



***THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE
PERFORMANCE:
THE CASE OF MY SISTERS WOMEN'S
WELFARE ASSOCIATION***

***A Thesis Submitted to School of Commerce College of Business and
Economics in the Department of Human Resource Management in
Partial Fulfillment of the Requirement for the Degree of Masters of
Arts Human Resource Management***

BY: SISAY TULU

ADVISOR: WUBESHET BEKALU (PhD)

**NOVEMBER, 2020
ADDIS ABABA, ETHIOPIA**

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE
PERFORMANCE:
THE CASE OF MY SISTERS WOMEN'S WELFARE
ASSOCIATION

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
MASTERS DEGREE OF ARTS IN HUMAN RESOURCE
MANAGEMENT

By

SISAY TULU

NOVEMBER, 2020

ADDIS ABABA, ETHIOPIA

Declaration

I, the undersigned declare that this thesis (THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES PERFORMANCE: THE CASE OF MY SISTERS WOMEN'S WELFARE ASSOCIATION) is my original work. It has not been submitted for a degree in any other universities and all the materials used in this study have been duly acknowledged.

Sisay Tulu

Author

Date

Signature

November, 2020

Addis Ababa University

STATEMENT OF CERTIFICATE

As thesis research advisor, I hereby certify that I have read and evaluated this thesis prepared, under my guidance, by Sisay Tulu Entitled “THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES PERFORMANCE: THE CASE OF MY SISTERS WOMEN’S WELFARE ASSOCIATION ”. I hereby recommend it to be submitted as fulfilling the thesis requirements.

Wubeshet Bekalu (PhD)	_____	_____
Major Advisor	Date	Signature

We, the undersigned, members of the Examiners of the final defense by Sisay Tulu, have read and evaluated his thesis entitled “THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES PERFORMANCE: THE CASE OF MY SISTERS WOMEN’S WELFARE ASSOCIATION” and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment for the award of the degree of Master of Art in Human Resource Management.

_____	_____	_____
Name of External Examiner	Date	Signature

_____	_____	_____
Name of Internal Examiner	Date	Signature

ACKNOWLEDGEMENTS

I take this opportunity to thank the Almighty God for His limitless blessing in my life and bringing me to this end through many ups and down by giving me His unconditional love and strength.

My sincere appreciation and gratitude goes to my advisor, Wubeshet Bekalu (PhD) for his valuable guidance and counsel throughout the whole process of the study. I am grateful for his kindness, warm, welcoming and knowledge he has shared me for my future change.

Special thanks to my wife Unnen Kebede, my daughter Koket Sisay, my father and mother, my brothers and sisters, my mother in law, my friends Brook Megerssa, Hayalu and my friends who directly or indirectly involved in this study.

Finally, I would like to give thanks to all My Sisters Women's Welfare Association Administration, staff and participant respondents for their consistent encouragement, material support and information provision.

Table of Contents

DECLARATION	iii
STATEMENT OF CERTIFICATE	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES AND FIGURES.....	ix
LISTS APPEDISE	xi
ACRONYMS.....	xii
ABSTRACT	xiii
CHAPTER ONE	1
1. Introduction.....	1
1.1. Background of the study.....	1
1.2. Statement of the Problem.....	3
1.3. Basic Research Questions.....	4
1.4. Objectives of the Study.....	4
1.4.1 General Objective of the Study.....	4
1.4.2 Specific Objectives of the Study.....	4
1.5. Significance of the Study.....	4
1.6. Scope of the Study.....	5
1.7. Limitation of the Study.....	5
1.8. Organization of the Study.....	5
1.9. Research Hypothesis	6
CHAPTER TWO	7
2. Literature Review	7
2.1. Concept of Leadership.....	7
2.1.1. Positive and Negative Approaches of Leaders	8
2.2. Type Leadership style.....	9
2.2.1. Democratic Leadership.....	9
2.2.2. Autocratic Leadership	10
2.2.3. Laissez-faire Style.....	11
2.3. Leadership Models	13

2.3.1.	Democratic Leadership Model.....	13
2.3.2.	Autocratic Leadership Model	13
2.3.3.	Laissez-Faire Leadership Model.....	13
2.4.	Theoretical Literature Review.....	14
2.4.1.	Trait Theory	14
2.4.2.	Behavioral Theory.....	14
2.4.3.	Transactional Theory.....	14
2.4.4.	Path–Goal Theory	15
2.4.5.	Transformational Theory.....	15
2.4.6.	Empirical Literature Review	16
2.4.7.	Employee performance.....	16
2.4.8.	Effect of leadership style on employees’ performance	17
2.5.	Conceptual Framework.....	18
CHAPTER THREE	CHAPTER THREE	19
3.	Research Methodology	19
3.1.	Research Approach.....	19
3.2.	Research Design.....	19
3.3.	Population and Sampling	19
3.4.	Method of Data Collection.....	16
3.5.	Target Population	16
3.6.	Data sources and Types	16
3.7.	Data Analysis	16
3.8.	Validity	16
3.9.	Ethical Consideration	17
CHAPTER FOUR.....	CHAPTER FOUR.....	18
4.	Data Analysis and Interpretation.....	18
4.1.	Demographic Background of the Respondents.....	18
4.1.1.	Demographic Characteristics	18
4.2.	Analysis and Interpretation of Data concerning the Study.....	25
4.3.	Analyzed and Interpreted by using Frequency and Table	26
4.3.1.	Democratic Leadership Style	26
4.4.	Autocratic leadership style.....	34

4.5. Laissez-Faire Leadership Style.....	38
4.6. Measuring Employees Performances	41
4.7. Summary of open ended questions.....	44
CHAPTER FIVE.....	46
5. Summary of Finding, Conclusions and Recommendations	46
5.1. Summary of Major Findings	46
5.2. Conclusions	47
5.3. Recommendation.....	49
References	47

List of Tables and Figures

Table 4.1.1	Gender.....	22
Table 4.1.2	Age.....	23
Table 4.1.3	Department.....	23
Table 4.1.4	Qualification.....	24
Table 4.1.5	How many years have you served in this organization?	24
Table4.2.1	Democratic leadership.....	26
Table 4.2.2	Autocratic Leadership.....	27
Table 4.2.3	Laissez faire leadership.....	27
Table 4.2.4	Measuring Employee Performance.....	29
Table 4.3.1	Leaders need to help subordinates accept responsibility for completing their work.....	30
Table 4.3.2	Leaders should give subordinates total freedom to solve problems on their own.....	31
Table 4.3.3	Providing guidance with no pressure is the key to be a good leader.....	32
Table 4.3.4	Effective leaders give orders and explain procedures.....	32
Table 4.3.5	People are basically capable and if given a task will do a good job.....	33
Table 4.3.6	I am involved in performance appraisals to my department and decision making.....	34
Table 4.4.1	Give rewards or punishments in order to motivate employee to achieve organizational objectives.....	35
Table 4.4.2	My performance is assessed by my supervisor alone.....	35
Table 4.4.3	Employees need to be supervised closely.....	35
Table 4.4.4	It is fair to say that most employees in the general population are lazy.....	36
Table 4.4.5	Performance requirements are designed according to the leader's needs.....	36
Table 4.4.6	Leaders make decisions independently.....	38
Table4.5.1	Leadership requires staying out of the way of subordinates as they do their work.....	37
Table 4.5.2	As a rule, leaders should allow subordinates to appraise their own work.....	39
Table 4. 5.3	Avoid getting involved when important issues arise.....	40
Table 4.5.4	Fail to interfere until problems become serious.....	41
Table 4. 6.1	I am capable of handling my assignments without much supervision.....	41

Table 4. 6.2	I am very passionate about my work.....	41
Table 4.6.3	I used to extend help to my co-workers when asked or needed.....	42
Table 4.6.4	I actively participate in group discussions and work meetings.....	42
Table 4.6.5	I could manage change in my job very well whenever the situation demands.....	43
Table 4.6.6	I always believe that mutual understanding can lead to a viable solution in organization.....	44
Table 4.7.1	What is the dominate leadership style that is exercised by your immediate supervisor?	44
Table 4.7.2	What type of leadership styles do you propose for your organization to enhance employee performance?	45
Figure 1:	Conceptual Framework.....	18

LIST APPENDIXES

APPENDX1: English Questionnaires

APPENDX 2: Amharic Questionnaires

ACRONYMS

- HRM: Human Recourse Management
- HR: Human Resource
- SPSS: Statistical Package for Social Science
- MSWWA: My Sisters Women's Welfare Association
- GO: Government Organization
- NGO: Non-Government Organization
- MLQ: Multifactor Leadership Questionnaires
- COVID-19: Corona virus Diseases 2019

Abstract

The purpose of this study is to identify the effect of leadership style on employee performance: the case of My Sisters Women's Welfare Association". The study investigates the kind of relationships the workers of "My Sisters Women's Welfare Association" with their leaders, examine the major problems which affect leadership practice in MSWWA and to determine how leaders try to raise high moral and ethical standards among its workers. The methodologies followed in this study were descriptive survey. The sampling method used purposive sampling. In order to get sufficient and appropriate information for the study both primary and secondary data were used. Questionnaires were the data collection instruments used in the survey. The analysis is performed using descriptive statistics methods mean, standard deviation, frequencies, percentages. The study finding shows that the majority of employees do not have enough communication with the policy of an organization , employees in the organization have poor relationship with their supervisors and the existing leadership style and the work culture of an organization do not permit them to exercise the different kinds of updated management thoughts and believes. Therefore, the study concludes that; subordinates at different levels of the Organization don't give equal and fair treatment, most of the leaders in MSWWA don't try much to raise high moral and ethical standards among workers, most of the leaders at different levels of the Organization don't take ideas whenever there is a problem in job. The study finally recommended leaders should try to raise high moral and ethical standards so that all workers can do their job ethically and by moral. The leaders should also try to give fair and equal treatments to all their subordinates, the leaders should try to understand their subordinates' interest because this is very important for the success of the Organization and to maximize their subordinates' degree of interest.

Key words: Democratic leadership, Autocratic leadership, Laissez-faire leadership, Employee Performance.

