



**The Effect of Leadership Style on Employee Performance in the Case of Dashen Bank**

**By: TAREKEGN BERIHUN GSE/9008/13**

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University School of Commerce in Partial Fulfillment of the Requirements for the Award of Master of Art Degree in Business Leadership**

**ADVISOR: FESSEHA AFEWORK (A/Professor)**

**JUNE, 2023 ADDIS ABABA**

## Statement OF Declaration

I Declare that the project Entitled “*The Effect of Leadership Styles on Employee Performance in the Case of Dashen Bank*” is my original work and has not been presented in Addis Ababa University or any other University, and that all sources of material used for the project have been duly acknowledged.

---

**TAREKEGN BERIHUN**

## Statement of Certification

This is certified that his project work entitled “the effect of leadership style on employee performance in the case of Dashen Bank”. Under taken by Tarekegn Berihun in partial fulfillment of the requirement masters of art in business leadership at Addis Ababa university school of commerce is an original work and not summited previous for any degree either at this university or any other university.

\_\_\_\_\_

### Thesis advisor

**Fesseha Afework. (A/Professor)**    **DATE** \_\_\_\_\_ **Signature** \_\_\_\_\_

### Internal Examiner:

**Abdurazak Mohammed (PhD)**    **DATE** \_\_\_\_\_ **Signature** \_\_\_\_\_

### External Examiner:

**Abera Demisis. (PHD)**    **DATE** \_\_\_\_\_ **Signature** \_\_\_\_\_

## Acknowledgments

First and foremost, I would like to thank God for all the countless blessings. I would like to extend my sincere gratitude to my advisor **Fesseha Afework (A/professor)** for his guidance and understanding throughout the research project work. I would also like to thank all the staffs of the Dashen Bank for assisting me during the data collection process. My special thanks go to my parents, brother and friends for their unconditional love and support. Finally, I appreciate all who contributed to the success of this work and whose works have been cited in this paper.

## Table of contents

### Contents

Statement OF Declaration.....	i
Statement of Certification .....	ii
Acknowledgments.....	iii
Table of contents.....	iv
List of Tables and Figures.....	vii
Acronyms words .....	ix
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.2. Background of the study .....	1
1.3. Background of the company .....	3
1.4. Statement of the Problem.....	3
1.5. Objective of the study .....	4
1.5.1. General Objective .....	4
1.5.2. Specific Objectives .....	5
1.6. Research Question.....	5
1.7. Hypothesis of the Study .....	6
1.8. Significant of the study .....	6
1.9. Scope of the study .....	6
1.10. Limitation of the study.....	7
1.11. Organization of the study .....	7
1.12. Definition of terms or concepts.....	8
CHAPTER TWO .....	10
REVIEW OF RELATED LITERATURE .....	10
Introduction.....	10
2. Theoretical review.....	10
2.1. Leadership.....	10

2.2. Leadership Theories.....	11
2.2.1 Great Man Leadership Theory .....	11
2.2.2 Traits and Behavioral Leadership Theory.....	11
2.2.3 Situational and Contingency Leadership Theory .....	12
2.2.4 Transformational and Transactional leadership Theory.....	12
2.3. Employee Job Performance .....	13
2.4. Factors affecting performances .....	16
2.5. Empirical review of related literature .....	17
2.6. Conceptual framework.....	18
CHAPTER THREE .....	19
RESEARCH METHODOLOGY .....	19
3. Introduction.....	19
3.1. Research Approach .....	19
3.2. Research Design.....	19
3.3. Target Population.....	20
3.4. Sample size determination .....	20
3.5. Sampling technique.....	21
3.6. Method of data collection .....	21
3.7. Research instrument.....	21
3.8. Method of Data analysis .....	22
3.9. Validity and reliability .....	22
3.9.1 Validity .....	24
3.10. Ethical considerations .....	24
CHAPTER FOUR.....	25
DATA PRESENTATION AND ANALYSIS .....	25
4. Introduction.....	25
4.1. Socio Demographic Categories of Respondent.....	25
4.2. Respondents Level of Agreements and Disagreements.....	29
4.3. Descriptive Statistics on Variables .....	39
4.4. Normality test.....	41
4.5. Multicollinearity Test.....	42
4.6. Hypotheses Test .....	43

