree	2	6.7
		Total	30	100
3.	The manager late others know how he/she think we are doing.	Strongly Agree	9	30.0
		Agree	11	36.0
		Neutral	6	20.0
		Disagree	3	10.0
		Strongly Disagree	1	3.3
		Total	30	100

Source: - field data, 2021

In the case of individual consideration table 3 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 7(23.3%) of them strongly agree, 14(46.47%) of them agree, 5(16.67%) of them neutral and 4(13.3%) of them disagree 0(0%) of them strongly disagree. As we have seen from the above table the sum of agreement is 21(70%) and the sum of disagreement is 4(13.3%). When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. From these analyses one can easily understand that the managers of COOP of Legetafo and Daledembel branches help employees to develop themselves. From the second question 9(30%) of respondents strongly agree, 12(40%) of them agree, 5(16.7%) of them neutral, 2(6.7%) of them disagree and 2(6.7%) of them strongly agree. As we have seen on the above table 21(70%) of them agreed and 4(13.3%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. So, from this data we can conclude that managers of COOP of Legetafo and Daledembel branches give personal attention to others who seems rejected. From the third question 9(30%) of them strongly disagree, 11(36%) of them agree, 6(20%) of them neutral, 3(10%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the above table 20(66%) of them agreed and 4(13.3%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. From these analyses one can easily understand that the managers of COOP of Legetafo and Daledembel branches let others know how they think they are doing.

Table 4: - Response of Idealized Influence of COOP

No.	Variables		Frequency	percentage
1.	I am proud to be assessed with my manager.	Strongly Agree	5	16.7
		Agree	15	50.0
		Neutral	7	23.3
		Disagree	3	10.0
		Strongly disagree	0	0
		Total	30	100
2.	The manager makes others feel good to be around him/her.	Strongly Agree	6	20.0
		Agree	15	50.0

		Neutral	6	20.0
		Disagree	3	10.0
		Strongly disagree	0	0
		Total	30	100
3.	I have complete faith in my manager.	Strongly Agree	7	23.0
		Agree	13	43.3
		Neutral	5	16.7
		Disagree	5	16.7
		Strongly disagree	0	0
		Total	30	100

Source: - field data, 2021

In the case of idealized influence table 4 of COOP, the respondent's response was analysed according to the questioner presented for them. According to the first question 5(16.7%) of them strongly agree, 15(50%) of them agree, 7(23.3%) of them neutral, 3(10%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 20(56.7%) and the disagreement is 3(10%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that employees of COOP of Legetafo and Daledembel branches are proud to be assessed by their managers. From the second question 6(20%) of them strongly agree, 15(50%) of them agree, 6(20%) of them neutral, 3(10%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the observe table the agreement is 21(70%) and the disagreement is 3(10%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches make others feel good to be around them. From the third question 7(23%) of them strongly agree, 13(43.3%) of them agree, 5(16.7%) of them neutral, 5(16.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the observe table the agreement is 20(70%) and the disagreement is 5(16.7%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of COOP of Legetafo and Daledembel branches have complete faith in their managers.

Table 5: - Response of Intellectual Simulation of COOP

No.	Variables		Frequency	percentage
1.	My manager provides others with new way of looking at puzzling things.	Strongly Agree	5	16.7
		Agree	12	40.0
		Neutral	8	26.7
		Disagree	4	13.3
		Strongly Disagree	1	3.3
		Total	30	100
2.	My manager gets others to rethink ideas that they had never questioned before.	Strongly Agree	5	16.7
		Agree	13	43.3
		Neutral	5	16.7
		Disagree	6	20.0
		Strongly Disagree	1	3.3
		Total	30	100
3.	My manager enables others to think about old problem in new ways.	Strongly Agree	4	13.3
		Agree	15	50.0
		Neutral	6	20.0
		Disagree	4	13.3
		Strongly Disagree	1	3.3
		Total	30	100

Source: - field data, 2021

In the case of intellectual simulation table 5 of COOP, the respondent's response was analysed according to the questioner presented for them. According to the first question 5(16.7%) of them strongly agree, 12(40%) of them agree, 8(26.7%) of them neutral, 4(13.3%) of them disagree and 1(3.3) of them strongly disagree. As we have seen on the above table the agreement is 17(56.7%) and the disagreement is 5(16.7%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches provide others with new way of looking at puzzling things. From the

second question 5(16.7) of them strongly agree, 13(43.3%) of them agree, 5(16.7%) of them neutral, 6(20%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the above table the agreement is 18(60%) and the disagreement is 7(23.3%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches get others to rethink ideas that they had never questioned before. From the third question 4(13.3%) of them strongly agree, 15(50%) of them agree, 6(20%) of them neutral, 4(13.3%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 5(16.7%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches enable others to think about old problem in new ways.

Table 6: - Response of Inspirational Motivation of COOP

No.	Variables		Frequency	percentage
1.	My manager expresses in a few simple words about what could and should do.	Strongly Agree	8	26.7
		Agree	9	30
		Neutral	10	33.3
		Disagree	2	6.7
		Strongly Disagree	1	3.3
		Total	30	100
2.	My manager helps me to find meaning in my work.	Strongly Agree	5	16.7
		Agree	17	56.7
		Neutral	1	3.3
		Disagree	5	16.7
		Strongly Disagree	2	6.7
		Total	30	100
3.	My manager provides appealing image about what we do.	Strongly Agree	6	20.0
		Agree	15	50.0
		Neutral	5	16.7
		Disagree	4	13.3
		Strongly disagree	0	0
		Total	30	100

Source: - field data, 2021

In the case of inspirational motivation table 6 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 8(26.7%) of

them strongly agree, 9(30%) of them agree, 10(33.3%) of them neutral, 2(6.7%) of them disagree and 1(3.3) of them strongly disagree. As we have seen on the above table the agreement is 17(56.7%) and the disagreement is 3(10%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches express in a few simple words what could and should employees do. From the second question 5(16.7%) of them strongly agree, 17(56.7%) of them agree, 1(3.3%) of them neutral, 5(16.7%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 21(70%) and the disagreement is 7(23.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches help their employees to find the meaning in their work. From the third question 6(20%) of them strongly agree, 15(50%) of them agree, 5(16.7%) of them neutral, 4(13.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the observe the agreement is 21(70%) and the disagreement is 4(13.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches provide appealing image about what employees do.

Table 7: - Response of Laissez-faire Leadership Style of COOP

No.	Variables		Frequency	percentage
1.	I encourage others to thinks my way.	Strongly agree	3	10.0
		Agree	16	53.3
		Neutral	9	30.0
		Disagree	2	6.7
		Strongly disagree	0	0
		Total	30	100
2.	I share my own idea.	Strongly agree	3	10.0
		Agree	16	53.3
		Neutral	9	30.0
		Disagree	2	6.7
		Strongly disagree	0	0
		Total	30	100

3.	There is leadership freedom in my department.	Strongly agree	5	16.7
		Agree	16	53.3
		Neutral	3	10.0
		Disagree	5	16.7
		Total	30	100
4.	My manager relies on his/her own judgment when passing on performance requirement.	Strongly agree	2	6.7
		Agree	3	10.0
		Neutral	6	20.0
		Disagree	15	50.0
		Strongly disagree	4	13.3
		Total	30	100

Source: - field data, 2021

In the case of laissez-faire leadership style table 7 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 3(10%) of them strongly agree, 16(53.3%) of them agree, 9(30%) of them neutral, 2(6.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 2(6.7%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that employees of COOP Legetafo and Daledumbel branches encourage others to think their way. For the second question 3(10%) of them strongly agree, 16(53.3%) of them agree, 9(30%) of them neutral, 2(6.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 2(6.7%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that employees of COOP of Legetafo and Daledembel branches share their own idea. From the third question 5(16.7%) of them strongly agree, 16(53.3%) of them agree, 3(10%) of them neutral, 5(16.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the observe table the agreement is 21(70%) and the disagreement is 5(16.7%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that in COOP of Legetafo and Daledembel branches there is leadership freedom their department. From the fourth question 2(6.7%) of them strongly agree, 3(10%) of them

agree, 6(20%) of them neutral, 15(50%) of them disagree and 4(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 5(16.7%) and the disagreement is 19(63.3%). from this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches were do not rely their own judgment when pass on performance requirement.

Table 8: - Response of Contingent Reward of COOP

No.	Variables		Frequency	percentage
1.	My manager gives me reward or recognition when I reach the goal.	Strongly Agree	2	6.7
		Agree	16	53.3
		Neutral	10	33.3
		Disagree	2	6.7
		Strongly disagree	0	0
		Total	30	100
2.	My manager tells me what to do if I want recognition or reward from work.	Strongly Agree	2	6.67
		Agree	16	53.3
		Neutral	10	33.3
		Disagree	2	6.67
		Strongly disagree	0	0
		Total	30	100
3.	My manager gives attention to what others can gate for what they accomplish.	Strongly Agree	2	6.7
		Agree	21	70.0
		Neutral	5	16.7
		Disagree	1	3.3
		Strongly Disagree	1	3.3
		Total	30	100

Source: - Field data, 2021

In the case of contingent reward table 8 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(6.7%) of them strongly agree, 16(53.3%) of them agree, 10(33.3%) of them neutral, 2(6.7%) of them disagree

and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 18(60%) and the disagreement is 2(6.7%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches give reward or recognition when employees reach the goal. From the second question 2(6.7%) of them strongly agree, 16(53.3%) of them agree, 10(33.3%) of them neutral, 2(6.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 18(60%) and the disagreement is 2(6.7%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches tell what employees do if they want recognition from work. From the third question 2(6.7%) of them strongly agree, 21(70%) of them agree, 5(16.7%) of them neutral, 1(3.3%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the observe table the agreement is 23(76.7%) and the disagreement is 2(6.7%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches give attention to what others can get for what they accomplish.