CHAPTER ONE

1. Introduction

1.1. Background of the study

According to (Kiue, 2010), 'Leadership is critically important because it affects the existing or future condition of the organization. Any organization requires effective leaders who can positively influence their followers by increasing employee performance and organizational commitment in order to achieve organizational goal', Leadership play a significant role in creating and maintaining the effectiveness of an organization stated that the negative effects associated with a lack of worker commitment includes absenteeism and turnover.

(Daniel N. & Josse R, 2017) discussed good leader motivates employees and motivated employees does not only increase his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization's general performance and making it more profitable The worker for an organization is the most important asset that should be owned and is considered by management. Humans create goals, conduct innovation, and achieve organizational objectives. Human resources spark creativity in every organization.

Leadership style is the mixture of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Dubrin, 2004). According to (Mosadeghrad, 2003) there are numerous leadership styles such as: autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, and transactional and laissez faire leadership.

(Clark 2000) mentioned that Non-Governmental Organizations (NGOs) have emerged as an important catalyst of change in the development and democratic processes at both the national and international levels. They have begun to play a critical role in the worldwide drive for equality, social justice, human rights, fair trade, and the elimination of poverty. In Ethiopia NGOs play a significant role in the social, political and economic development of the country. In addition to this, NGOs play an important role around crisis and poverty alleviation and engage

in activities such as agriculture, HIV/AIDS, integrated rural development, health, education, income generation, information services, refugees, street children, women issues, peace, governance, food security, self-help and youth.

Non-Government Organizations (NGOs) are organizations with funds and programs managed by their own trustees or directors, established to maintain aid socially, educationally, charitable, religious, or other activities serving the common welfare. They include lower level organizations such as community groups, associations, cooperatives, religious and private development organizations (CRDA & DPPC, 2004).

1.2 Back ground of My Sisters Women's Welfare Association

My Sisters Women's Welfare Association is one of non-government organizations which were established in 1998 with the vision of providing social services to the community in Addis Ababa, Ethiopia. The organization make available different services such as Educational service, Counseling service, Daycare service, Vocational training, Medical service, Sponsorship service and Library service. Based on the current data 190 employees are working in the four branches of the organization as permanent and 13 part-time employees to carry out the activities holding the possession of, management, branch managers, nurses, childcare givers, councilors, social workers, teachers, tutors, community health workers etc.

Each organization set up with the desires of successful and effective performance which is accomplished through employees, workers are the greatest resource in any high performing organizations. The capacity of organization capability depends generally on its effectiveness and feasibility of utilizing its human assets. "My Sisters Women's Welfare Association" success is mainly dependent on its employees assent not machine or other resources. The degree to which this performance and growth objectives are accomplished is for the most part decided by the type of leadership style used in the organization which accounts for its efficiency and effectiveness. The effectiveness of a specific leadership style is dependent on the organizational circumstance. This emphasizes the need to distinguish the type of leadership being practiced at each organization and its impact on employees' performance which is a fundamental step to apply the suitable behavior that can improve employees' performance.

1.2. Statement of the Problem

According to (Khamis, 2013A) an organization without effective leadership is like a ship without a captain where resources are wasted despite their scarce nature Leaders are expected to show appropriate behavior towards workers that fits with the culture and general condition of the organization.

Many literatures stress that leadership behaviors can make things easier the improvement of both leadership capability and performance of workers. Different organizations require strong leadership styles that motivate the workers performance. MSWWA works in a similar manner with respect to policies and practices but their performance was varying from branch to branch. When the performance evaluation is observed, a branch of the organization accomplished its objectives at the end of the year whereas the remaining branch of the organization did not accomplish its objectives. This problem happened due to lack of strategic interventions of particular leadership styles to the specific circumstances were anticipated as the problem at hand. This issue was continuously influencing the workers performance in an organization. This result clearly shows that there is a great difference in area of jobs performance among branches of the organization.

MSWWA is an organization committed to service delivery to the community and as such the impact of poor leadership style disrupts the organization's commitment to the community in terms of delay in the quality of service delivery, lack of satisfaction on beneficiaries, inability to meet performance targets, poor performance is a fact which affects employee job performance in the organization. According to annually evaluation reports of the organization has been losing to supply its quality service. Lack of effective leadership skill is costing the organization especially in terms of consistency of quality service. The problems which are mentioned above happened due to lack of strategic participation of specific leadership styles to the particular situations were forecasted as the problems at hand. These problems were continuously affecting services and worker performance of the organization.

Therefore, the main purpose of this study was focused to examine the consequence of different leadership styles like Democratic, Autocratic and Laissez-faire on an employees' performance particularly in "MSWWA"

1.3. Research Questions

- What is the leadership style currently practiced at “My Sisters Women’s Welfare Association”?
- How much the leadership styles are affecting the performance of employees in the organization?
- What is the perception of employees in the related to leadership practices of the association?
- What employees’ performance improvement system is in place at “My Sisters Women’s Welfare Association”??

1.4. Objectives of the Study

1.4.1 General Objective of the Study

The general objective of this study examined leadership practices, problems and employee performance of “My Sisters Women’s Welfare Association”.

1.4.2 Specific Objectives of the Study are:

- to explain the prevailing leadership practices and styles of “My Sisters Women’s Welfare Association”.
- to investigate how leadership styles are affecting the performance of employees in the organization
- to determine the perception of the employees towards the leadership styles
- to suggest appropriate leadership style that will improve employee performance

1.5. Significance of the Study

The researcher believes that the findings of this study were helping “My Sisters Women’s Welfare Association” to identify their leadership style, effects on employees’ performance and impacts of the overall organizational performance.

The study finding was serving as an input to support future studies in Government Organizations and Non-Government Organizations. It can serve as a base for other researchers who want to do a further research on this topic

1.6. Scope of the Study

Scope of the study was limited on leadership style practices and employee's performance of "My Sisters Women's Welfare Association" "situated on the four branches of the organization in Addis Ababa, Ethiopia.

1.7. Limitation of the Study

This research required tremendous efforts in terms of literature review, contacting various organizations, obtaining data, and analyzing of the data to achieve fruitful results. However, because of time and budget constraint, research was limited on permanent workers and part time workers of the association found in Addis Ababa. The sample was restricted to "My Sisters Women's Welfare Association",

1.8. Organization of the Study

This study was organized into five chapters, the first chapter which was included introduction, background of the study, statement of the problem, research question, research objectives, significance of the study, scope of the study. The second chapter deals with review of related literature, third chapter comprises the research methodology. The fourth chapter was deal with data analysis and interpretation based on the data gathered. Finally, chapter five holds the summary of the findings, conclusions and recommendation.

Definition of Terms

Leader: leader is someone who has a program and that behave together with members of the group by using means or a certain style. (IJES 2018)

Leadership: Leadership is the ability to influence a group toward the achievement of goals. It is the method of manipulates the behavior of an organized team in its efforts toward goal setting and goal achievement. (A.A University, School of Commerce)

The leadership style: (IJES 2018) mentioned that is a way leader influencing subordinates expressed in the form of a pattern of behavior or personality. Leadership has a role as a dynamic force that encourages, motivates and coordinates an organization in gets intended purpose.

Employee: any individual employed by the organization either on a regular or temporary basis.

Performance: (IJES 2018) express that performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization.

Employee Performance: According to (Ashley Donohoe, 2019) employee performance is how your employees perform daily in your business will have an impact on your business's success or failure. Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviors your employees show in the workplace

Organizational Efficiency: (Mesh, 2012) discussed that organizational efficiency refers to capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, and material.

1.9. Research Hypothesis

The hypothesis was finding the answer to a question by researcher about what results he/she should look for. The following hypotheses were tested.

H1: The democratic leadership style positively affects employee performance in My Sisters Women's Welfare Association

H2: The authoritative style positively affects employee performance in My Sisters Women's Welfare Association

H3: The laissez-faire leadership style positively affects employee performance in My Sisters Women's Welfare Association

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Concept of Leadership

The concept of leadership is explained, according to (Hersey and Blanchard 1979), “as the process of influencing the activities of an individual or a team in efforts toward objective accomplishment”. Leadership is a set of behaviors that supervisors and managers at all levels of seniority and hierarchy, experience and education can learn and apply.

Leadership plays an important role in designing the organizational system and to enhance worker’s motivation, effectiveness and satisfaction. At a strategic level, leadership is required to lead and guide activities of the organization and human resources toward the strategic goals of the organization and ensure that organizational functions are associated with the external environment. (Antonakis et.al, 2003).

Good leaders recognize the importance of workers in accomplishing the objective of the organization and that motivating workers is paramount importance in accomplishing objectives the organization. To have an effective organization the workers within the organization need to be encouraged to devote themselves in the mission of the organization: the workers of the organization need to be inspired so that they can be effective: therefore, effective organization needs effective leadership (Wall, Solum and Soboletal, 1992).

Active leaders interfere by anticipating mistakes and problems and taking defensive measure before the problem becomes serious while passive leader interfere only after the subordinates fails to meet the pre-determined standards. Successful leader has a responsibility to make available direction and share the knowledge to the worker to guide them for better work performance and make them qualified for maintaining the quality, and to become an example of all the group members is such a great responsibility (Shiji Lyndon and Preeti S. Rawat, 2020).

2.1.1. Approaches of Leaders

Positive leaders use rewards, such as education, training, development, new experiences, and independence, to encourage workers, while negative leaders emphasize punishments (Newstrom, Davis, 1993).

Negative leaders work dictatorial and superior with subordinates. These leaders believe that the only way to get things done is through punishments, such as loss of job, days off without pay, reprimanding workers in front of others, etc. They believe that their power is increased by frightening everybody into higher levels of productivity. Yet, what normally happens when this approach is used is that morale falls, which leads to lower productivity.

Most leaders do not strictly exercise one or another, but are somewhere on a continuum ranging from tremendously positive to tremendously negative. People who continuously exercise of the negative are bosses, while those who primarily work out of the positive are considered great leaders. (Newstrom, J.W., Davis, K, 1993)

2.2. Types of Leadership Style

Leadership style is the method and approach of providing goal, applying plans, and motivating workers. As seen by the workers, it includes the whole pattern of explicit and implicit works performed by their leader. Leadership style refers to a leader's behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders (Newstrom, Davis, 1993).