4.7. Regression analysis .....	45
4.7.1 Correlation Analysis .....	45
4.7.2. Multiple Regression Analysis .....	47
4.7.3. Model fit.....	47
4.7.4 Coefficient of dependent and independent variables .....	48
4.8. Discussion of Findings.....	50
CHAPTER FIVE .....	52
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....	52
5.1. Finding of the Study.....	52
5.2. Conclusion .....	54
5.3. Recommendation .....	56
5.3.1 Recommendations for future researchers.....	57
Reference .....	58
Annex I .....	62

## List of Tables and Figures

TABLE 1 : sample size model .....	20
Table 2: reliability test .....	23
Table 3: general reliability test dependent and independent variables.....	23
Table 4: sex, age, marital status, level of education position and experience.....	25
Table 5; level of agreement and disagreement t democratic .....	29
Table 6 : level of agreement and disagreement autocratic .....	31
Table 7: level of agreement and disagreement laissez-fair .....	32
Table 8: level of agreement and disagreement transactional .....	34
Table 9: level of agreement and disagreement transformational .....	35
Table 10: level of agreement and disagreement individual consideration .....	37
Table 11: level of agreement and disagreement employee performance .....	38
Table 12: descriptive statistics .....	40
Table 13: comparison of mean score .....	41
Table 14: coffiecent <sup>a</sup> .....	43
Table 15: correlation .....	46
Table 16: model summery .....	47
Table 17: one ANOVA <sup>a</sup> .....	47
Table 18: coefficient <sup>a</sup> .....	48
Figure: 1. 1 .....	41
Figure: 1. 2.....	42
Figure: 1.3.....	42

## **Abstract**

*The purpose of this study was to explore the effect of leadership styles on employee performance in the case of Dashen Bank. The aim of this study is to investigate the relationship between leadership style and employee performance in the organization. The study was conducted at Dashen Bank, one of the largest private banks in Ethiopia. The study adopts an explanatory research design. Mixed research approach was used. Out of a total of 1200 target population, a sample size of 125 was taken using the J.Carvalho sample size determination model and random sampling technique was used for collecting information from the organization. The effect of leadership style on employee performance is analyzed quantitatively with a structured questionnaire that was directed to the Dashen Bank Head Office. Data collection instruments were closed ended. The data was analyzed in both descriptive statistics and inferential statistics were figured using Statistical Package for social sciences (SPSS) version 25. The result of the study confirmed that there was statistically significant positive relationship between transformational, autocratic, democratic leadership style and employee performance. However, there is no statistically significant relationship between laissez-faire and transactional leadership styles with employee performance. A further research was also recommended on other banks collectively and to find other factors rather than leadership styles that determined employee performance not included in this study.*

**Keywords:** *Transformational, Transactional, Democratic, Autocratic, Laissez-faire, Employee Performance and Dashen Bank.*

## Acronyms words

ATM: Automated Teller Machine

CEO: Chief Executive Officer

$\beta$ : Beta Coefficient

F-value: Fitness of the Model

ANOVA: Analysis Of Variance

SA: Strongly Agree, SD: strongly disagree

R: Coefficient of Correlation

R Square: Coefficient of Determination

F: Frequency, Sig.: Significance

T-value: Confidence Interval

P-value: Significance Level

F-value: Fitness of the Model

Std. Standard Deviation

DLS: Democratic Leadership Style

ALS: Autocratic Leadership Style

LLS: Laissez-faire Leadership Style

TRALS: Transactional Leadership Style

TRFLS: Transformational Leadership Style

EP: Employee Performance

POS: Plus Point-Of-Sale

KPI: Key Performance Indicator

BSC: Balanced Score Card

FCY: foreign currency

SPSS: Statistical Package for the Social Sciences

## CHAPTER ONE

### INTRODUCTION

The introduction part contains background of the study, background of the company, statement of the problems, basic research questions, objectives of the study, hypothesis of the study, and definition of term (concept or construct), significance of the study, scope of the study and limitation of the study are included.