Table 9: - Response of Management by Expectation of COOP

No.	Variables		Frequency	percentage
1.	As long as things are working, my managers don't try to change anything.	Strongly Agree	2	6.7
		Agree	1	3.3
		Neutral	3	10.0
		Disagree	20	66.7
		Strongly Disagree	4	13.3
		Total	30	100
2.	My manager tells me the standards I have to know to carry out work.	Strongly Agree	5	16.7
		Agree	17	56.7
		Neutral	7	23.3
		Disagree	1	3.3
		Strongly disagree	0	0
		Total	30	100

3.	My manager satisfied when I meet agreed standard	Strongly Agree	7	23.3
		Agree	18	60.0
		Neutral	3	10
		Disagree	1	3.3
		Strongly Disagree	1	3.3
		Total	30	100

Source: - Field data, 2021

In the case of management by expectation table 9 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(6.7%) of them strongly agree, 1(3.3%) of them agree, 3(10%) of them neutral, 20(66.7%) of them disagree and 4(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 3(10%) and the disagreement is 24(80%). When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches try to change something when things are doing. For the second question 5(16.7%) of them strongly agree, 17(56.7%) of them agree, 7(23.3%) of them neutral, 1(3.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 21(70%) and the disagreement is 1(3.3%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of COOP Legetafo and Daledumbel branches tell the standard the employees have to know to carry out work. From the third question 7(23.3%) of them strongly agree, 18(60%) of them agree, 3(10%) of them neutral, 1(3.3%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the observe table the agreement is 25(83.3%) and the disagreement is 2(6.7%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches are Satisfied when employees meet agreed standard.

Table 10: - Response of Employee Performance of COOP

No.	Variables		Frequency	percentage
		Strongly agree	0	0
1.	My performance is limited by poor leadership of my manager.	Agree	8	26.7
		Neutral	3	10.0
		Disagree	16	53.3
		Strongly disagree	3	10.0
		Total	30	100
2.	There is team work in my department.	Strongly agree	5	16.7
		Agree	15	50.0
		Neutral	8	26.7
		Disagree	2	6.7
		Strongly disagree	0	0
		Total	30	100
3.	I am motivated to work.	Strongly agree	12	40.0
		Agree	12	40.0
		Neutral	3	10.0
		Disagree	3	10.0
		Strongly disagree	0	0
		Total	30	100
4.	My colleagues encourage me to perform well.	Strongly agree	6	20.0
		Agree	17	56.7
		Neutral	4	13.3
		Disagree	2	6.7
		Strongly disagree	1	3.3
		Total	30	100
5.	My manager is team player.	Strongly agree	7	23.3
		Agree	14	46.7
		Neutral	8	26.7
		Disagree	1	3.3

		Strongly disagree	0	0
		Total	30	100
6.	I have good relationship with my manager.	Strongly agree	13	43.3
		Agree	16	53.4
		Neutral	1	3.3
		Disagree	0	0
		Strongly disagree	0	0
		Total	30	100

Source: - Field data, 2021

In the case of employee performance table 10 of COOP, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 0(0%) of them strongly agree, 8(26.7%) of them agree, 3(10%) of them neutral, 16(53.3%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table the agreement is 8(26.7%) and the disagreement is 19(63.3%). When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that employees of COOP Legetafo and Daledumbel branches is not limited by poor performance of their managers. From the second question 5(16.7%) of them strongly agree, 15(50%) of them agree, 8(26.7%) of them neutral, 2(6.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 20(66.7%) and the disagreement is 2(6.7%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that there is team work in the department in the case of COOP Legetafo and Daledumbel branches. From the third question 12(40%) of them strongly agree, 12(40%) of them agree, 3(10%) of them neutral, 3(10%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 24(80%) and the disagreement is 3(10%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that employees of COOP of Legetafo and Daledumbel branches are motivated to work. From the fourth question 6(20%) of them strongly agree, 15(50%) of them agree, 4(13.3%) of them neutral, 2(6.7%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the observe table the agreement is 21(70%) and the disagreement is 3(10%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that employees of COOP of Legetafo and Daledumbel

branches encourage each other to perform well. From the fifth question 7(23.3%) of them strongly agree, 14(46.7%) of them agree, 8(26.7%) of them neutral, 1(3.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 21(70%) and the disagreement is 1(3.3%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches are team players. From the sixth question 13(43.3%) of them strongly agree, 16(53.4%) of them agree, 1(3.3%) of them neutral, 0(0%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 29(96.7%) and the disagreement is 0(0%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that employees of COOP of Legetafo and Daledembel branches have good relationships with their managers.

Table 11: - Response on Individual Consideration AIB

No.	Variables		Frequency	percentage
1.	The manager helps others to develop themselves.	Strongly Agree	6	20
		Agree	11	36.7
		Neutral	2	6.7
		Disagree	7	23.3
		Strongly Disagree	4	13.3
		Total	30	100
2.	The manager gives personal attention to others who see me rejected.	Strongly Agree	7	23.3
		Agree	9	30.0
		Neutral	3	10.0
		Disagree	8	26.7
		Strongly Disagree	3	10.0
		Total	30	100
3.	The manager lets others know how he/she thinks we are doing.	Strongly Agree	6	20.0
		Agree	10	33.3
		Neutral	4	13.3
		Disagree	7	23.3
		Strongly Disagree	3	10
		Total	30	100

Source: - Field data, 2021

In the case of individual consideration table 11 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 6(20%) of them

strongly agree, 11(36.7%) of them agree, 2(6.7%) of them neutral, 7(23.3%) of them disagree and 4(13.3%) of them strongly disagree. As we have seen from the above table the sum of agreement is 17(56.7%) and the sum of disagreement is 11(36.7%). When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. From these analyses one can easily understand that the managers of AIB of Legetafo and Daledembel branches help employees to develop themselves. From the second question 7(23.3%) of respondents strongly agree 9(30%) of them agree, 3(10%) of them neutral ,8(26.7%) of them disagree and 3(10%) of them strongly agree. As we have seen on the above table 16(53.3%) of them agreed and 11(36.67%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. So, from this data we can conclude that managers of AIB of Legetafo and Daledembel branches give personal attention to others who seems rejected. From the third question 6(20%) of them strongly disagree, 10(33.3%) of them agree, 4(13.3%) of them neutral, 7(23.3%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table 16(53.3%) of them agreed and 10(33.3%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is agreed. From these analyses one can easily understand that the managers of AIB of Legetafo and Daledembel branches let others know how they think they are doing.

Table 12: - Response of Idealized Influence of AIB

No.	Variables		Frequency	percentage
1.	I am proud to be assessed with my manager.	Strongly Agree	6	20.0
		Agree	10	33.3
		Neutral	4	13.3
		Disagree	7	23.3
		Strongly Disagree	3	10.0
		Total	30	100
2.	The manager makes others feel good to be around him/her.	Strongly Agree	9	30.0
		Agree	8	26.7
		Neutral	2	6.7
		Disagree	9	30.0

		Strongly Disagree	2	6.7
		Total	30	100
3.	I have complete faith by my manager.	Strongly Agree	3	10.0
		Agree	15	50.0
		Neutral	5	16.7
		Disagree	5	16.7
		Strongly Disagree	2	6.7
		Total	30	100

Source: - Field data, 2021

In the case of idealized influence table 12 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 6(20%) of them strongly agree, 10(33.3%) of them agree, 4(13.3%) of them neutral, 7(23.3%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table the agreement is 16(53.3%) and the disagreement is 10(33.3%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that employees of AIB at Legetafo and Daledembel branches proud to be assessed by their managers. From the second question 9(30%) of them strongly agree, 8(26.7%) of them agree, 2(6.7%) of them neutral, 9(30%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 17(56.67%) and the disagreement is 11(36.67%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches make others feel good to be around them. From the third question 3(10%) of them strongly agree, 15(50%) of them agree, 5(16.7%) of them neutral, 5(16.7%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 18(60%) and the disagreement is 7(23.3%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of AIB of Legetafo and Daledembel branches have complete faith in their managers.

Table 13: - Response of Intellectual Simulation of AIB.