A leadership style depends on the situations of the organization like nature of the job, culture, goals, accessibility of recourses and also the general condition of the organization. Leadership styles are suitable depending on factors such as ability and experience, focus of control, work structure and group dynamics (McShane, Travaglione & Olekalns, 2009).

According to Lippit and White (1943) identified there are three general approaches: Autocratic leadership style, Democratic leadership style, and Laissez faire leadership style. Even though, there are various leadership styles having their own distinct impact on workers' performance in different situation and environments.

2.2.1. Democratic Leadership

Democratic leadership style is exhibited where the focus of power is more towards the team as a whole, and where there is greater interaction within the team (Mullins, 2002). This leadership style is suitable only in instances where the nature of the responsibility associated with the decision is such that team members are willing to share with their leader, or on the other hand the leader is willing to accept accountability for decisions, which he or she has not made individually.

According to (Igboeli, 1990), in democratic leadership style, decision making is shared between leader and the group. In democratic leadership style authority is decentralized and free flow of communication by encouraging subordinates. When the leader is forced to decide alone, he/she explained the reason to the group. The leader allows a climate of general controls and supervision. According to view of (Okenwa and Ugbo 2001) democratic leadership style also known as participative or supportive leadership style involves some kind of joint action between leaders and co-workers. In essence, the leader consults with subordinates on proposed actions and decisions and encourages participation from them. He also welcomes ideas and criticism from the group he is leading.

2.2.2. Autocratic Leadership

Autocratic leaders are known as authoritative leaders whose provide clear objectives for the subordinates for what needs to be done, who should be done, when it should be done, and how it should be done. Autocratic leadership is strongly focused on both instructions by the leader and control of the subordinates. There is also a clear division between the leader and the members of the organization. Autocratic leaders make decisions individually with little or no input from the rest of the group who works in the organization.

Autocratic leadership is best practiced to situations where there is little time for group decision making or where the leader is the most skilled members of the organization. The autocratic approach can be a good one when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader. This is a leadership style that motivates employees by engaging higher goals and good values which can move employees to perform past desires and change both people and organizations (Bass, 1985).

2.2.3. Laissez-faire Style

Laissez- Faire Leaders require the less supervision of the supervisors; leave responsibility to the workers to decide objectives, plans, and programs by their own within the source of possibility of the organization. In other words, laissez faire leaders do not take the responsibility and give workers the authority to use (Eren, 2010). Laissez-Faire Leaders do not form any control mechanism on group members, and they are completely free to take any decision (Vogt et. al., 2004).

The laissez-faire leader gives no continuous feedback or supervision because the workers are well experienced and need little supervision to achieve the expected outcome. This type of leadership style is also connected with leaders that do not guide at all, failing in supervising group members, resulting in lack of control and higher costs, bad service or failure to meet deadlines. In government, this is what the type of leadership, which may drive to anarchy (Lewin, Lippitt, & White, 1939).

The laissez-faire leadership style is one in which the manager provides little or no direction and gives workers as much freedom as possible. Basically, this style looks simple and easy-going between leaders and the workers.

(Mondy & Premeaux, 1995).Explained that the laissez-fair leadership style as “Abdicates responsibilities keep away making decisions” Laissez-fair leadership style is uninvolved in the work of the organization. It’s difficult to defend this leadership style unless the leader’s subordinates are expert and well-motivated specialists. “Supervisors permit team members make all decision”

2.3. Leadership Models

2.3.1. Democratic Leadership Model

This type of leadership includes team members in making the decision process. If you talk about the people involvement it involves the leader and his team members. This type of leadership allows the employees to show their creativity and talent and thus contribute in the decision making associated with the project. This gives team members a job satisfaction and results in better productivity too (EDUCBA, 2020)

2.3.2. Autocratic Leadership Model

The leaders can have a god power and control over their team. Unfortunately, staff members have limited option to suggest or comment on what it would be best for the team (EDUCBA, 2020)

2.3.3. Laissez-Faire Leadership Model

For this the leadership comes individually and managers also don't have to control much over the people or on the work at any means. This type of leadership models works completely on the freedom which every member of the team gets no matter whether he is on the higher position or just a trainee (EDUCBA, 2020)

2.4. Theoretical Literature Review

2.4.1. Trait Theory

Early leadership studies assumed that leaders are born, not made. Researchers wanted to identify a set of characteristics or traits that distinguished leaders from followers, or effective leaders from ineffective leaders. Leadership trait theories attempt to explain distinctive characteristics accounting for leadership effectiveness.

The list of traits was to be used as a prerequisite for promoting candidates to leadership positions. Only candidates possessing all the identified traits would be given leadership positions. Hundreds of trait studies were conducted during the 1930s and 1940s to discover a list of qualities. However, no one has come up with a universal list of traits that all successful leaders possess, or traits that will guarantee leadership success. On the positive side, although there is no list of traits that guarantees leadership successes, traits that are related to leadership success have been identified (Lussier and Uchua, 2013)

2.4.2. Behavioral Theory

In the late 1940s, researchers began to explore the idea that how a person acts determines that person's leadership effectiveness. Instead of searching for traits, these researchers examined behaviors and their impact on measures of effectiveness such as production and satisfaction of followers. The preponderance of theory and research along these lines has depended on the idea that leaders must cope with two separate but interrelated aspects of their situations: they must accomplish the task, and they must do so through the efforts of those they lead. Thus, even

though a variety of different terms have been used to identify these two facets of leadership, all can be understood as relating to tasks and people. Leadership behavior can be studied by analyzing what leaders do in relation to accomplishing the task and to maintaining the effort of people doing the task (Gibson Et al, 1995).

2.4.3. Transactional Theory

Transactional leadership theory is a type of contingent-reward leadership that had active and positive exchange between leaders and subordinates whereby workers were rewarded or recognized for fulfilling agreed upon objectives of the organization “From the leader of the organization, these rewards might indicate gratitude for value increases, bonuses and work accomplishment. For good work, positive support could be exchanged, merit pay for promotions, increased performance and cooperation for collegiality. The leaders could instead focus on errors, avoid responses and delay decisions. This attitude is stated as the “management-by-exception” and could be categorized as passive or active transactions. The difference between these two types of transactions is predicated on the timing of the leaders’ involvement. In the active form, the leader continuously monitors performance and attempts to intervene proactively (Gibson Et al, 1995).

2.4.4. Path–Goal Theory

Another contingency approach to leadership is called the path–goal theory. According to the path–goal theory, the leader’s responsibility is to increase followers’ motivation and clarify the path to attain personal and organizational goals. This model includes two sets of contingencies: leader behavior and the use of rewards to meet subordinates’ needs. In the Fiedler theory the assumption would be to switch leaders as situations change, but the path–goal theory suggests that leaders can switch their behaviors to match the situation (Daft, 2008)

2.4.5. Transformational Theory

The transformational leaders raise the motivation and morality of both the follower and the leader (House & Shamir, 1993). The transformational leaders are considered by their capability to identify the need for change, gain the agreement and commitment of others, create a vision that guides change and embed the change (MacGregor Burns, 2003). These types of leaders treat subordinates individually and pursue to develop their consciousness, morals and skills by providing significance to their work and challenge. These leaders produce an appearance of

convincing and encouraged vision of the future. They are “visionary leaders who seek to appeal to their followers” better nature and move them toward higher and more universal needs this approach views leadership Effectiveness as dependent upon a match between leadership style and the situation. It also focuses on the degree to which the situation gives control and influence to the leaders. The primary thrust was that the qualities of leaders differentiate in various situations and so were those qualities were perhaps appropriate to a particular task and interpersonal context. (Yukl, 2006)

2.4.6 Empirical Literature Review on leadership style

Leadership occurs when one person induces others toward some prearranged objectives, is also the capability of a superior to influence the behavior of followers or team and influence than to follow a particular course of action. Leadership is work of influencing and directing workers in such a way that will win their obedience, confidence respect and loyal cooperation in accomplishing common objectives.

Leadership is the art of motivating a team of the workers in the organization to act towards accomplishing a common objective, in organization; leadership is welded to performance, effective leaders are those who increase profit of their company’s bottom lines.

Leadership is a winning combination of personal traits and the capability to think and act as leader, a leader who directs the activities of others for the good of all. Anyone can be a leader even if the only person they are leading in themselves (Debral and James, 1994)

Researchers such as (Lee and Chuang, 2009) mentioned that excellent leader not only inspire worker’s potential to improve efficiency but also meet their requirement in the process of accomplishing organizational goals.

2.5. Conceptual Framework of independent and dependent variables

Independent Variables are those factors, activities and other phenomenon that change or affect the value or level of a dependent variable, the cause that is responsible for bringing changes in a situation (Mitchel and Jolly, 1988). The conceptual framework shown in the figure below is used to indicate; **Leadership style** is the Independent Variable and **Employee’s performance** is the Dependent Variable.

The framework also depicts how **Employee's performance** (Customer satisfaction, achieve organization goal and Quality service) affect and influenced by **Leadership styles** (Democratic leadership style Autocratic, Leadership style and Laissez-faire Style).

Independent variable Dependent variable

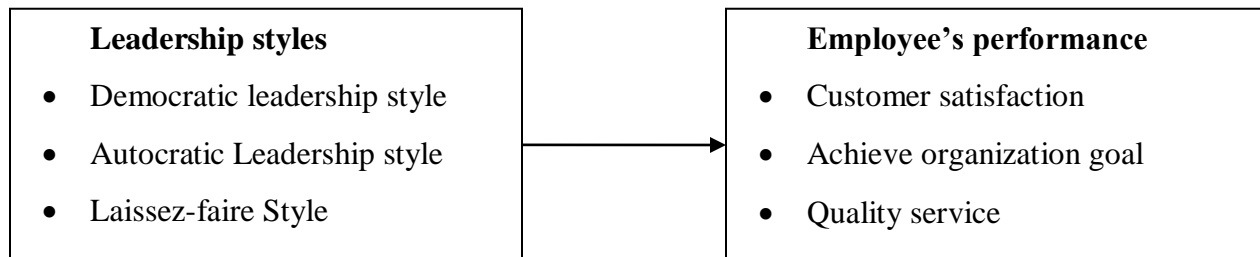


Figure- 1 Conceptual frame work of the research (Source: own conceptualization)

CHAPTER THREE

3. Research Methodology

The research method employed quantitative that uses a survey approach in collecting data. The research design development of questionnaire and interview questions was designed but because of COVID-19 pandemic the researcher could not implemented interview. The researcher also forced to discontinue the group discussion in part research compilation of data obtained from primary sources. Secondary sources and summarizing findings, drawing conclusions and forwarding recommendations that are relevant to address the situation.