#### 1.2. Background of the study

The concept of leadership holds great significance in the formulation and comprehension of organizational goals. In fact, the division and triumph of any group, nation or other societal entity is largely attributed to the quality of its leadership approach. (Oladipo et al, 2013).

Leadership is an exceptional form of guidance that drives and impacts an individual within the establishment in all kinds of societal scenarios, particularly an authentic assertion that encourages individuals to collaborate towards achieving shared aims and objectives. (Sakiru, et. al, 2013)

Leading involves a powerful connection between leaders and followers who aim to achieve tangible results that align with their common objectives. Although there is no universally acknowledged explanation of leadership, most authors concur that it entails an influential bond between those who lead and those who follow. (Igbaekemen, 2014)

The prosperity of every institution relies on the efficient utilization of its resources, including human, material, information, and financial resources. In order to achieve the organizational goals, the workforce is the most precious asset and the cornerstone of success. This is because employees are the sole logical entities within the institution who transform inputs into outputs and provide services utilizing other resources as a medium. (Bass & Riggio, 2006) Their skills, roles and satisfaction at the place of work influence the competitive edge of the organization. (Schaufeli et al., 2008)

Numerous factors influence the varying levels of performance exhibited by individuals in different situations. These factors encompass elements such as contentment, drive, conduct, and numerous other underlying causes. (Arif & Chohan, 2012)

Leadership style is viewed as the combination of traits, characteristics, skills and behaviors that leaders use when interacting with their subordinates. (Bizhan Sh, 2013) leadership as a pattern of managerial behavior designed to integrate personal or organizational interest and effect, in pursuit of some objectives. (Thomas, 2002) defines leadership style as the ingredient of personality embodied in leaders that causes subordinates to follow them. (Alexander 2002), on the other hand, defines leadership styles as particular behaviors applied by a leader to motivate subordinates to achieve the objectives of the organization.

The bank regulators hold a special position as the leader or overseer who manages the resources of the bank with the aim of achieving banking objectives and can hasten the advancement of the bank or impede the growth of its financial stability. (Abwalla, 2001) As such, a leadership style occupies an important position in bank management. Leadership is the ability to convince and mobilize others to work together as a team under his leadership to achieve a certain organizational goal. Employee performance illustrates to what extent the main tasks are carried out so as to produce the result set together.

Leadership was the capacity to persuade and rally others to collaborate as a cohesive team under their guidance to attain a specific objective of the organization. Employee productivity indicates the extent to which the primary tasks are executed in order to deliver the desired outcomes collectively. Leadership is crucial for all organizations to effectively accomplish their goals. The success or failure of an organization relies on the efficacy of leadership at all levels in enhancing organizational performance. Efficient management of employee relationships, motivation, performance, and job satisfaction levels is vital. When managers possess the necessary skills and techniques, and are also competent, and since the employees are the driving force of an organization, this can effectively enhance the overall performance of the organization. (Yukl, 2001)

Therefore, this research looked to investigate the effects of leadership style on employee performance in Dashen banks. After completing the study on this topic, this research will be valuable for the workforce to classify which leadership style is worthwhile for them in terms of work gratification and the success of their careers. It can be valuable for leaders to understand which types of leadership influence employee performance and in what way employees can also be inspired through a suitable leadership style for the achievement of an organizational goal. It is

a supportive organization that identifies great leaders that can advance the performance of the organization and lead the organization to great success.

### **1.3. Background of the company**

Dashen bank is one of the biggest private banks in Ethiopia. The headquarters is located in Addis Ababa. It operates through a network of more than 800+ branches, ten dedicated forex bureaus, and 350+ ATMs and 850 plus point-of-sale (POS) terminals spread across the length and breadth of the nation. It has established correspondent banking relationships with 462 banks covering 70 countries and 170 cities across the world. Wherever business takes customers around the world, Dashen Bank is already there. Dashen Bank was founded by eleven visionary shareholders and veteran bankers with an initial capital of Birr 14.9 million in September 1995. Upon securing a license from the National Bank of Ethiopia, Dashen opened its doors for service on the 1st of January 1996 with eleven fully-fledged branches.