No.	Variables		Frequency	percentage
1.	My manager provides others with new way of looking at puzzling things.	Strongly Agree	2	6.7
		Agree	15	50.0
		Neutral	3	10.0
		Disagree	6	20.0
		Strongly Disagree	4	13.3
		Total	30	100
2.	My manager gets others to rethink ideas that they had never questioned before.	Strongly Agree	6	20.0
		Agree	10	33.3
		Neutral	5	16.7
		Disagree	5	16.7
		Strongly Disagree	4	13.3
		Total	30	100
3.	My manager enables others to think about old problem in new ways.	Strongly Agree	4	13.3
		Agree	13	43.3
		Neutral	4	13.3
		Disagree	7	23.3
		Strongly Disagree	2	6.7
		Total	30	100

Source: - Field data, 2021

In the case of intellectual simulation table 13 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(6.7%) of them strongly agree, 15(50%) of them agree, 3(10%) of them neutral, 6(20%) of them disagree and 4(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 17(56.7%) and the disagreement is 10(33.3%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of AIB Legetafo and Daledumbel branch provide others with new way of looking at puzzling things. From the second question 6(20%) of them strongly agree, 10(33.3%) of them agree, 5(16.7%) of them neutral, 5(16.7%) of them disagree and 4(13.3%) of them strongly

disagree. As we have seen on the above table the agreement is 16(53.3%) and the disagreement is 9(30%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches get others to rethink ideas that they have never questioned before. From the third question 4(13.3%) of them strongly agree, 13(43.3%) of them agree, 4(13.3%) of them neutral, 7(23.3%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the observe table the agreement is 17(56.7%) and the disagreement is 9(30%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches enable others to think about old problem in new ways.

Table 14: - Response of Inspirational Motivation of AIB.

No.	Variables		Frequency	percentage
1.	My manager expresses in a few simple words what could and should do.	Strongly Agree	7	23.3
		Agree	9	30.0
		Neutral	6	20.0
		Disagree	6	20.0
		Strongly Disagree	2	6.7
		Total	30	100
2.	My manager helps me to find meaning in my work.	Strongly Agree	8	26.7
		Agree	10	33.3
		Neutral	3	10.0
		Disagree	8	26.7
		Strongly Disagree	1	3.3
		Total	30	100
3.	My manager provides appealing image about what we do.	Strongly Agree	4	13.3
		Agree	14	46.7
		Neutral	5	16.7
		Disagree	6	20.0
		Strongly Disagree	1	3.3
		Total	30	100

Source: - Field data, 2021

In the case of inspirational motivation table 14 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 7(23.3%) of them strongly agree, 9(30%) of them agree, 6(20%) of them neutral, 6(20%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 16(53.3%) and the disagreement is 8(26.7%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of AIB Legetafo and Daledumbel branches express in a few simple words what could and should do. For the second question 8(26.7%) of them strongly agree, 10(33.3%) of them agree, 3(10%) of them neutral, 8(26.7%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the observe table the agreement is 18(60%) and the disagreement is 9(30%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches help their employees to find the meaning in their work. From the third question 4(13.3%) of them strongly agree, 14(46.7%) of them agree, 5(16.7%) of them neutral, 6(20%) of them disagree and 1(3.3%) of them strongly disagree. As we have seen on the observe table the agreement is 18(60%) and the disagreement is 7(23.3%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches provide appealing image about what employees do.

Table 15: - Response of Laissez-faire Leadership Style of AIB.

No.	Variables		Frequency	Percentage
1	I encourage others to thinks my way.	Strongly agree	3	10.0
		Agree	14	46.7
		Neutral	1	3.3
		Disagree	9	30.0
		Strongly disagree	3	10.0
		Total	30	100
2.	I share my own idea.	Strongly agree	3	10.0
		Agree	10	33.3
		Neutral	2	6.7
		Disagree	11	36.7
		Strongly disagree	4	13.3
		Total	30	100

3.	There is leadership freedom in my department.	Strongly agree	4	13.3
		Agree	9	30.0
		Neutral	2	6.7
		Disagree	9	30.0
		Strongly disagree	6	20.0
		Total	30	100
4.	My manager relies on his/her own judgment when passing on performance requirement.	Strongly agree	3	10.0
		Agree	10	33.3
		Neutral	2	6.7
		Disagree	10	33.3
		Strongly disagree	5	16.7
		Total	30	100

Source: - Field data, 2021

In the case of laissez-faire leadership style table 15 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 3(10%) of them strongly agree, 14(46.7%) of them agree, 1(3.3%) of them neutral, 9(30%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table the agreement is 17(56.67%) and the disagreement is 12(40%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that employees of AIB Legetafo and Daledumbel branches encourage others to think their way. From the second question 3(10%) of them strongly agree, 10(33.3%) of them agree, 2(6.7%) of them neutral, 11(36.7%) of them disagree and 4(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 13(43.3%) and the disagreement is 14(46.7%). From this analysis one can easily understand that the percentage of disagreed is greater than agreed. So, we can conclude that employees of AIB of Legetafo and Daledembel branches do not share their own idea. From the third question 4(13.3%) of them strongly agree, 9(30%) of them agree, 2(6.7%) of them neutral, 9(30%) of them disagree and 6(20%) of them strongly disagree. As we have seen on the observe table the agreement is 13(43.3%) and the disagreement is 15(50%). from this analysis one can easily understand that the percentage of disagreed is greater than agreed. So, we can conclude that in AIB of Legetafo and Daledembel branches there is no leadership freedom their department. From the fourth question 3(10%) of them strongly agree, 10(33.3%) of them agree, 2(6.7%) of them neutral, 10(33.3%) of them disagree and 5(16.7%) of them strongly disagree. As we have seen on the above table the

agreement is 13(43.3%) and the disagreement is 15(50%). from this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches do not rely on their judgment when pass on performance requirement.

Table 16: - Response of Contingent Reward of AIB.

No.	Variables		Frequency	Percentage
1.	My manager gives me reward or recognition when I reach the goal.	Strongly Agree	8	26.7
		Agree	13	43.3
		Neutral	2	6.7
		Disagree	4	13.3
		Strongly Disagree	3	10.0
		Total	30	100
2.	My manager tells me what to do if I want recognition or reward from work.	Strongly Agree	7	23.3
		Agree	12	40.0
		Neutral	2	6.7
		Disagree	7	23.3
		Strongly Disagree	2	6.7
		Total	30	100
3.	My manager gives attention to what others can gate for what they accomplish.	Strongly Agree	6	20.0
		Agree	13	43.3
		Neutral	2	6.7
		Disagree	7	23.3
		Strongly Disagree	2	6.7
		Total	30	100

Source: - Field data, 2021

In the case of contingent reward table 16 of AIB, the respondent's response was analysed according to the questionnaire presented for then. According to the first question 8(26.7%) of them strongly agree, 13(43.3%) of them agree, 2(3.3%) of them neutral, 4(13.3%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table the agreement is

21(70%) and the agreement is 7(23.3%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of AIB Legetafo and Daledumbel branches give reward or recognition when employees reach the goal. For the second question 7(23.3%) of them strongly agree, 12(40%) of them agree, 2(6.7%) of them neutral, 7(23.3%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 9(30%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of AIB Legetafo and Daledumbel branches tell what employees do if they want recognition from work. From the third question 6(20%) of them strongly agree, 13(43.3%) of them agree, 2(6.7%) of them neutral, 7(23.3%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 9(30%). From this analysis one can easily understand that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledumbel branches give attention to what others can get for what they accomplish.

Table 17: - Response of Management by Expectation of AIB.

No.	Variables		Frequency	Percentage
1.	As long as things are working, my manager try to change anything.	Strongly Agree	2	6.7
		Agree	9	20.0
		Neutral	3	10.0
		Disagree	9	20.0
		Strongly Disagree	7	23.3
		Total	30	100
2.	My manager tells me the standards I have to know to carry out work.	Strongly Agree	8	26.7
		Agree	9	20.0
		Neutral	3	10.0
		Disagree	8	26.7
		Strongly Disagree	2	6.7
		Total	30	100
3.	My manager satisfied when I meet agreed	Strongly Agree	10	33.3

standard	Agree	8	26.7
	Neutral	1	3.3
	Disagree	8	26.7
	Strongly Disagree	3	10.0
	Total	30	100

Source: - Field data, 2021

In the case of management by expectation table 17 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(6.7%) of them strongly agree, 9(30%) of them agree, 3(10%) of them neutral, 9(30%) of them disagree and 7(23.3%) of them strongly disagree. As we have seen on the above table the agreement is 11(36.7%) and the disagreement is 16(53.3%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of AIB Legetafo and Daledumbel branches do not try to change anything when things are doing. From the second question 8(26.7%) of them strongly agree, 9(30%) of them agree, 3(10%) of them neutral, 8(26.7%) of them disagree and 2(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 17(56.7%) and the disagreement is 10(33.3%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of AIB of Legetafo and Daledumbel branches tell the standard the employees have to know to carry out work. From the third question 10(30%) of them strongly agree, 8(26.7%) of them agree, 1(3.3%) of them neutral, 8(26.7%) of them disagree and 3(10%) of them strongly disagree. As we have seen on the above table the agreement is 18(60%) and the disagreement is 11(36.7%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of AIB of Legetafo and Daledembel branches are Satisfied when employees meet agreed standard.