3.1. Research Approach

This study was used the quantitative data collection method. Selecting research method depends on the aim of the research, its relation to research questions and the preferred sample (Crabtree and Millner, 1999). Within the social science, qualitative and quantitative methods are utilized to work with both primary and secondary data. For this research quantitative data were collected through questionnaires and open-ended questions were applied in the questionnaires.

3.2. Research Design

(Creswell, 2003) describes the importance of quantitative focusing on survey as follows. "A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. From sample results, the researcher generalizes or makes claims about the population. Therefore; this research employs quantitative research design.

3.3. Population and Sampling

Based up on the current data and the document analysis, there are about 190 employees are working in four different branches "My Sisters Women's Welfare Association "as permanent in Addis Ababa and 13 part-time employees to carry out the activities. Among this population of the association, the researcher used for his study 190 staff and distributed the questionnaires for them.

3.4. Method of Data Collection

Mainly quantitative data were collected through questionnaires and which issued for the analysis and discussions.

3.5. Target Population

Target population of the study was permanent employees of “My Sisters Women’s Welfare Association. The researcher was design and distributes questionnaires to gather primary data from employees of ‘My Sisters Women’s Welfare Association in Addis Ababa. The questionnaire was distributed to 190 of the employees.

3.6. Data sources and Types

Primary data was gathering for this research through survey method by using questionnaires. The questionnaire was collected on the Multifactor Leadership style Questionnaire (MLQ) (Deanne N. Hartog J J.VAN M, 2011) which help to identify what employee perceived about their leaders and employee performance. A questionnaire was help to measure democratic, autocratic and laissez-faire leadership style. The secondary sources of data were consulted include books, journals, and articles from the internet, annual report, manuals and websites.

3.7. Data Analysis

The researcher was editing the collected raw data to detect errors, omissions, checking to know whether each question was answered or not. After the ascertaining the reliability of the instruments, the researcher was proceeded to administer the area of study. First the relevant data was coded, summarized and then transferred to Statistical Package for Social Science (SPSS) analyzed and presented.

3.8. Validity

The content validity of the instrument was determined in two ways. First the researcher was discussing the items in the instrument with the supervisors. Secondly, content validity of the instrument determined through piloting, where the responses of the subjects checked against the research objectives. Reliability ensured by pre-testing the questionnaire with a selected sample of ten (10) employees who are different from the actual respondents to avoid any possibility of bias in the study.

3.9. Ethical Consideration

Researcher needs to protect his research participants, develop rapport, promote the integrity of research, guard against misconduct and impropriety that might reflect on the organizations and cope with new challenging issues. Therefore, respondents were assured that the information which they provide was confidential and used for academic purpose only. The data gathered in the process of the study was also kept confidential and was not used for any personal interest. Every data was collected from respondents and key informants with their consent and willingness. The data was interpreted without naming individuals who were respondents and informants.

CHAPTER FOUR

4. Data Analysis and Interpretation

This chapter contains two parts, namely the general background of respondents and analysis concerned data of questionnaire. The total population of 190 (100%) were selected to complete the questionnaire and responded to an open-ended question. Out of the distributed questionnaires hundred were fully completed and returned. The return rate was 54 %. The statistical program used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS-) version 24. The descriptive statistic utilized mean, standard deviation and frequency tables to provide information on the key of variables.

4.1. Demographic Background of the Respondents

The characteristics of the respondents assessed from the point of view of gender, age, department, education qualification and total year of experience; accordingly, analysis and interpretation of the data obtained from the respondents.

4.1.1. Demographic Characteristics

Under this section, the characteristics of the respondents were assessed from the point of view of gender. Therefore, the distribution of respondents by gender is depicted here below.

Table4.1.1, Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	59	59.0	59.0	59.0
Female	41	41.0	41.0	100.0
Total	100	100.0	100.0	

From the above the table.1, out of the total respondent of 100 staff (59%) of them is male and the remaining (41) of them are female. Therefore, there is high concentration of male in the organization. The data may however indicate that there is reasonable representation of the female employees in the study.

Table 4.1. 2, Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	30	30.0	30.0	30.0
31-45	43	43.0	43.0	73.0
46-60	25	25.0	25.0	98.0
>60	2	2.0	2.0	100.0
Total	100	100.0	100.0	

With this regard (30%) of them are at the age of (20-30), (43%) of are (31-45), (25%) of them are (46-60) years of age and (2%) of them have age (above 60).

This shows that majority of the employees were in productive and maturity age. Accordingly, there is no doubt on their response's reasonability as well as relevance to the study

Table4.1. 3, Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Program	46	46.0	46.4	46.4
Administration	53	53.0	53.5	98.0
Total	99	99.0	100.0	
Missing System	1	1.0	1.0	1.0
Total	100	100.0	100.0	100.0

In related to their department back ground information (44%) of the responders are working in the office of program, the reaming (53%) of the workers are work under the office of administration and one individual was missing by system. Therefore; the study shows that the majority of the staff is comprise in the office of administration.

Table 4.1.4, Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	26	26.0	26.0	26.0
Degree	40	40.0	40.0	66.0
Masters and above	33	33.0	33.0	99.0
	1	1.0	1.0	100.0
Total	100	100.0	100.0	

As indicated in table 4.1.4, (33%) the respondents are Masters and above holders, 40% are degree holders; 26 % are high diploma graduates and 1 % is not mention his/ her education. The number of the Masters, degree and diploma holders' counts 99 % containing significant majority of the respondent. This may indicate that organization was equipped with qualified work forces.

Table 4.1.5. Years of services in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	2	2.0	2.0	2.0
1-3	13	13.0	13.0	15.0
4-6	13	13.0	13.0	28.0
7-10	22	22.0	22.0	50.0
Above 10 year	50	50.0	50.0	100.0
Total	100	100.0	100.0	

Concerning work experience 50% of the respondents have a work experience above 10 years, 22% are between 7-10 years, 13% are between 4-6 years, 13% have served for 1-3 years and the rest2% have a work experience less than a year. This shows that large numbers of respondents are categorized under senior staff groups.

4.2. Analysis and Interpretation of Data concerning the Study

Descriptive statistics are numerical measures that describe a distribution by providing information on the central tendency of the distribution, the width of the distribution, and the distribution's shape. A measure of central tendency is a representative number that characterizes the "Middleness" of an entire set of data. One of three measures of central tendency items is the mean. We can calculate the mean for our distribution of questionnaires and dividing the sum by the total number of scales. Mathematically, this is

$$\mu = \frac{\sum X}{N}$$

Where

μ (pronounced "mu") represents the symbol for the population mean;

\sum represents the symbol for "the sum of";

X represents the individual scales; and

N represents the number of scales in the distribution. To calculate the mean, we sum all of the X s, or scores, and divide by the total number of scores in the distribution (N). You may have also seen this formula represented as total number of scores in the distribution (N). You may have also seen this formula represented as

$$\bar{X} = \frac{\sum X}{N}$$

This is the formula for calculating a sample mean, where \bar{X} represents the sample mean, and N represents the number of the sample. We can use either formula (they are the same mathematically) to calculate the mean for the distribution of scores.

In order to analyze, describe and summarize the characteristics of responses mean, standard deviation and frequency were used. The study assessed three types of leadership style such as Democratic, Autocratic and Laissez-Fair leadership styles. Descriptive statistics were used for employee's ratings of their leaders to identify the most dominant leadership style in the organizations. The below table illustrates 100 employees' rating of their leaders' style.

Table 4.2.1 Democratic leadership style

Democratic leadership style	Mean	Std. Deviation
Leaders require to help subordinate to accept responsibility for finishing work	3.88	1.127
Leaders should give to subordinates' self-determination to solve problems on their own.	3.72	1.170
Providing direction with no force is the key for a good leader	4.32	5.156
Effective leaders give instructions and explain procedures.	4.54	4.329
People are basically competent and given a task well to do a good job.	3.78	1.074
I am involved in performance evaluation to my department and decision making	4.11	4.905
Cumulative value	4.0583	2.9601

Source: Survey 2020

According to table, 4.2.1, as the respondent responses, mean 4.54 and 4.329 standard deviation that leaders have a great role to help subordinates find their “passion”. In the other dimension respondents prefer it is best to leave subordinates alone. The lowest mean is 3.72 and 1.170 standard deviation’ believes in most situations, employees prefer little contribution from the leader. Overall democratic leadership upon assessing the six statements had a mean score of 4.05 and standard deviation 2.9601. This means high score and indicates that respondents agreed that their supervisors use democratic leadership.

Table 4.2.2 Autocratic Leadership style

Autocratic Leadership Style	Mean	Std. Deviation
My performance is evaluated by my supervisor only.	3.19	1.298
Employees require to be supervised strongly	3.41	1.340
Performance requirements are planned according to the leader's needs.	3.01	1.220
It is fair to say that most employees in the general population are indolent	2.39	1.154
Leaders make decisions separately	3.00	1.392
Cumulative value	3.000	1.2808

Source: Survey 2020

As shown in the above table, the statement that ‘Employees require to be supervised strongly’ had the highest mean of 3.41 and standard deviation of 1.34. The statement with the lowest mean of 2.39 and standard deviation of 1.15 ‘It is fair to say that most employees in the general population are indolent’. Overall authoritative leadership upon assessing the five statements had a mean score of 3.00 and a standard deviation of 1.28. This mean is below the midpoint and indicated that respondents disagreed that their supervisors use authoritative leadership. The results suggest that Authoritative leadership style is less exhibited by immediate supervisors at the selected “My Sister Women’s Welfare Association”.