### **1.4. Statement of the Problem**

Leadership involves implementing effective strategies to motivate, inspire, and guide others towards achieving corporate objectives, growth, and progress. Leaders establish the culture, norms, values, and standards of an organization, while also addressing issues related to employee motivation and changes in the work environment that can impact employee behavior, emotions, and performance. (Belias & Koustelios, 2014)

According to (Duggan 2019), leadership style impacts the organization by affecting employee morale, productivity, decision-making speed, and metrics. Therefore, this study will investigate the effect of leadership styles practiced in Dashen banks and to examine the effect of leadership styles on employee performance. The study will also discover the effect of leadership styles on the company's employee performance in relation to the employees' morale, productivity and decision-making pace. The problem of delivering employee performance arises from lack of leadership style, motivation, coaching, communicating, directing, and also lack of effective leadership styles. The study is anticipated to address how leadership style influences the performance of employees that enhance the favorable work environments in Dashen bank. There are different types of leadership style that are now implemented in the organization, such as transactional, transformational, democratic, laissez-faire and autocratic leadership styles. However, which one of the leadership styles is the most highly used, which ones follow

depending on the situation and that increased employee job performance is unknown. Therefore, there is a gap and unanswered questions with regard to leadership style. While these are the reasons to carry out this study at Dashen Bank in order to fill the gap, answer the raised questions, arrive at conclusions and deliver any improvement recommendations.

The development of employee job performance can affect in different factors. From this point of view, leadership style is one of them. Organizations should be given more extra focus on which leadership style is efficient for increasing employee job performance and profitability, because employees are one of the major influencers on the development of an organization. In addition to that, it also affects the strategic development of organizational objectives, so organizations that are also effective, profitable and successful employee job performances also play a significant role. In organizations, putting on the appropriate leadership style will benefit not only Dashen bank while participating in the financial sectors in the country as a whole or in general. In the banking industry, leaders focus on day-to-day operation activities and are also unable to focus on the strategic alliance between an employee's performance and leadership style. Responding to this and the like request basically requires them to see and practice systems and approaches within the organization that can bring about the abilities, skills and knowledge of employees. So this research helps to minimize the gap between leadership style and employee performance in the organization. Leadership style is important and necessary for achieving individual, group and organizational goals.

## **1.5. Objective of the study**

The major objective of this study is divided into general objectives and specific objectives. The general objective focuses on the broad area the study seeks to tackle, while the specific objectives look at the specific areas the study addresses.

### **1.5.1. General Objective**

The general objective of this study was to describe and explore the effect of different leadership styles on employee performance in Dashen Bank.

### **1.5.2. Specific Objectives**

- I. To evaluate the effect of Democratic leadership style on employee performance in Dashen bank.
- II. To evaluate the effects of Transformational leadership style on employee Performance in Dashen Bank.
- III. To evaluate the effect of Transactional leadership style on employee performance in Dashen Bank.
- IV. To evaluate the effect of Laissez-faire leadership style on employee performance in Dashen Bank.
- V. To evaluate the effect of Autocratic leadership style on employee performance in Dashen bank.

### **1.6. Research Question**

- i. What is the effect of democratic leadership style on employee performance in Dashen bank?
- ii. What is the effect of transformational leadership style on employee performance in Dashen bank?
- iii. What is the effect of transactional leadership style on employee performance in Dashen bank?
- iv. What is the effect of laissez -faire leadership style on employee performance in Dashen bank?
- v. What is the effect of autocratic leadership style on employee performance in Dashen bank?

### **1.7. Hypothesis of the Study**

H1: Democratic leadership has significant effect on employee performance in Dashen bank.

H2: Autocratic leadership has significant effect on employee performance in Dashen bank.

H3: Laissez-faire leadership has significant effect on employee performance in Dashen bank.

H4: Transactional leadership has significant effect on employee performance in Dashen bank.

H5: Transformational leadership has significant effect on employee performance in Dashen bank.