Table 18: - Response of Employee Performance AIB

No.	Variables		Frequency	Percentage
1	My performance is limited by poor leadership of my manage.	Strongly agree	4	13.3
		Agree	15	50.0

		Neutral	4	13.3
		Disagree	7	23.3
		Strongly disagree	0	0
		Total	30	100
2	There is team work in my department.	Strongly agree	7	23.3
		Agree	14	46.7
		Neutral	1	3.3
		Disagree	8	26.7
		Strongly disagree	0	0
		Total	30	100
3	I am motivated to work.	Strongly agree	7	23.3
		Agree	12	40.0
		Neutral	3	10.0
		Disagree	8	26.7
		Strongly disagree	0	0
		Total	30	100
4	My colleagues encourage me to perform well.	Strongly agree	7	23.3
		Agree	15	50.0
		Neutral	1	3.3
		Disagree	7	23.3
		Strongly disagree	0	0
		Total	30	100
5	My supervisor is team player.	Strongly agree	7	23.3
		Agree	13	43.3
		Neutral	2	6.7
		Disagree	8	26.7
		Strongly agree	0	0
		Total	30	100
6	I have good relationship with my manager.	Strongly agree	7	23.3
		Agree	16	53.3

	Neutral	1	3.3
	Disagree	6	20.0
	Strongly disagree	0	0
	Total	30	100

Source: - Field data, 2021

In the case of employee performance table 18 of AIB, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 4(13.3%) of them strongly agree, 15(50%) of them agree, 4(13.3%) of them neutral, 7(23.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 7(23.3%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that employees of AIB Legetafo and Daledumbel branches are limited by poor performance of their managers. From the second question 7(23.3%) of them strongly agree, 14(46.7%) of them agree, 1(3.3%) of them neutral, 8(26.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 21(70%) and the disagreement is 8(26.7%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that there is team work in the department of AIB Legetafo and Daledumbel branches. From the third question 7(23.3%) of them strongly agree, 12(40%) of them agree, 3(10%) of them neutral, 8(26.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 19(63.3%) and the disagreement is 8(26.7%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of AIB of Legetafo and Daledembel branches are motivated to work. From the fourth question 7(23.3%) of them strongly agree, 15(50%) of them agree, 1(3.3%) of them neutral, 7(23.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the observe table the agreement is 22(73.3%) and the disagreement is 7(23.3%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of AIB of Legetafo and Daledembel branches are encouraged each other to perform well. From the fifth question 7(23.3%) of them strongly agree, 13(43.3%) of them agree, 2(6.7%) of them neutral, 8(26.7%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 20(66.7%) and the disagreement is 8(26.7%). from this analysis one can

easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of COOP of Legetafo and Daledembel branches are team player. From the sixth question 7(23.3%) of them strongly agree, 16(53.3%) of them agree, 1(3.3%) of them neutral, 6(20%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 23(76.7%) and the disagreement is 6(20%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of AIB of Legetafo and Daledembel branches have good relationship with their managers.

Table 19: - Response of Individual Consideration of CBE

No.	Variables		Frequency	Percentage
1.	The manager helps others to develop themselves.	Strongly Agree	4	6.7
		Agree	19	31.7
		Neutral	9	15.0
		Disagree	20	23.3
		Strongly Disagree	8	13.3
		Total	60	100
2.	The manager gives personal attention to others who seems rejected.	Strongly Agree	3	5.0
		Agree	20	33.3
		Neutral	5	8.3
		Disagree	27	45.0
		Strongly Disagree	5	8.3
		Total	60	100
3.	The manager late others know how he/ she think we are doing.	Strongly Agree	2	3.3
		Agree	20	33.3
		Neutral	8	13.3
		Disagree	19	31.7
		Strongly Disagree	11	18.3
		Total	60	100

Source: - Field data, 2021

In the case of individual consideration table 19 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 4(6.7%) of them strongly agree, 19(31.7%) of them agree, 9(15%) of them neutral, 20(23.3%) of them disagree 8(13.3%) of them strongly disagree. As we have seen from the above table the sum of agreement is 23(38.3%) and the sum of disagreement is 28(46.7%). When the researcher compares the

agreement and disagreement responses of the respondents more percentage is disagreed. From these analyses one can easily understand that the managers of CBE of Legetafo, Haebuguba and Daledembel branches do not help employees to develop themselves. From the second question 3(5%) of respondents strongly agree, 20(33.3%) of them agree, 5(8.3%) of them neutral, 27(45%) of them disagree and 5(8.3%) of them strongly disagree. As we have seen on the above table 23(38.3%) of them agreed and 32(53.3%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is disagreed. So, from this data we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches do not give personal attention to others who seem rejected. From the third question 2(3.3%) of them strongly disagree, 20(33.3%) of them agree, 8(13.3%) of them neutral, 19(31.7%) of them disagree and 11(18.3%) of them strongly disagree. As we have seen on the above table 22(36.7%) of them agreed and 30(50%) of them disagreed. When the researcher compares the agreement and disagreement responses of the respondents more percentage is disagreed. From these analyses one can easily understand that the managers of CBE of Legetafo, Harbuguba and Daledembel branches do not let others know how they think they are doing.

Table 20: - Response of Idealized Influence of CBE

No.	Variables		Frequency	Percentage
1.	I am proud to be assessed with my manager.	Strongly Agree	2	3.3
		Agree	17	28.3
		Neutral	12	20.0
		Disagree	18	30.0
		Strongly Disagree	11	18.3
		Total	60	100
2.	The manager makes others feel good to be around him/her.	Strongly Agree	3	5.0
		Agree	17	28.3
		Neutral	15	25.0
		Disagree	20	33.3
		Strongly Disagree	5	8.3
		Total	60	100
3.	I have complete faith in my manager.	Strongly Agree	3	5.0

	Agree	16	26.7
	Neutral	12	20.0
	Disagree	19	31.7
	Strongly Disagree	10	16.7
	Total	60	100

Source: - Field data, 2021

In the case of idealized influence table 20 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(3.3%) of them strongly agree, 17(28.3%) of them agree, 12(20%) of them neutral, 18(30%) of them disagree and 11(18.3%) of them strongly disagree. As we have seen on the above table the agreement is 19(31.67%) and the disagreement is 29(48.3%). When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches are not proud to be assessed by their managers. For the second question 3(5%) of them strongly agree, 17(28.3%) of them agree, 15(25%) of them neutral, 20(33.3%) of them disagree and 5(8.3%) of them strongly disagree. As we have seen on the above table the agreement is 20(33.3%) and the disagreement is 25(41.67%). From this analysis one can easily understand that the percentage of disagreed is greater than agreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches do not make others feel good to be around them. From the third question 3(5%) of them strongly agree, 16(26.7%) of them agree, 12(20%) of them neutral, 19(31.7%) of them disagree and 10(16.7%) of them strongly disagree. As we have seen on the observe table the agreement is 19(31.7%) and the disagreement is 29(48.3%). From this analysis one can easily understand that the percentage of disagreed is greater than agreed. So, we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches have no complete faith in their managers.

Table 21: - Response of Intellectual Simulation of CBE

No.	Variables		Frequency	Percentage
1.	My manager provides others with new way of looking at puzzling things.	Strongly Agree	2	3.3
		Agree	13	21.7
		Neutral	21	35
		Disagree	18	30.0

		Strongly Disagree	6	10.0
		Total	60	100
2.	My manager gets others to rethink ideas that they had never questioned before.	Strongly Agree	3	5.0
		Agree	12	20.0
		Neutral	21	35.0
		Disagree	16	26.7
		Strongly Disagree	8	13.3
		Total	60	100
3.	My manager enables others to think about old problem in new ways.	Strongly Agree	2	3.3
		Agree	15	25.0
		Neutral	18	30.0
		Disagree	15	25.0
		Strongly Disagree	10	16.7
		Total	60	100

Source: - Field data, 2021

In the case of intellectual simulation table 21 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(3.3%) of them strongly agree, 13(21.7%) of them agree, 21(35%) of them neutral, 18(30%) of them disagree and 6(10%) of them strongly disagree. As we have seen on the above table the agreement is 15(25%) and the disagreement is 24(40%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not provide others with new way of looking at puzzling things. For the second question 3(5%) of them strongly agree, 12(20%) of them agree, 21(35%) of them neutral, 16(26.7%) of them disagree and 8(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 15(25%) and the disagreement is 24(40%). From this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not get others to rethink ideas that they have never questioned before. From the third question 2(3.3%) of them strongly agree, 15(25%) of them agree, 18(30%) of them neutral, 15(25%) of them disagree and 10(16.7%) of them strongly disagree. As we have seen on the above table the agreement is 17(28.3%) and the disagreement is 25(41.67%). From this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches do not enable others to think about old problem in new ways.

Table 22: - Response of Inspirational Motivation of CBE

No.	Variables		Frequency	Percentage
1.	My manager expresses in a few simple words what could and should do.	Strongly Agree	2	3.3
		Agree	16	26.7
		Neutral	16	26.7
		Disagree	19	31.7
		Strongly Disagree	7	11.7
		Total	60	100
2.	My manager helps me to find meaning in my work.	Strongly Agree	4	6.7
		Agree	16	26.7
		Neutral	16	26.7
		Disagree	19	31.7
		Strongly Disagree	5	8.3
		Total	60	100
3.	My manager provides appealing image about what we do.	Strongly Agree	3	5.0
		Agree	14	23.3
		Neutral	16	26.7
		Disagree	19	31.7
		Strongly Disagree	8	13.3
		Total	60	100

Source: - Field data, 2021

In the case of inspirational motivation table 22 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 2(3.3%) of them strongly agree, 16(26.7%) of them agree, 16(26.7%) of them neutral, 19(31.7%) of them disagree and 7(11.7%) of them strongly disagree. As we have seen on the above table the agreement is 18(30%) and the disagreement is 26(43.3%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not express in a few simple words what could and should do. For the second question 3(5%) of them strongly agree, 14(23.3%) of them agree, 16(26.7%) of them neutral, 19(31.7%) of them disagree and 8(13.3%)

of them strongly disagree. As we have seen on the observe table the agreement is 21(70%) and the disagreement is 7(23.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches do not help their employees to find the meaning in their work. From the third question 3(5%) of them strongly agree, 14(23.3%) of them agree, 16(26.7%) of them neutral, 19(31.7%) of them disagree and 8(13.3%) of them strongly disagree. As we have seen on the observe table the agreement is 17(28.3%) and the disagreement is 27(45%). From this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches do not provide appealing image about what employees do.