Table 4.2.3 Laissez faire leadership style

Laissez faire leadership style	Mean	Std. Deviation
Leadership needs staying out of the way of subordinates as they do their work	3.64	4.987
As a rule, leaders should permit subordinates to evaluate their own work.	3.58	3.307
Fail to interfere until problems become serious	2.95	1.327
stay away from getting involved when important subject arises	2.82	1.291
Cumulative value	3.2475	2.728

Source: Survey 2020

As it is shown in Table 4.2.3 mean and standard deviation of the results from respondents' assessment of laissez faire leadership style. This was evaluated by four items. The statement that 'Leadership requirements staying out of the way of subordinates as they do their job' had the highest mean of 3.64 and standard deviation of 4.99 whereas the question with the lowest mean of 2.82 and standard deviation of 1.29 was that 'stay away from getting involved when important issues arise. Overall Laissez faire leadership upon evaluating the four statements had a mean score of 3.24 and a standard deviation of 2.728. This mean is above the midpoint and indicated that respondents agree that their leaders certainly utilize laissez faire leadership to a high level.

In the above tables, the higher score for each scale indicate more of a tendency to use a specific leadership style. Accordingly, the result shows Democratic leadership scale had the highest mean ($M=4.54$, $SD=4.329$) among the three main scales of leadership style, followed by the Laissez faire leadership scale ($M=3.64$, $SD=4.987$), with the lowest scores for the Autocratic Scale ($M=3.41$, $SD=1.340$). As assumed, the difference in mean scores obtained from the analysis suggested that all the three leadership styles are exhibited in the organizations.

Therefore, from the results of the analysis of leadership styles, it can be concluded that Democratic leadership style is the most dominant leadership style in the selected organization followed by Laissez faire leadership style. However, authoritative leadership style is the least exhibited style.

Measuring employee Performance	Mean	Std. Deviation
I am able of handling my jobs without much supervision.	3.93	.902
I am very passionate about my work	4.21	.891
I used to complete my works on time.	4.02	.899
I actively take part in group discussions and work meetings.	4.09	1.102
I could administer change in my job very well whenever the situation demands.	4.05	.821
I always think that mutual understanding can lead to a feasible solution in organization	3.97	1.049
Cumulative value	4.045	1.416

Table 4.2.4 Measuring worker Performance

Source: Survey 2020

The analysis of employee performance was captured based on the scale by using a total of six items. The purpose of presenting this kind of data was to record how employees rated themselves on employee performance, given the different aspects of performance presented to them in the instrument.

Mean result was used to analyze the extent at which the sample group in average agreed or disagree with the raised statements. Low mean implied that majority of the respondents disagree while, higher mean value indicates their agreement.

According to table, 4.2.4, the findings performance showed an aggregate mean value of 4.05 is high. This result implied that, the respondents agree that they their performance is in a high standard. The employees were asked to mention their actual performance in the last fiscal year (2019/20). Accordingly, the answer is forwarded for their average performance in the last both organizations under study uses (1 to 5) scale rating to measure their employee's performance which is defined as follows:

- For performance rate between 1 and 2 - Did not achieve expected results
 - Between 2 and 3 - Partially achieved expected results
 - Between 3 and 4 - Fully achieved expected results
 - And between 4 and 5 - Achieved more than expected results and
 - Employees are rated 5 for exceptional achievement.
-
- Mean = 1.00 – 2.33 >> Low,
 - Mean= 2.34 – 3.67 >> Moderate and
 - Mean = 3.68 – 5 >> High

4.3.Analyzed and Interpreted by using Frequency and Table

The following table shows information that was collected mainly via questionnaires. The findings are presented, analyzed and interpreted by using percentage and table.

4.3.1. Democratic Leadership Style

The democratic leadership style in which workers plays a vital role in the decision-making process. Members of the organization are kept informed about the future and are permitted to discuss and proposed changes to long term strategy. The tables show the democratic leadership style analysis and interpretation as follow.

Table 4.3.1. Leaders require to help subordinates recognize responsibility for completing their work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	32.	32.0	32.3	32.3
Disagree	41	41.0	41.4	41.4
Neutral	15	15.0	15.2	88.9
Agree	4	4.0	4.0	95.1
Strongly Agree	7-0	7.0	7.0	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

As depicted from the above 4.3.1, table, concerning leaders relation with their employees,(32%) of the respondents said that it is Strongly disagree while (41%)of the respondents chose disagree, (15%) of the respondents believes that they have neutral ,(4%) of the respondents agree in idea of Leaders need to help subordinates accept responsibility for completing their work and the rest (7%) of the respondent rated the relationship as strongly agree. It is quite possible to say that majority of the employees in the organization have not close relationship with their supervisors. Therefore, we can say that if employees do not have close relation with their supervisors, it may significantly decrease their motivation to work and also may make them to be very reluctant on using their physical energy as well as their cognitive thinking when they perform their job in a way they could not have used it. Thus, we can conclude that this will create poor potential to the organization on attaining its objectives and addressing satisfactory service to the society as well as to employees on the attainment of job satisfaction and upgrading their commitment to work.

Table 4.3.2, Subordinates should have get total freedom from their leaders to solve their own problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	29	29.0	29.3	29.3
Disagree	35	35.0	35.4	70.7
Neutral	19	19.0	19.2	35.4
Agree	10	10.0	10.1	16.2
Strongly Agree	6	6.0	6.1	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

Table 4.3.2, presents' response of employees on area of freedom to solve their own problem exercised by their leaders. Accordingly, (29%) of the employees said that they are not strongly disagree with leaders on solve of problems on their own, (35%)are disagree, and (19%) of them said they are neutral at all. On the other hand, (10%)of the respondents seem to be comfortable

with the leadership freedom to solve the problem. The rest 6 % are strongly disagree with leaders' freedom approach. This implies that most leaders in the organization do give little attention to empower their employees. This means communication is certainly one way. Thus, leaders do not inspire and motivate employees to solve their problem. This situation will definitely demolish the motivation and moral of employees and hamper the efficiency of the organization.

Table 4.3.3. Providing direction with no pressure is the key to be a good leader

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	28	28.0	28.3	28.3
Disagree	41	41.0	41.4	69.7
Neutral	19	19.0	19.2	88.9
Agree	6	6.0	6.1	95.0
Strongly Agree	5	5.0	5.0	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

Table 4.3.3. Presents employee's response about providing direction with no pressure is the key to be a good leader; as a result, (28%) of them said that they are the Strongly Disagree while (41%) of employees answered to Disagree. 19 numbers of respondents which is (19%) also said that they are neutral. The rest (6%) responded as Strongly Agree. And (5%) employees agree as direction can be providing with no pressure. Thus, the organization may face difficulties on mobilizing employees' knowledge, credibility and their cognitive thinking.

Table 4.3.4, Good leaders give instructions and clarify procedures

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	6	6.0	6.1	8.1
Neutral	11	11.0	11.1	19.2
Agree	49	49.0	49.5	68.7
Strongly Agree	31	31.0	31.3	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

As it can be seen in table 4.3.4, (2%) percent of employee respondent's successful leaders give orders and clarify procedures of the organization while 6 % of them responded as they disagree and the rest (11 %) said that they are neutral at all to communicate with their supervisor. According to the data the majority of employees (80%) in the organization have believing as successful leaders give instructions and clarify procedures of the organization. Therefore, supervisors may not possibly face with difficulties towards accomplishing their job and taking an effective action.

Table 4.3.5, People are basically capable and given a task well to do a good work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.0	4.0	4.0
Disagree	8	8.0	8.1	12.1
Neutral	22	22.0	22.2	34.3
Agree	37	37.0	37.4	71.7
Strongly Agree	28	28.0	28.3	100
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

As indicated in table 4.3.5 above, that asked whether People are basically capable and if given a task will do a good job 12 % of the employee disagree, the rest 22% are neutral and therefore the remaining 37 and 28 % employees responded that agree and strongly agree respectively.

Table 4.3.6, I am engaged in performance evaluation to my department and decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	10.0	10.0	10.0
Disagree	8	8.0	8.0	18.0
Neutral	27	27.0	27.0	45.0
Agree	21	21.0	21.0	66.0
Strongly Agree	34	34.0	34.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Related to questioned rose with the involvement of employees in performance evaluations and decision making the process to determine the aggregate level of strongly disagree and disagree respondent 18% were said employee's involvement is less considered in the evaluation and decision-making process. The rest 27 % of the respondents were neutral and 55% of the respondent agreed and strongly agree that employees' involvement is highly considered

4.4. Autocratic leadership style

Autocratic leaders who give orders and expect instant obedient without argument, plans and policies are made in isolation from the subordinates. In this leadership style orders are given without explanation for the reasons or of future intentions. Autocratic leaders practiced all decision-making power, unrealistic in demands, uses excessive discipline and punishment, does not allow subordinates to question decisions or authority, leader feels he/she is the abilities, serious of differing opinions, rarely gives recognition, is easily offended, uses the workers for his/her advantage, actions oriented, highly competitive, useful in the short-term focus. From the table observe the response of employees as follow.

4.4.1. Give rewards or punishments in order to motivate employee to accomplish organizational objectives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.0	7.1	7.1
Disagree	10	10.0	10.1	17.2
Neutral	17	17.0	17.2	34.3
Agree	30	30.0	30.3	64.6
Strongly Agree	35	35.0	35.4	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

In related to the rewards or punishments system in the way to motivate employees to achieve organizational objectives aggregate level strongly disagree and disagree staff's respondent (17%) and (17%) of them were neutral. On the other hand, (30%) of them agree and (35%) of them strongly agree with the idea.

Table 4.4.2. My performance is evaluated by my supervisor alone

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	12.0	12.2	12.2
Disagree	19	19.0	19.4	31.6
Neutral	24	24.0	24.5	56.1
Agree	24	24.0	24.5	80.6
Strongly Agree	19	19.0	19.4	100.0
Total	98	98.0	100.0	
Missing System	2	2.0		
Total	100	100.0		

Source: Survey 2020

The above table describes employees' response on objectivity of their superiors' response in rating their performance. Accordingly, 31 % of the respondents conformed that they are bias their performance is assessed by their supervisor alone. Only 43% of the respondents responded

positively to the statement. On the other hand,24% remained neutral. Therefore, from the information we can say that there are personal biases like friendship or hate in rating employees' performance.

Table 4.4.3, Employees require to be supervised closely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	10.0	10.1	10.1
Disagree	19	19.0	19.2	29.3
Neutral	17	17.0	17.2	46.5
Agree	26	26.0	26.3	72.7
Strongly Agree	27	27.0	27.3	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

In the Table 4.4.3 (10%) of employee shows strongly disagree in need to be supervised strongly,19 % the response indicated disagree. Rest 17% show that Neutral. In this category reaming26% and 27% mainly shows agree and strongly disagree in the area of closely supervised.

Table 4.4.4, It is fair to say that the majority workers in the general population are lazy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	24	24.0	24.5	24.5
Disagree	35	35.0	35.7	60.2
Neutral	22	22.0	22.4	82.7
Agree	11	11.0	11.2	93.9
Strongly Agree	6	6.0	6.1	100.0
Total	98	98.0	100.0	
Missing System	2	2.0		
Total	100	100.0		

Source: Survey 2020

On Table 4.4.4, 59 %of responders are disagree as taken the most employees as the general population are indolent. The remaining 22% of the respondents are showing neutral. The rest 29% are agree as the populations are indolent.

Table 4.4.5, Performance requirements are planned according to the leader’s needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	12.0	12.4	12.4
Disagree	21	21.0	21.6	34.0
Neutral	32	32.0	33.0	67.0
Agree	18	18.0	18.6	85.6
Strongly Agree	14	14.0	14.4	100.0
Total	97	97.0	100.0	
Missing System	3	3.0		
Total	100	100.0		

Source: Survey 2020

This question from the organization under study of the statement. Very surprisingly 33 % of them disagreed with the statement and the rest 32 are responded as neutral. The reaming 18% and14% responded agree and strongly disagree respectively. According the above result which is incorrect thinking andexposed the organization for poor performances

Table 4.4.6, Leaders make decisions independently

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	16.0	16.2	16.2
Disagree	26	26.0	26.3	42.4
Neutral	20	20.0	20.2	62.6
Agree	16	16.0	16.2	78.8
Strongly Agree	21	21.0	21.2	100.0
Total	99	99.0	100.0	
Missing System	1	1.0		
Total	100	100.0		

Source: Survey 2020

As depicted from the above Table 4.4.6, with regards decision making the respondent from the various branches of the organization forwarded their idea as follows: - the majority of the respondent on aggregate level strongly disagree and disagree 42% employees said that the leader cannot be decided any things alone While 20% of the respondent were neutral and 37% were agreed that leaders make decisions independently.

4.5.Laissez-Faire Leadership Style

Laissez-faire leadership style gives freedom to group members of the organization to make decisions, Muhammad & Usman (2012) declare that laissez faire leadership style of leadership gives more opportunities and least possible guidance to workers in decision making in the organization. The leadership style is most likely to be effective when individual group members are experienced, highly skilled, trustworthy, motivated and capable of working on their own.

Below the table show the collected questionnaires result of the laissez-faire leadership style

Table 4.5.1, Leadership needs staying out of the way of workers as they do their job

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	11.0	11.2	11.2
Disagree	18	18.0	18.4	29.6
Neutral	29	29.0	29.6	59.2
Agree	23	23.0	23.5	82.7
Strongly Agree	16	16.0	16.3	99.0
Total	98	98.0	100.0	
Missing System	2	2.0		
Total	100	100.0		

Source: Survey 2020

Related to question raised with the involvement of leaderships on process employee doing their work, the aggregate level respondents 29% strongly disagree and disagree. Here employee said

that Leaders require staying out of the way of subordinates as they do their work which means leader involvement is less. The rest 29% of the respondent were neutral and 39% of the respondent agreed that leaders' involvement is highly considered.

Table 4. 5.2, As a rule, leaders should permit subordinates to evaluate their own job

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	14.0	14.4	14.4
Disagree	15	15.0	15.5	29.9
Neutral	20	20.0	20.6	50.5
Agree	27	27.0	27.8	78.4
Strongly Agree	21	21.0	21.6	100.0
Total	97	97.0	100.0	
Missing System	3	3.0		
Total	100	100.0		

Source: Survey 2020

As can be observed in the table above an aggregate level respondent 48% were strongly disagree and disagree they were said that a rule, leaders should allow subordinates to evaluate their own job. 20% of the respondents have remained neutral, the rest 21% of the respondents have strongly agreed and 21% of the respondents have agreed to the statement.

Table 4. 5.3, Avoid getting engaged when important issues arise

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	17	17.0	17.5	17.7
Disagree	28	28.0	28.9	46.4
Neutral	18	18.0	18.6	64.9
Agree	23	23.0	23.7	88.7
Strongly Agree	11	11.0	11.3	100.0
Total	97	97.0	100.0	
Missing System	3	3.0		
Total	100	100.0		

Source: Survey 2020

Accordingly, respective respondents of the study participants supervising clearly clarify an agreement to the statement for achieving targets the 17% of the respondents have strongly disagreed 28% of the respondents disagreed, 18% of the respondents have remained neutral, 23% of the respondents have agreed and 11% of the respondents have strongly agreed to the statement of stay away from getting engaged when important issues arise.

Table 4.5.4, Fail to interfere until problems become serious

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	16.0	16.3	16.3
Disagree	25	25.0	25.5	41.8
Neutral	20	20.0	20.4	62.2
Agree	22	22.0	22.4	84.7
Strongly Agree	15	15.0	15.3	100.0
Total	98	98.0	100.0	
Missing System	2	2.0		
Total	100	100.0		

Source: Survey 2020

On the table above the respondents have been asked the level of agreement to the statement that said the leaders' Fail to interfere until problems become serious. Accordingly,16% of the respondents have strongly disagreed, 25% of the respondents have disagreed, 20% of the respondents remained neutral 22% of the respondents have agreed and 15% of the respondents have strongly agreed to the statement.

4.6.Measuring of Employees Performances

Table 4. 6.1, I am capable of handling my work s without much supervision

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	3	3.0	3.0	5.0
Neutral	23	23.0	23.0	28.0
Agree	44	44.0	44.0	72.0
Strongly Agree	28	28.0	28.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

It follows that to the statement respondents have worked keeping without much supervision 2 % of the study participants have strongly disagreed, 3% of the respondents have disagreed 23% have remained neutral, 44% have agreed and the rest28% of the respondents have strongly agreed.

Table 4. 6.2, I am very passionate about my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	2	2.0	2.0	4.0
Neutral	13	13.0	13.0	17.0
Agree	39	39.0	39.0	56.0
Strongly Agree	44	44.0	44.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Moreover, the respondents were asked to express their level of agreement with a statement of their passionate 2% of the participants have strongly disagreed, 2% of the respondents have disagreed, 13% of the study participants have remained neutral, 39% of the respondents have agreed and, the remaining 44% of the respondents have strongly agreed to the statement.

Table 4.6.3, I used to extend help to my colleagues when asked or required.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.0	5.0	5.0
Disagree	6	6.0	6.0	11.0
Neutral	8	8.0	8.0	19.0
Agree	34	34.0	34.0	53.0
Strongly Agree	47	47.0	47.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Regarding the question raised on the above table in area of coworker help mechanism asked the colleague the 5% and 6% of the respondents have strongly disagreed and disagreed respectively whereas the rest 8%, 34% and 47% of the respondents indicated ‘neutral’, ‘agree’ and ‘strongly agree’ respectively. This shows that most participants agreed that there is enough support the employees to help their colleagues.

Table 4.6.4, I actively take part in group discussions and work meetings

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.0	5.0	5.0
Disagree	4	4.0	4.0	9.0
Neutral	14	14.0	14.0	23.0
Agree	31	31.0	31.0	54.0
Strongly Agree	46	46.0	46.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Out of the total respondent of the staffs 5% of them were strongly disagree and 4% of the staffs were disagree. On the other hand, 14% of the respondent are neutral and implies that they are indifferent actively participate in group discussions and work meetings. The remaining 76% of the staffs said that they are Strongly Agree and Agree to participate in group discussions and work meetings. So that it indicated that the majority of the respondents were categorized on the

side of agree. Therefore, even if it is impossible to satisfy the whole employees on the same level management should assess and conduct a survey to identify what other factor should be incorporated in the existing that can enhance the participation of the majority.

Table 4.6.5, I could administer change in my work very well whenever the situation demands

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	3.0	3.0	3.0
Neutral	22	22.0	22.0	25.0
Agree	42	42.0	42.0	67.0
Strongly Agree	33	33.0	33.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Regarding the question asked for the employee on the area of manage change whenever the situation demands 3% of the respondents indicated that they ‘Disagree’ with the issue the remaining 22% respondents replied ‘neutral’ and 42% Agree’ and 33% Strongly agree to the above given issue. This shows that most of the respondents believe employees are well motivating to share the vision and mission effectively.

Table,4.6.6, I always think that mutual understanding can lead to a feasible solution in organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.0	4.0	4.0
Disagree	4	4.0	4.0	8.0
Neutral	20	20.0	20.0	28.0
Agree	35	35.0	35.0	63.0
Strongly Agree	37	37.0	37.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Concerning table 4.6.6. employees believe that mutual understanding can lead to a feasible solution in organization, 4 % of participants replied ‘strongly disagree’ and ‘disagree

respectively’, 20% of the respondents confirmed neutral and the rest 35%and 37%, they have been agreed and strongly agree with mutual understanding can lead to a feasible solution in organization.

4.7.Summary of open-ended questions

The summary of responded of the open-ended questions included in the questionnaires that show the main problems of leadership practices of the organization was written as follows:

Tables 4.7.1 Dominate leadership style implemented by immediate supervisor?