Table 23: - Response of Laissez-faire Leadership Style of CBE

No.	Variables		Frequency	Percentage
1.	I encourage others to thinks my way.	Strongly agree	7	11.7
		Agree	25	41.7
		Neutral	13	21.7
		Disagree	9	15.0
		Strongly disagree	6	10.0
		Total	60	100
2.	I share my own idea.	Strongly agree	14	23.3
		Agree	28	46.7
		Neutral	6	10.0
		Disagree	6	10.0
		Strongly disagree	6	10.0
		Total	60	100
3,	There is leadership freedom in my department.	Strongly agree	6	10.0
		Agree	14	23.3
		Neutral	14	23.3
		Disagree	17	28.3
		Strongly disagree	9	15.0
		Total	60	100

4	My manager relies on his/her own judgment when passing on performance requirement.	Strongly agree	6	10.0
		Agree	29	48.3
		Neutral	11	18.3
		Disagree	11	18.3
		Strongly disagree	3	5.0
		Total	60	100

Source: - Field data, 202

In the case of laissez-faire leadership style table 23 of CBE, the respondent's response was analysed according to the questionnaire presented for then. According to the first question 7(11.7%) of them strongly agree, 25(41.7%) of them agree, 13(21.7%) of them neutral, 9(15%) of them disagree and 6(10%) of them strongly disagree. As we have seen on the above table the agreement is 32(53.3%) and the disagreement is 15(25%) of disagreement. When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that employees of CBE Legetafo, Harbuguba and Daledumbel branches encourage others to think their way. From the second question 14(23.3%) of them strongly agree, 28(46.7%) of them agree, 6(10%) of them neutral, 6(10%) of them disagree and 6(10%) of them strongly disagree. As we have seen on the above table the agreement is 42(70%) and the disagreement is 12(20%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches share their own idea. From the third question 6(10%) of them strongly agree, 14(23.3%) of them agree, 14(23.3%) of them neutral, 17(28.3%) of them disagree and 9(15%) of them strongly disagree. As we have seen on the observe table the agreement is 20(33.3%) and the disagreement is 26(43.3%). from this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that in CBE of Legetafo, Harbuguba and Daledembel branches there is no leadership freedom their department. From the fourth question 6(10%) of them strongly agree, 29(48.3%) of them agree, 11(18.3%) of them neutral, 11(18.3%) of them disagree and 3(5%) of them strongly disagree. As we have seen on the above table the agreement is 35(48.3%) and the disagreement is 14(23.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches rely their own judgment when pass on performance requirement.

Table 24: - Response of Contingent Reward of CBE

No.	Variables		Frequency	Percentage
1.	My manager gives me reward or recognition when I reach the goal.	Strongly Agree	5	8.3
		Agree	17	28.3
		Neutral	18	30.0
		Disagree	14	23.3
		Strongly Disagree	6	10.0
		Total	60	100
2.	My manager tells me what to do if I want recognition or reward from work.	Strongly Agree	6	10.0
		Agree	17	28.3
		Neutral	10	16.7
		Disagree	21	35.0
		Strongly Disagree	6	10.0
		Total	60	100
3.	My manager gives attention to what others can gate for what they accomplish.	Strongly Agree	3	5.0
		Agree	22	36.7
		Neutral	11	18.3
		Disagree	20	33.3
		Strongly Disagree	4	6.7
		Total	60	100

Source: - Field data, 2021

In the case of contingent reward table 24 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 5(8.3%) of them strongly agree, 17(28.3%) of them agree, 18(30%) of them neutral, 14(23.3%) of them disagree and 6(10%) of them strongly disagree. As we have seen on the above table the agreement is 21(35%) and the disagreement is 20(33.3%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches give reward or recognition when employs reach the goal. For the second question 6(10%) of them strongly agree, 17(28.3%) of them agree, 10(16.7%) of them neutral, 21(35%) of them disagree and 6(10%) of them strongly disagree. As

we have seen on the above table the agreement is 23(38.3%) and the disagreement is 27(45%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not tell what employees do if they want recognition from work. From the third question 3(5%) of them strongly agree, 22(36.7%) of them agree, 11(18.3%) of them neutral, 20(33.3%) of them disagree and 4(6.7%) of them strongly disagree. As we have seen on the above table the agreement is 25(41.67%) and the disagreement is 24(40%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches give attention to what others can got for what they accomplished.

Table 25: - Response of Management by Expectation of CBE

No.	Variables		Frequency	Percentage
1.	As long as things are working, my manager don't try to change something.	Strongly Agree	4	6.7
		Agree	21	35.0
		Neutral	19	31.7
		Disagree	13	21.7
		Strongly Disagree	3	5.0
		Total	60	100
2.	My manager tells me the standards I have to know to carry out work.	Strongly Agree	3	5.0
		Agree	21	35.0
		Neutral	11	18.3
		Disagree	20	33.3
		Strongly Disagree	5	8.3
		Total	60	100
3.	My manager satisfied when I meet agreed standard	Strongly Agree	7	11.7
		Agree	21	35.0
		Neutral	12	20.0
		Disagree	20	33.3
		Total	60	100

Source: - Field data, 2021

In the case of management by expectation table 25 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 4(6.7%) of them strongly agree, 21(35%) of them agree, 19(31.7%) of them neutral, 13(21.7%) of them disagree and 3(5%) of them strongly disagree. As we have seen on the above table the agreement is 25(41.67%) and the disagreement is 16(26.67%). When we compare the agreement and disagreement the more percentage is agreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not try to change something when works are doing. From the second question 3(5%) of them strongly agree, 21(35%) of them agree, 11(18.3%) of them neutral, 20(33.3%) of them disagree and 5(8.3%) of them strongly disagree. As we have seen on the above table the agreement is 24(40%) and the disagreement is 25(41.67%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that managers of CBE Legetafo, Harbuguba and Daledumbel branches do not tell the standard the employees have to know to carry out work. From the third question 7(11.7%) of them strongly agree, 21(35%) of them agree, 12(20%) of them neutral, 20(33.3%) of them disagree and 0(0%) of them strongly disagree. As we have seen on the above table the agreement is 30(50%) and the disagreement is 20(33.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches are Satisfied when employees meet agreed standard.

Table 26: - Response of Employee Performance of CBE

No.	Variables		Frequency	Percentage
1.	My performance is limited by poor leadership of my manager	Strongly agree	7	11.7
		Agree	17	28.3
		Neutral	10	16.7
		Disagree	18	30.0
		Strongly disagree	8	13.3
		Total	60	100
2.	There is item work in my department.	Strongly agree	3	5.0
		Agree	16	26.7
		Neutral	25	41.7
		Disagree	13	21.7
		Strongly disagree	3	5.0
		Total	60	100

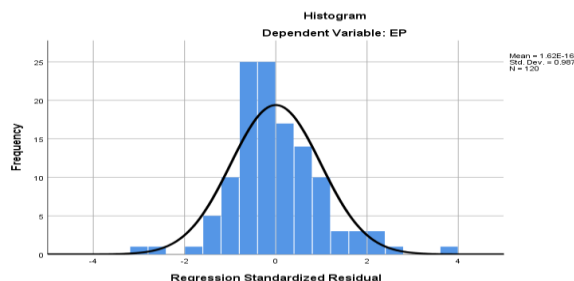
3.	I am motivated to work.	Strongly agree	10	16.7
		Agree	20	33.3
		Neutral	10	16.7
		Disagree	15	25.0
		Strongly disagree	5	8.3
		Total	60	100
4.	My colleagues encourage me to perform well.	Strongly agree	4	6.7
		Agree	20	33.3
		Neutral	14	23.3
		Disagree	15	25.0
		Strongly disagree	7	11.7
		Total	60	100
5.	My manager is team player.	Strongly agree	2	3.3
		Agree	22	36.7
		Neutral	11	18.3
		Disagree	17	28.3
		Strongly disagree	8	13.7
		Total	60	100
6.	I have good relationship with my manager.	Strongly agree	4	4.7
		Agree	8	13.3
		Neutral	8	13.3
		Disagree	30	50.0
		Strongly disagree	10	16.7
		Total	60	100