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Democratic	69	69.0	69.0	69.0
Autocratic	23	23.0	23.0	92.0
Laissez faire	7	7.0	7.0	99.0
5	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

As it is indicated in the open-ended questions, employees argued the leadership style practiced in their organization. Overall, the response of participants’ shows69 %of respondents agrees that Democratic leadership dominate leadership style that is exercised by their immediate supervisor. The reaming 23% responded that their immediate supervisor follow-up Autocratic leadership style However, the outcome is below the expectation for an organization practicing the laissez-faire leadership style.

Tables 4.7.2, leadership styles suggest for organization to improve employee performance

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Democratic	71	71.0	71.0	71.0
Autocratic	23	23.0	23.0	94.0
Laissez faire	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Source: Survey 2020

Regarding, the leadership style, 71% employees are suggested to have Democratic leadership in their organization to improve the performance of the workers, according the respondents they suppose that there is equal treatment with the staffs. In contrary, 23% of them were suggest Autocratic leadership style is as important for their organization, the rest 6% became reserved themselves for laissez faire style.

CHAPTER FIVE

5. Summary of Finding, Conclusions and Recommendations

In the previous chapter, analysis and interpretation of the study were made with descriptive statistics by mean and stander deviation and with including of table and percentage respectively. According to the analysis of results and discussion of the study, major findings and conclusions were made and recommendations have been forwarded.

5.1. Summary of Major Findings

The main objective of this study was to assess effective leadership style on employee performance of “My Sisters Women’s Welfare Association” and to identify how much the organization practice modern leadership styles, such as democratic, autocratic and laissez-faire style. According to the primary data obtained in the research, the study has come up with the following findings.

- The study indicates considerable numbers of the employees in the organization have poor relationship with their supervisors.
- Most of the respondents feel that they are dissatisfied with the existing leadership practice of the organization that let them to have moderate motivation.
- As revealed by majority of the respondents, employees’ participation in decision making process is low.
- Respondents believe that the quality of the service of the organization gives to the society is not satisfactory.
- Most of employee respondents confirm that there are misunderstandings between leaders.
- According to the study, leaders are influenced by personal biases such as friendship, resources sharing and hate etc. in rating employee’s performance.
- The finding shows that; the majority of employees do not have enough communication with the policy of an organization.

- As the finding obtained from an open-ended question, the employees are required the democratic leadership style in the organization to enhance their performance as well as to break communication barriers, bureaucracy, and so on.
- However, respondents think that the existing leadership style and the work culture of an organization do not permit them to exercise the different kinds of updated management thoughts and believes.

5.2. Conclusions

Based on the above findings the following conclusions are drawn:

- Though the responses of leaders do not concede with the majority employees' responses or some of employees have no close relationship with their supervisors. Therefore, we can say that this poor relationship is likely to significantly decrease majority motivation to work and also may make them to be very reluctant on using their potential when they perform their task.
- Significant numbers of the employees are dissatisfied with the existing leadership practice of the organization. This may result in developing great expectation for change and moreover, they would be in need of new blood to leadership positions with an excellent emotional intelligence that would make them to have high job satisfaction.
- Workers' participation in decision making process is not enough. This may indicate that leaders in the organization do not have participatory program to workers as expected and it show them as weak democrat leaders. Thus, majority of employees in the organization has lack of feelings such as belongingness and trust.
- As the findings indicate, the quality of service of the organization gives to the society is not satisfactory. This may result in creating a great deal of gap between the service and the demands of the society.
- The study shows that there is poor understanding among leaders. This indicates that low effective work achievement and communication towards common goal. This would also be a risk to bring quality, fast and sustainable service to the society.
- The greater parts of workers feel that leaders are influenced by personal biases like friendship, resources sharing and hate etc. This may result in discriminating followers based on their relation with their leaders.

- The study indicates that, leaders of the organization has poor leadership competencies such as inspiring, capability to motivate, emotional maturity, problem solving flexibility, risk taking and so on. Therefore, the absences of these factors have a negative influence on the coworkers' performance.
- According to the findings policy of the organization are not communicated among employees. Accordingly, those leaders of the organization may face difficulties in attaining organizational goals and may also have difficulties in taking an effective action in the future. Research results shows that exercising democratic leadership style has a significant positive impact on employee performance of the organization. This shows that when democratic leadership style approach is strongly applied in the organization, performance of employees would increase.
- Autocratic leadership style, however, shows a significant negative impact on employee performance. This indicates that performance of employees would not increase when autocratic approach is applied. Even though leaders in “My Sister Women’s Welfare Association” desire and are most known to lead through democratic leadership style, it is because in the view of globalization autocratic leadership style may no longer be accepted by workers who are now becoming more well-informed, independent and capable.
- Laissez-faire leadership style has positive impact on worker’s performance of the organization, which indicates that workers performance would increase when laissez-faire leadership style is properly applied. Laissez-faire leadership approach can be used when leaders are very much trust on group members who are working in the organization and in any condition should not blame each other for mistakes.

5.3.Recommendation

The following recommendations are forwarded based on the findings and the conclusions made, hoping that they may contribute to an improved leadership practice in the organization is advised to build positive and good relationship among them as well as their followers:

- The organization is advised to identify the dissatisfaction of employees that leads them to be reluctant, not motivated and low productive etc. Thus, the leaders should improve their leadership practice by avoiding those problems encountered and by making corrections as per the recommendations. Moreover, the organization should design strong democratic leadership and work on employee's job satisfaction, promotions, training and development program for better performances.
- The organization in general and the leaders in particular are strongly advised to improve the democratic of employees on planning and decision-making process so that they could feel belongingness to the organization by following good leadership style and by delegating power to others.
- The organization has to take other similar organizations trends, which is currently in position of highest standards, as benchmark in order to increase the quality of its service.
- It is strongly recommended that the organization as well as the leaders should work together having a defined task and should keep away from them poor understanding between them so that they could deliver fast and sustainable service to the society.
- The leaders are advised to keep away the influences that would create personal biases such as friendship and hate in order to avoid discrimination in the organization.
- The organization and its leaders are strongly advised to work together on developing leader's competency.
- The organization is suggested to work on communicating and addressing the policy of the organization with the workers at all the time.
- Whenever there is leadership problem in the organization, worker's productivity and using their latent becomes under question mark even if they have good interest to their job. Thus, leaders are advised to improve their quality to work with motivated workers.
- Based on the result of this research, democratic leadership style has greater impact than laissez-faire leadership and autocratic leadership styles in terms of workers performance in

the organization. In order to enhance in the competitive business environment, it is recommended that the right leader with high potential to be identified at all levels of the organization. In “My Sister Women’s Welfare Association” should make use of the recommendations to implement strong democratic leadership style instead of autocratic leadership style which is currently practiced in the organization in some level. It should be known that workers are the most valuable asset in the organization, and worker performance highly depends on leadership style. Organizations with good leadership capability will further improve performance. Therefore, serious attention should be given to make leadership a higher priority.

References

- Akor, P. U. (2014). Influence of Autocratic Leadership Style on the Job Performance of Academic Librarians in Benue State. *Journal of Educational and Social Research*, 4(7), pp. 148-152.
- Alghazo, A. M. & Al-Anazi, M. (2016). The Impact of Leadership Style on Employee's Motivation. *International Journal of Economics and Business Administration*, 2(5), pp. 37-44.
- An Official Website of Consortium of Christian Relief and Development Association (CCRDA). Retrieved from: www.crdaethiopia.org/about CCRDA. (2014).
- Arabian Journal of Business.(2015). Effect of leadership styles on employee performance
- Armstrong, M. (2003). *A Hand Book of Human Resource Management*, Sixth Edition, London,
- Armstrong, M. (2006). *A Hand Book of Human Resource Management*, Tenth Edition, London,
- Ashley Donohoe, Reviewed by: Jayne Thompson, LLB, LLM.(2019). Employee Performance
- Avolio, B.J., Zhu, W. Koh,W. & Bhatia,P. (2004). Transformational leadership and organizational
- Benedict, A. and Josiah, M. (2012). *The Effect of Labor Turnover in Brewery Industry in Nigeria*: Maxwell Scientific organization.
- Celestine Awino Anyango. (2015). *Effects of Leadership Styles on Employee Performance*
- Clark, J. (2000). *Civil Society, NGOs, and Development in Ethiopia (A Snapshot View)*. Washington, D.C: The World Bank
- Daft, R. (2008). *Management (8th edition)*, Ohio. Thomas-South Western.
- Daniel NawoseI ng'ollan & Josse Roussel. (2017). *International Journal of Business and Social Science*, Influence of Leadership Styles on Employees' Performance
- Deanne N. Den Hartog Jaap J. VAN Muijen. (2011). Transactional versus transformational leadership: An analysis of the MLQ
- Dubrin .(2004). *Leadership: research findings, practice, and skills* New York Houghton
- EDUCBA. (2020). *10 Important Leadership Models Which Will Make You A Successful Leader*

- Eren, T. (2010). Real-Time-Optimization of Drilling Parameters during Drilling Operations.
- Geib, P. & Swenson, J. (2013). China: Transformational Leadership for Policy and Product Innovation. *Advances in Management*, 6(5), 3-10.
- Hersey and Blanchard.(1979).*Management of Organizational Behavior Utilizing Human Resources*.New Jersey/Prentice Hall.
- Hofstede, G. (1997). Culture and Organizations: Software of the Mind. New York: McGraw-Hill.
- House. (1991); Haddad, (2011); Sean & Hong, (2014); Malik, 2014, Impact of leadership style on employee performance - FTMS ...www.ftms.edu.my › journals › pdf › IJABM › (2017)
- House & Shamir. (1993). The motivational effects of charismatic leadership
- Hurduzue, R.-E. (2015). the Impact of Leadership on Organizational Performance. *Practical Application of Science*, 3(1(7)), pp. 289-294.
- Igbaekemen, G. O. (2014). IMPACT of Leadership Style on Organization Performance: A Strategic Literature Review. *Public Policy and Administration Research*, 4(9), pp. 126-136.
- International Journal of Engineering and Science (IJES).2018. Effect of Work Discipline and Leadership Style on the Performance of Employees Motivation.
- Khalid Rasheed Memon. (2014). Effects of Leadership Styles on Employee Performance. *International Journal of Management Sciences and Business Research*. 2014. ISSN (2226-8235) Vol-3, Issue 7
- Khamis M. K. (2013). Effect of Leadership Style on Employee Performance of Soft Drinks Industry: A case of Zanzibar Bottlers Company Limited, Zanzibar Mzumbe University
- Kouzes, J. M., & Posner, B. Z. (2007). *The leadership challenge* (4thed.). San Francisco, CA: Jossey-Bass.
- Lewin, Lippitt, &White. (1939). Pattern of aggressive behavior in experimentally created social Climates
- Lussier&Achua. (2013). *Leadership: theory, application and skill development*. OH, SouthWestern.
- Luthans F (2005). *Organizational Behavior*. 10th, ed. McGraw-Hill, International ed. USA.
- Maria M. Clapham. (2000). *The Role of Leadership*. *The Academy of Management Executive* (1993-2005), Vol. 14, No. 3, Themes: pp. 138-139