Source: - Field data, 2021

In the case of employee performance table 26 of CBE, the respondent's response was analysed according to the questionnaire presented for them. According to the first question 7(11.7%) of them strongly agree, 17(28.3%) of them agree, 10(16.7%) of them neutral, 18(30%) of them disagree and 8(13.3%) of them strongly disagree. As we have seen on the above table the agreement is 24(40%) and the disagreement is 26(43.3%) of disagreement. When we compare the agreement and disagreement the more percentage is disagreed. So, from this analysis we can conclude that employees of CBE Legetafo, Harbuguba and Daledumbel branches are not limited by poor performance of their managers. From the second question 3(5%) of them strongly agree, 16(26.7%) of them agree, 25(41.7%) of them neutral, 13(21.7%) of them disagree and 3(5%) of them strongly disagree. As we have seen on the above table the agreement is 19(31.7%) and the disagreement is 16(26.7%). When we compare the agreement and disagreement the more

percentage is agreed. So, from this analysis we can conclude that there is team work in the department in the case of CBE Legetafo, Harbuguba and Daledumbel branches. From the third question 10(16.7%) of them strongly agree, 20(33.3%) of them agree, 10(16.7%) of them neutral, 15(25%) of them disagree and 5(8.3%) of them strongly disagree. As we have seen on the above table the agreement is 30(50%) and the disagreement is 20(33.3%). From this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches are motivated to work. From the fourth question 4(6.7%) of them strongly agree, 20(33.3%) of them agree, 14(23.3%) of them neutral, 15(25%) of them disagree and 7(11.7%) of them strongly disagree. As we have seen on the above table the agreement is 24(40%) and the disagreement is 22(36.7%). from this analysis one can easily understands that the percentage of agreed is greater than disagreed. So, we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches encourage each other to perform well. From the fifth question 2(3.3%) of them strongly agree, 22(36.7%) of them agree, 11(18.3%) of them neutral, 17(28.3%) of them disagree and 8(13.7%) of them strongly disagree. As we have seen on the above table the agreement is 24(40%) and the disagreement is 25(41.7%). from this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that managers of CBE of Legetafo, Harbuguba and Daledembel branches are team player. From the sixth question 4(4.7%) of them strongly agree, 8(13.3%) of them agree, 8(13.3%) of them neutral, 30(50%) of them disagree and 10(16.7%) of them strongly disagree. As we have seen on the above table the agreement is 12(20%) and the disagreement is 40(66.7%). From this analysis one can easily understands that the percentage of disagreed is greater than agreed. So, we can conclude that employees of CBE of Legetafo, Harbuguba and Daledembel branches have no good relationship with their managers

Figure 2: -Normality Distributed Error.



Assumption of normality means that you should make sure your data roughly fits a bell curve shape before running certain statistical tests or regression. So, in this case the data looks like a bell curve therefore the data is normally distributed.

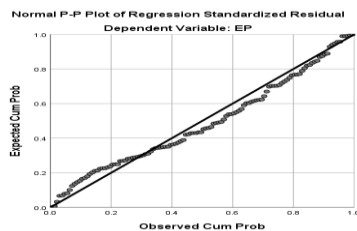
Table 27: - Multicollinearity

	Tolerance	VIF
(Constant)		
TLS	.380	2.635
LS	.851	1.176
TRS	.352	2.841

Source: - SPSS output

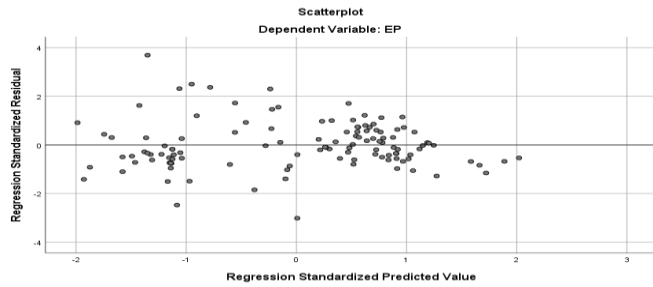
Multicollinearity is the occurrence of high intercorrelations among two or more independent variables in a multiple regression model. Multicollinearity can lead to skewed or misleading results when a researcher or analyst attempts to determine how well each independent variable can be used most effectively to predict or understand the dependent variable in a statistical model. If variance inflation VIF is between 1-10. Based on the output data variance inflation (VIF) of TLS= 2.6, $1 > 2.6 < 10$ TRS=1.17, $1 > 1.17 < 10$ and LLS=2.84, $1 > 2.84 < 10$. VIF of all variables is between 1-10, so we can conclude that there is no multicollinearity problem.

Figure 3: - Linearity test



The standardised residuals in the usual p-p plot in figure 3 above reveal no long derivation in the distribution of the residuals, with practically all residuals lying on a straight line, and the point where symmetrically scattered about adding on the line. As a result, the connection between the dependent and independent variables is shown to be linear.

Figure 4: - Homoscedasticity



Homoscedasticity (also spelled "homoscedastic") refers to a condition in which the variance of the residual, or error term, in a regression model is constant. That is, the error term does not vary much as the value of the predictor variable changes. So in this case, the dots which are found above the middle line and the dots which are found below the middle line are equal. So, we can say there is homoscedasticity.

Table 28: - Correlation Matrix

		Correlations			
		EP	TLS	LS	TRS
EP	Pearson Correlation	1	.836**	-.443**	.833**
	Sig. (2-tailed)		.000	.000	.000
	N	120	120	120	120
TLS	Pearson Correlation	.836**	1	-.287**	.787**
	Sig. (2-tailed)	.000		.002	.000
	N	120	120	120	120
LS	Pearson Correlation	-.443**	-.287**	1	-.386**
	Sig. (2-tailed)	.000	.002		.000
	N	120	120	120	120
TRS	Pearson Correlation	.833**	.787**	-.386**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	120	120	120	120

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

Correlation is a mutual relationship or connection between two or more things. The range of Pearson correlation is between -1 to 1. Based on the above table There is a positive and strong correlation between TLS and EP with correlation coefficient of 0.836. the LLS and EP are

negatively correlated with correlation coefficient of -0.443. there is a positive and strong correlation between TRS and EP with correlation coefficient of 0.833. therefore, all of them are significant with 1% level of significance.

Table 29: - Regression Result of COOP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.562	.37176

a. Predictors: (Constant), TRS, TLS, LS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.565	3	1.855	13.423	.000 ^b
	Residual	3.593	26	.138		
	Total	9.158	29			

a. Dependent Variable: EP

b. Predictors: (Constant), TRS, TLS, LS

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.370	.428		3.202	.004
	LS	.021	.170	.028	.122	.904
	TLS	.354	.119	.551	2.968	.006
	TRS	.279	.154	.314	1.811	.082

a. Dependent Variable: EP

R square is the amount of variance in dependent variable that is accounted or explained by independent variables. So, in the case of Cooperative banks of Oromiya, the independent variables (transformational leadership style, transactional leadership style and laissez-faire leadership style) 60% explain the dependent variable (employee performance).

If ANOVA of $p < 0.01$ we reject the null hypothesis at 1% level of significance, if $p < 0.05$ we reject the null hypothesis by 5% level of significance and $p < 0.1$ we reject the null hypothesis by 10% level of Significance. In this case P of ANOVA is 0.00, $0.00 < 0.01$. So, we reject the null hypothesis at 1 % level of significance and accept H_A , there is relationship between leadership style and employee performance.

Assumption: - H_0 -there is no association between employee's performance and three types of leadership style (transactional leadership style, translational leadership style and laissez-faire leadership style). H_A - there is association between employee performance and three types of leadership styles (transactional leadership style, translational leadership style and laissez-faire leadership style).

If $p < 0.01$ we reject the null hypothesis at 1% level of significance, if $p < 0.05$ we reject the null hypothesis by 5% level of significance and $p < 0.1$ we reject the null hypothesis by 10% level of significance. so, in Cooperative Bank of Ethiopia case, , p of transformational leadership style = 0.06, $0.06 < 0.1$ so we reject the null hypothesis by 5% level of significant and accept H_A (there is association between translational leadership style and employee performance), , p of laissez-faire leadership style = 0.9, $0.9 > 0.1$, we reject H_A and accept we accept the null hypothesis (there is no relation between laissez-faire leadership style and employee performance)., p of transactional leadership style = 0.82, $0.82 < 0.1$, so, we reject the null hypothesis at 10% level of significance, accept H_A (there is association between transactional leadership style and employee performance).

Equation: $-EP = 1.37 + 0.35TLS + 0.279TRS$,

Interpretation: - if we make TLS 1, EP will increase by 0.35 when other variables constant and if we make TRS1, EP will increase by 0.279 when other variables constant. So, in the case of Cooperative banks of Oromiya case, TLS and TRS have positive association with EP.

Table 30: - Regression Result of AIB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.826	.806	.41261

a. Predictors: (Constant), TRS, LS, TLS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.007	3	7.002	41.130	.000 ^b
	Residual	4.427	26	.170		
	Total	25.434	29			

a. Dependent Variable: EP

b. Predictors: (Constant), TRS, LS, TLS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.307	.450		5.124	.000
	TLS	.314	.117	.379	2.691	.012
	LS	-.241	.077	-.315	-3.156	.004
	TRS	.267	.112	.349	2.380	.025

a. Dependent Variable: EP

R square is 0.826. So, the independent variables (transformational leadership style, transactional leadership style and laissez-faire leadership style) 82.6% explain the dependent variable (employee performance).

In the case of AIB sig (P) of ANOVA is 0.00, $0.00 < 0.01$. So, we reject the null hypothesis at 1 % level of significance and accept H_A , there is relationship between leadership style and employee performance.