- McShane, S.L Travaglione, A. & Olekalns, M. (2009). Organizational behavior on the Pacific rim, 3rd edition. McGraw-Hill, North Ryde, N.S.W.
- Mondy, R. W., & Premeaux, S. R. (1995). Management (7th ed.). Englewood-Cliffs-New Jersey: Prentice-Hall.
- Mosadeghrad. (2003). relationship between managers leadership style and employees job Satisfaction
- Newstrom, J.W., Davis, K. (1993). Organizational Behavior: Human Behavior at Work. New York: McGraw-Hill
- Senge, P. (1990). The Fifth Discipline: The Art and Practice of the Learning Organization, Doubleday Currency, and New York, NY.
- Shiji Lyndon and Preeti S. Rawat. (2015). Effect of Leadership on Organizational Commitment, Indian Journal of Industrial Relations, pp. 97-108
- Shiji Lyndon and Preeti S. Rawat. (2020). Effect of Leadership on Organizational Commitment. The Indian Journal of Industrial Relations, Vol. 51, No 1, (2015).
- Skoogh, J. (2014). Social and Emotional Competence among Managers.
- Simola, S., Barling, J., & Turner, N. (2012). Transformational Leadership and Leaders' Mode of Care Reasoning. Journal of Business Ethics, 108, 229–237.
- Stogdill, R.M. (1974). Handbook of Leadership: A Survey of Theory and Research. New York: Free Press.
- Wall, Solum and Soboletal. (1992). The effect of Leadership Style on Employee Performance
- Wang & Huynh. (2013). Barbu, (2011). The Impact of Leadership Style on Employee Performance
- Wood, J., Zeffane, R., Fromholtz, M., Wiesner, R., Creed, A., Schermerhorn, F., Hunt, J. and Osborn, R. (2010). Organizational Behavior Cor Concepts and Applications. 2nd ed. Australia: John Wiley & Sons Australia, LTd..



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear respondents,

First of all, I would like to give heartily thanks for your welcome cooperation and devotion of precious time to fill this questionnaire. The survey should take no longer than 15-20 minutes to complete. My name is Sisay Tulu. I am conducting a research. This questionnaire is developed to collect data on the topic entitled "THE EFFECTS OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE: THE CASE OF MY SISTERS WOMEN'S WELFARE ASSOCIATION". It will be carried out for academic purposes, to write a Thesis; in partial fulfillment of the requirement for the Masters of Human Resource Management Filling the survey questionnaire is voluntary. Your genuine response will provide valuable information on the topic. The information you provide is completely confidential.

Appendix: 1 English Questionnaires

Employee Questionnaire

I. Demographic Information Please mark (√) in the box of your preferred choice Personal Data

1. Gender: 1. Male 2. Female

2. Age between: 1. 20 -30 2. 30-45 3. 46- 60 4. > 60

3. Department 1. Program 2. Administration

4. Qualification: 1. Diploma 2. Degree 3. Masters & above

5. How many years have you served in this organization?

1. Less than a year 2. 1-3 3. 4- 6 4. 7- 10 5. Above 10 year

II. Examining Leadership style

The following statements are designed to measure Leadership Style in your respected organization. Please indicate the level of your agreement with each of the following statements by selecting and putting a tick mark (√) in the box of your choice.

Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (SA)

I. Examining Leadership style						
What leadership style is currently being practiced at your respected organization		SD	D	N	A	SA
NO	Democratic Leadership style					
1	Leaders need to help subordinates accept responsibility for completing their work					
2	Leaders should give subordinates total freedom to solve problems on their own.					
3	Providing guidance with no pressure is the key to be a good leader					
4	Effective leaders give orders and explain procedures.					
5	People are basically capable and if given a task will do a good job.					
6	I am involved in performance appraisals to my department and decision making					
	Autocratic Leadership style					
1	Employees must be given rewards or punishments in order to motivate them to achieve organizational objectives					
2	My performance is assessed by my supervisor alone.					
3	Employees need to be supervised closely					
4	Performance requirements are designed according to the leader's needs.					
5	It is fair to say that most employees in the general population are lazy					
6	Leaders make decisions independently					
	Laissez-faire Leadership style					
1	Leadership requires staying out of the way of subordinates as they do their work					
2	My supervisor does not impose policies					
3	As a rule, leaders should allow subordinates to appraise their own work.					
4	Fail to interfere until problems become serious					
5	Avoid getting involved when important issues arise					
6	Avoid making decisions					
II. Measuring employee performance						
1	I am capable of handling my assignments without much supervision.					
2	I am very passionate about my work					

3	I actively participate in group discussions and work meetings.					
4	I could manage change in my job very well whenever the situation demands.					
5	I always believe that mutual understanding can lead to a viable solution in organization					

III. Open end questions: Answer the following precisely and concisely.

1. What is the dominate leadership style that is exercised by your immediate supervisor? Why?

Hint: Democratic, Autocratic and laissez faire leadership styles

4. What type of leadership styles do you propose for your organization to enhance employee performance?

Thank you for your time and kind cooperation

□□□ □□□□□□ (SD) □ □□□□□□ (D) □ □□□□□ (N) □ □□□□□□ (A) □□ □□□ □□□□□□
 (SA)

□□□□□ □□□□ □□□□□						SD	D	N	A	SA
□/□	□□□□□□□ □□□□ □□□									
1	□□□□ □□□□□□□ □□□□□ □□□□□□ □□□□□ □□□ □□□□□									
2	□□□□ □□□□□□□ □□□□□ □□□□□ □□□□ □□□□□ □□□□ □□□□ □□□□□ □□									
3	□□ □□□ □□□ □□□□ □□□□□□ □□□□ □□□ □□ □□□ □□									
4	□□□□ □□□□ □□□□□□□ □□□□ □□□□□ □□□□□ □□□□□									
5	□□□ □□□□□ □□□ □□□□ □□□□□□□ □□ □□□□□ □□□□ □□□□□									
6	□□ □□□ □□□□□ □□□ □□□□□ □□□ □□□□□□□									
	□□□□□□□ □□□□ □□□									
1	□□□□□□ □□□□□ □□□□□ □□□□□□ □□□□ □□□ □□□□ □□□□□ □□									
2	□□□□□□ □□□ □□□□□ □□□□□□□ □□□□□□ □□ □□									
3	□□□□□ □□□□□ □□□□□ □□□□□ □□□ □□□ □□□□□□□□□ □□□ □□□□ □□□□□□□□ □□□□									
4	□□□ □□□□□ □□□□□□ □□□□□□ □□□ □□□ □□□□□ □□□□ □□									
5	□□□□□□ □□□□□ □□□□□ □□□□□ □□□□□ □□□□□□□□□ □□□□□ □□□□□□□□□ □□□□□									
6	□□□□□ □□□□□ □□□ □□□□									
	□□□□-□□□ □□□□□ □□□									
1	□□□□□□ □□□□□ □□□ □□□□ □□□□ □□□□□ □□□□□ □□□□□□ □□□□□ □□□□□ □□□ □□□□□									
2	□□□□□□ □□□□□□ □□□ □□□□□ □□□□□□□ □□□□□□□									
3	□□□ □□ □□□□ □□□□ □□□□□□□ □□□□□□ □□ □□□□□□□ □□□□ □□□□□									
4	□□□ □□□ □□□□□ □□□□□□□ □□□□□□□ □□□ □□□ □□ □□□□□ □□									
5	□□□□ □□□□□ □□□□□ □□□ □□□ □□□□ □□□□□□□									
6	□□□□□ □□□□□ □□□□ □□□□□□ □□ □□□□□ □□□□									
7	□□□□□ □□□□□□ □□□□□ □□□□									

□□□□□ □□□ □□□□□ □□□□					
1	□□□□ □□□□□ □□ □□ □□□□ □□□□□ □□□ □□□				
2	□□□□ □□□ □□□□□ □□ □□				
3	□□□□□□□ □□ □□□□ □□□□□□□□□				
4	□□□ □□□□□□□ □□□ □□□□ □□□□ □□□ □□□□ □□□□ □□□□ □□				
5	□□□□ □□□□□ □□ □□□ □□□□□□ □□□□ □□□□□□				
6	□□□ □□□□□□□ □□□□□ □□□□ □□□□□ □□□□□□				
7	□□□□□□□□ □□□□□□ □□ □□□□ □□ □□□ □□□□ □□□□□				

□□□□□ □□□□□

□□□□□□□ □□□□□ □□□□ □□□□□□□

□□□□□/□□□□□□□/ □□□□□□□ □□□ □□□□□ □□□ □□ □□? □□□□?

□. □□□□□□□ □□□□ □□□ □. □□□□□□□ □□□□ □□□ □. □□□□-□□□ □□□□□ □□□

□□□□□ □□□□□ □□□ □□□□ □□□□□□□?

□□□□ □□□ □□□ □□□□□?

□□□□ □□□□□ □□□ □□□□

? _____

□□□□□□□ □□□□□ □□□ □□□□□□ □□□□□□□ □□ □□□□ □□□□□ □□□□□ □□□□□?

□□ □□□ □□ □□□□ □□□□□ □□□ □□□□□□□□□□