In the coefficient summary table of AIB, P of TLS=0.012, $0.012 < 0.05$ so, we reject the null hypothesis (there is no association between TLS and EP) by 5% level of significance and we accept H_A , there is relationship between TLS and EP. P of LS=0.04, $0.04 < 0.05$ so, we reject the null hypothesis (there is no association between LS and EP) by 5% level of Significance and we accept H_A (there is association between LP and EP). P of TRS=0.025, $0.025 < 0.05$ so, we reject the null hypothesis (there is no relationship between TRS and EP) by 5% level of significance and we accept H_A (there is association between TRS and EP).

Equation: - $EP = 2.307 + 0.314 \text{TLS} - 0.241 \text{LS} + 0.267 \text{TRS}$

Interpretation: - if we make TLS 1, EP will increase by 0.314 when other variables constant, if we make LS1, EP will decrease by 0.24 when other variables constant and if we make TRS 1, EP will increase by 0.26 when other variables constant. Therefore, in the case of Awash International Banks, TLS and TRS have positive relationship with EP but LS has negative relationship with EP.

Table 31: - Regression Result of CBE

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.809	.799	.48282

a. Predictors: (Constant), TRS, LS, TLS

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.261	3	18.420	79.018	.000 ^b
	Residual	13.054	56	.233		
	Total	68.316	59			

a. Dependent Variable: EP

b. Predictors: (Constant), TRS, LS, TLS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.751	.515		1.459	.150
	TLS	.495	.111	.452	4.456	.000
	LS	-.127	.090	-.111	-1.415	.063
	TRS	.444	.114	.413	3.900	.000

a. Dependent Variable: EP

R square is 0.809. So, the independent variables (transformational leadership style, transactional leadership style and laissez-faire leadership style) 79.9% explain the dependent variable (employee performance).

In this case of CBE P of ANOVA is 0.00, $0.00 < 0.01$. So, we reject the null hypothesis at 1 % level of significance and accept H_A , there is relationship between leadership style and employee performance.

In the coefficient summary table of CBE, P of TLS=0.00, $0.00 < 0.05$ so, we reject the null hypothesis (there is no association between TLS and EP) by 1% level of significance and we accept H_A , there is relationship between TLS and EP. P of LS=0.063, $0.063 < 0.1$ so, we reject the null hypothesis (there is no association between LS and EP) by 10% level of Significance and we accept H_A (there is association between LS and EP). P of TRS=0.00, $0.00 < 0.01$ so, we reject the null hypothesis (there is no relationship between TRS and EP) by 1% level of significance and we accept H_A (there is association between TRS and EP).

Equation: - $EP = 0.751 + 0.495 \text{TLS} - 0.127 \text{LS} + 0.447 \text{TRS}$

Interpretation: - if we make TLS 1, EP will increase by 0.495 when other variables constant, if we make LS 1, EP will decrease by 0.127 when other variables constant and if we make TRS 1, EP will increase by 0.44 when other variables constant. Therefore, in the case of Commercial banks of Ethiopia, TLS and TRS have positive relationship with EP but LS has negative relationship with EP.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

Cooperative Bank of Oromiya

From transformational leadership style data (individual consideration), 21 (70%) of employees of cooperative bank of Oromiya agree about their managers help others to develop themselves, 21(70%) employees agree that their manager gives personal attention to others who seems rejected, Oromiya 20(66%) agree that their manager let others know how he/she think they are doing. From transformational leadership data (idealized influence), 20(66%) of respondents agree that they proud to be assessed with their managers, 21(70%) of respondents of cooperative bank of Oromiya agree that their managers make others to feel good to be around them and 20(70%) of them argue that they have complete faith with their managers. From transformational leadership data (intellectual stimulation), 17(56.7%) of respondents argue that their managers provide others with new way of looking at puzzling things, 18 (60%) of respondents argue that their managers get others to rethink ideas that they had never questioned before and 19(63.3%) said that their managers enable others to think about old problem in new ways. From transformational leadership data (inspirational motivation), 17(56.7%) of respondents argue that their managers express in few simple words about what could and should do ,22(73.4) of respondents argue that their managers help them to find meaning in their work and 21(70%) of respondents argue that their managers provide appealing image about what they do.

From laissez-faire leadership style data, 19(63.3%) respondents argue that they encourage others to think their way, 19(63%) of respondents argue that they share their own idea, 21(70%) of them argue that there is leadership freedom in their department and 19(63.3%) of respondents argue that their managers rely on his/her judgment when passing on performance requirement.

From transactional leadership data (contingent reward), 18(60%) of respondents argue that their managers give reward when they reach the goal, 18(60%) of respondents argue that their managers tell them what to do if they want recognition or reward from work and respondents 23(76.7) of them argue that their managers give attention to what others can get for what they accomplish. From transactional leadership data (management by expectation 24(80%) of

respondents said that as long as things are working, their managers try to change something, 22(73.3%) of respondents argue that, there managers tell them the standards they have to know to carry out work and 25(83.3%) of respondents argue that their managers satisfied when they meet agreed standard.

From employee performance data, 19(63.3%) disagree that their performance is limited by poor leadership of their managers, 20(66.7%) of respondents said that, there is teamwork in their department, 24(80%) of respondents are motivated to work, 23(76.7%) of respondents are encouraged by their colleagues, 21(70%) of respondents argue that their managers are team player, and 29(96.7%) of respondents argue that have good relationship with their managers.

Awash International bank

From transformational leadership data (Individual Consideration), 17(57.7%) of respondents argues that, managers of AIB help others to develop themselves, 16(53.3%) of respondents argue that their managers give personal attention to others who seems rejected and 16(53.3%) of respondents argue that their managers late others know how they think they are doing. From transformational leadership data (idealized influence), 16(53.3%) of respondents argue that they proud to be assess with their managers, 17(56.7%) of them argue that their managers make others felt good to be around them and 18(60%) of them have complete faith by their managers. From transformational leadership data (intellectual simulation), 17(56.7%) of them argue that, their managers provide others with new way of looking at puzzling things, 16(53.3%) of respondents argue that, their managers get others to rethink ideas that they had never questioned before and 17(56.6%) of respondents argue that their managers enable others to think about old problem in new ways. From transformational leadership data (inspirational motivation), 16(53.3%) of them argue that their managers express in few simple words what could and should do, 18(60%) of them argue that their managers help them to find meaning in their work and 18(60%) of respondents argue that, their managers provide appealing image about what they do.

From laissez-faire leadership data, 17(56.7%) of encourage others to think their way, 15(50%) of respondents do not share their own idea, 15(50%) of them said that there is no leadership freedom in their department, and 15(50%) of respondents said that their managers do not rely their judgment when passing on performance requirement. From transactional leadership data (contingent reward), 21(70%) of respondents argue that their managers give them

recognition/reward for their employees when they reach the goal, 19(63.3%) of respondents argues that their managers tell their employees what to do if they want recognition /reward from work and 19(63.3%) of employees argue that their managers give attention to what others can gate for what they accomplish.

From transactional leadership data (management by expectation), 16(43.3%) of respondents said that their managers do not try to change anything as long as things are going, 17(46.7%) of respondents argue that their managers tell them standards they must know to carry out work and 18(60%) of respondents argue that their managers satisfied when their employees meet the standard.

From employee performance data, 19(63.3%) of respondents argue that their performance is limited by poor leadership of their managers, 21(70%) of respondents argue that, there is teamwork in their department, 19(63.3%) of respondents are motivated to work, 22(73.3%) of respondents argue that, their colleagues encourage them to perform well, 20(66.7%) of respondents said that, their managers are team players, and 23(76.7%) of respondents argue that, they have good relationship with their managers.

Commercial Bank of Ethiopia

From transformational leadership data (individual consideration), 28(46.7%) of respondents said that, their managers do not help them to develop themselves, 32(53.3%) of respondents said that their managers do not give personal attention to others who seems rejected, 30(50%) of respondents said that the managers do not late others know how they think employees are doing. From transformational leadership data (idealized influence), 29(48.3%) of respondents said that, they are not proud to be assess by their managers, 25(41.7%) of respondents said that their managers do not make others feel god to be around them and 29(48.4%) of respondents said that they have no complete faith in their managers. From transformational leadership data (intellectual simulation), 24(40%) of respondents said that, their managers provide others with new way of looking at puzzling things, 24(41.7%) of respondents said that their managers do not gate others to rethink ideas that they had never questioned before and 25(41.7%) of respondents said that their managers do not enable others to think old problem in new ways. From transformational leadership data (inspirational motivation), 26(43.3%) of respondents said that, their managers do not express in a new simple word what should and could do, 21(40%) of

respondents said that their managers do not help them to find meaning of work and 27(45%) of respondents said that their managers do not provide appealing image about what they do.

From laissez-faire leadership style data, 32(53.3%) of them argues that, they encourage other to think their way, 26(43.3%) of them said that there is no leadership freedom in their department, and 35(48.3%) of respondents argue that, their managers rely their own judgment when passing on performance requirement.

From transactional leadership style data (contingent reward), 22(36.7%) of respondents argue that, there managers give them reward or recognition when they reach the goal, 27(45%) of them said that they managers do not tell them what to do if they want recognition or reward from work and 25(41.7%) respondents argue that their managers give attention to what others can gate for what they accomplish. From transactional leadership style data (management by expectation), 25(41.7%) of respondents said that, as long as things are going, their manager do not try to change anything, 25(41.7%) of respondents said that their managers do not tell them the standards they have to carry out and 28(46.7%) of respondents argue that. There managers satisfied when employs meet agreed standard.

From employee performance data, 26(43.3%) of respondents said that, their performance is not limited by poor leadership of their manager, 19(31.7%) of respondents argue that, there is teamwork in their department, 30(50%) of respondents argue that, they are motivated to work, 24(40%) of respondents argue that, their colleagues encourage them to perform well, 25(41.7%) of them said that, their managers are not team player and 40(66.7%) of respondents said that they have no good relationship with their managers.

5.2. Conclusion

Managers of COOP help their employees to develop themselves, give personal attention how seems rejected and they late others to know how she/he think they are doing, provide others with new way of looking at puzzling things and get others to rethink ideas that they had never questioned before and they enable others to think about old problem in new ways, they expressed few simple words about what their employees could and should do, they help their employees to find the meaning of work and they provide appealing image about what their employees do, they give reward or recognition when employees reach the goal, they tell what to do if they want reward or recognition, they give attention to what others can gate for what they accomplish, as

long as things are working, managers try to change something, they tell for their employees the standards they have to know to carry out work and they satisfied when employs meet agreed standard.

Employees of COOP encourage others to think there way, they share their own idea, there is leadership freedom in their department, their managers do not rely his /her policies when passing performance requirement and managers make them feel good to be around them, their performance is not limited by poor leadership of their managers, there is team work in their department, they are motivated to work, they encouraged by their colleagues to perform well, their managers are team player, and almost all employees have good relationship with their managers

In the case of cooperative banks of Oromiya, translational leadership style and transactional leadership style have positive relationship with employee performance but laissez-faire leadership style does not affect employee performance.

Managers of AIB help others to develop themselves, they give personal attention to others who seems rejected , they late others know how he/she think they are doing, they provide others with new way of looking at puzzling things, they get others to rethink ideas that they had never questioned before, they enable others to think about old problem in new ways, they express in few simple words about what could and should do, they help their employees to find meaning of their work and they also provide appealing image about what their employees do, they give reward/recognition to their employees when they reach the goal, they tell them what to do if they want recognition/reward from work, they give attention to what others can get for what they accomplish, they satisfied when their employees meet the standard, they tell them the standards for their employees to carry out work, but they do not try to change when if things are going.

Employees of AIB proud to be assessed by their managers, they have also complete faith with their managers, they encourage others to think their way, they do not share their own idea, there is no leadership freedom in their department, and also their managers do not rely their judgment when passing on performance requirement and their managers make others feel good to be around them, performance of employees limited by poor leadership of their managers, there is teem work in their department, they are motivated to work, their colleagues encourage them to perform well, they have good relationship with their managers, their managers are team players.

In the case of AIB, transformational leadership style and transactional leadership style have positive relationship with employee performance but laissez-faire leadership style has negative relationship with employee performance.

Managers of CBE do not help others to develop themselves, they do not give personal attention who seems rejected, and they do not let others know how they think employees are doing, they do not provide others with new way of looking at puzzling things, they do not gate others to rethink ideas that employees had never questioned before and they do not enable employees to think about old problem in new way, they do not provide others with new way of looking at puzzling things, they do not gate others to rethink ideas that employees had never questioned before, they do not enable employees to think about old problem in new way, they do not express in new simple words what should, and could employees do, they do not help employees to find the meaning of work and they do not provide appealing image about what employees do, they do not express in new simple words what should, and could employees do, they do not help employees to find the meaning of work and they do not provide appealing image about what employees do, they give reward or recognition when they reach the goal, they do not tell what to do for their employees if they want recognition from work, they do not give attention to what others can get for what they accomplish, they do not try to change something, managers do not tell the standard they have to carry out, but they will be satisfied when employees meet agreed standard.

Employees of CBE, encourage others to think their way, they share their own idea, there is no leadership freedom in their department and their managers rely on their own judgment when passing performance requirement, Performance of employees is not limited by poor leadership of their manager, there is team work in their department, they are motivated to work, their colleagues encourage them to perform well, their managers are not team player, they have no good relationship with their managers.

In the case of Commercial bank of Ethiopia, transformational leadership style and transactional leadership style have positive relationship with employee performance but laissez-faire leadership style has negative relationship with employee performance.

5.3. Recommendation

Managers of COOP are in very good condition by using transformational leadership style and transactional leadership style they practiced very well rather than Awash international bank and Commercial bank of Ethiopia. but for more they have to upgrade their status by conducting meeting with other branches to communicating and sharing experience because they may get new supplementary ideas and comments that may upgrade their status. On top of this, it would be better for the coop managers upgrade their states by participate on different short term leadership trainings. It is also better to take different leadership shorter training to upgrade themselves. The Bord of directors has to give due recognitions for successful managers and their employees so that they could realise more energy for better accomplishment and success of the banks.

In AIB, managers practice transformational leadership style and transactional leadership style very well. But they have to upgrade their states by communicating and sharing experience with other branch banks, by participating in short term leadership training program. Also, The Bord of directors Has to give due recognitions for successful managers and their employees so that they could realise more energy for better accomplishment and success of the banks. They should minimize laissez-faire leadership form their management practice by maximizing transformational leadership style and transactional leadership style in their management practice because the resalt shown as laissez-faire leadership style has negative impact on employee performance. The bord of director should crate training program to minimize laissez-faire leadership style and increase transformational leadership style and transactional leadership style.

In CBE, practice of transformational leadership style and transactional leadership style are less this Couse affect employee performance negatively so they should see their status and create policy which is comfortable for their employee. They should know the important of transformational leadership style and transactional leadership style and they have to put in practice. When they see problem, they should solve quickly before it comes serious issue because the resalt shown as employees' performance of Commercial bank of Ethiopia is not good this is because of leadership style problem based on the data. Managers of Commercial bank of Ethiopia should make gate together program to improve their relationship with employees. Because, based on the data, there is no good relationship with employees and managers of Commercial bank of Ethiopia. Also, it is better to communicate their employees to practice the right leadership style which is comfortable for their employees as well as the banks.

It is also better to take training on leadership. They should also minimize laissez-faire leadership style because it has negative impact on employee performance.

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APPENDIX

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS FOR EMPLOYEES

Dear respondents,

This questionnaire is prepared to get the relevant information/data for my study. The objective of the study is to identify the effect of leadership style on employee performance in three government banks and four private banks of Ethiopia at Legetafo town (Awash International Banks, Commercial Bank of Ethiopia and Cooperative Bank of Oromoya). This study is only for academic purpose. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me.

Instructions: -

I use this questionnaire for the genuine information is highly decisive to the success of my study. Therefore,

- Not need of writing your name.
- Put the (x) mark in the box for your answer.
- With great excuse, possibly return back to timely.

For any problem and suggestion contact me through the following addresses:

Email: jmgmohammed@gmail.com

Phone: 0921904198

1. Gender
1. Male
2. Female
2. Age
1. 20-30
2. 31-40
3. 41-50
4. Above 50

3. Educational level

1. Diploma

2. Digree

3. Masters

4. PHD

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

No.	Transformational Leadership Style					
	Individual Consideration (IC)	1	2	3	4	5
1.	The manager helps others to develop themselves.					
2.	The manager gives personal attention to others who seems rejected.					
3.	The manager late others know how he/ she think we are doing.					
	Idealized Influence (II)	1	2	3	4	5
1.	I am proud to be assessed with my manager.					
2.	The manager makes others feel good to be around him/her.					
3.	I have complete faith in my supervisor.					
	Intellectual Simulation (IS)	1	2	3	4	5
1.	My manager provides others with new way of looking at puzzling things.					
2.	My manager gets others to rethink ideas that they had never questioned before.					
3.	My manager enables others to think about old problem in new ways.					
	Inspirational Motivation (IM)	1	2	3	4	5
1.	My manager expresses in a few simple words what could and should do.					
2.	My manager helps me to find meaning in my work.					
3.	My manager provides appealing image about what we do.					

No.	Laissez-faire Leadership Style	1	2	3	4	5
1.	I encourage others to think my way.					
2.	I share my own idea.					
3.	There is leadership freedom in my department.					
4.	My manager relies on his/her own judgment when passing on performance requirement.					

No.	Transactional Leadership Style	1	2	3	4	5
	Contingent Reward (CR)					
1.	My manager gives me reward or recognition when I reach the goal.					
2.	My manager tells me what to do if I want recognition or reward from work.					
3.	My manager gives attention to what others can get for what they accomplish.					
	Management by Expectation	1	2	3	4	5
1	As long as things are working, my manager doesn't try to change anything.					
2.	My manager tells me the standards I have to know to carry out work.					
3.	My manager is satisfied when I meet agreed standard					

Adopted from: Clesline Awino Amango (2015, Tanzania)

	Employee Performance	1	2	3	4	5
1.	My performance is limited by poor leadership of my manager.					
2.	There is team work in my department.					
3.	I am motivated to work.					
4.	My colleagues encourage me to perform well.					
5.	My manager is a team player.					
6.	I have good relationship with my manager.					

Adopted from: Kawooya Nahu (2010)