### **1.8. Significant of the study**

This study was determining the effect of diverse leadership styles on employee performance in the organization to perform a better organizational goal. Identifying and filling the gap between which leadership style was best and the most appropriate leadership style for the effectiveness of organizational performance. And they would have a potential for further studies as references or a guide line for students, managers, supervisors and employees of the organization. In addition to increase the overall understanding of leadership style within the organization. It would be to understand which leadership style (transformational, transactional, autocratic, laissez-faire and democratic) is supportive for achieving a positive outcome, turning desired goals for the effectiveness of the organization's objectives.

To this end, results from this investigation help both executive supervisors and managers to understand the effect of leadership style on employee performance in the organization. Specifically, the study gives an idea of where the selected organizations are aligned their strategic and organizational goals for efficient employee performance. These study findings assist different leadership styles in identifying the best and the most appropriate leadership style to use in relevant positions for team effectiveness and increased employee productivity.

### **1.9. Scope of the study**

The scope of the study was limited to a single organization known as Dashen Bank, who's located in Addis Ababa. This study focused on exploring the influence of leadership styles on achieving organizational goals. Employees' performance can be affected by several internal and external organizational factors. For the purpose of this study, the researcher used leadership style

as a central point and examined the alignment of leadership style with employee performance in Dashen Bank. This study focuses on employees of Dashen Bank, and the research used quantitative research methods for data collection purposes. In this study, the independent variable was leadership styles, and employee performance was used as the dependent variable. The study is proposed to address the problem under consideration; hence, this research was limited to the effect of leadership style on employee performance in Dashen Bank. The focus area of the study was the banking industry, specifically Dashen Bank, and the respondents were from headquartered and some selected branches in Addis Ababa, Ethiopia, where operational-level managers and subordinate employees were combined.

#### **1.10. Limitation of the study**

The major limitation of this research was that it was only concentrated at the Dashen Bank and couldn't include other branches as well as private or governmental financial institutions occupied in the country. Therefore, it couldn't afford full information from other financial sectors, which might be influencing the oversimplification of the research findings compared to other employees' assessments working in different branches and also working for other banks in the country. In addition to that, the study was dependent on the willingness of the employee to fill out the questionnaire and also on their perception of the bank.

#### **1.11. Organization of the study**

The study will be organized in to five chapters. The first chapter includes introduction part which contains background of the study, background of the company, statement of the problem, objective of the study, research questions, research hypothesis, and significance of the study, scope of the study, limitation of the study, organizations of the study and definitions of terms.

The second chapter insights literature review which contains about a concept of leadership, leadership theories, employee performance, theoretical and empirical review related literature and conceptual frameworks. While the third chapter contains research methodology, research approach, population, sample size, sampling technique, research design, as well as the methods in which the data were going to be collect, validity and reliability, ethical consideration, used to attain the research objectives. The fourth chapter concerned with data presentation, analysis, and interpretation discussion on findings based on the data gathered. Finally, the fifth chapter incorporated summary of the findings, conclusions and recommendations part of the study

### 1.12. Definition of terms or concepts

Leadership: According to (Peris, M, Koech & Prof. Namusonge, 2012). Leadership is a collaborative procedure of mutual impact in which both leaders and followers affect one another to attain organizational objectives.

The concept of leadership is closely linked to its intended meaning, and therefore offers a plethora of options. Leadership may be viewed as a collaborative effort, a characteristic of an individual, the skill of inspiring cooperation, the exertion of sway, a specific style of conduct or demeanor, a means of convincing, a dynamic of power, and a tool for accomplishing objectives, the outcome of an exchange, a distinct role or initiation of a framework. (Bass, 2000)

Leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. (Kumar, 2014), Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organizational goals. (Hill, 2008)

#### **Employee Performance: (E.P)**

The accomplishment of goals and objectives by skilled employees is what constitutes employee performance. When employees are motivated, it can lead to a sense of contentment and ultimately improve their performance, giving them a competitive edge.

Organizations are in need of achieving the planned goals in order to survive in business. (Armstrong, 2003), Performance is a multidimensional construct and an extremely vital criterion that determines organizational success or failures.

Employee performance is any of the critical aspects of an organization used as the primary benchmark for measuring human resources' contribution to the development of every organization. Based on these considerations, this research focuses on things that need to be done by Dashen Bank. There, for every organization, we understand the leadership style and employee performance of the organization would be mandatory for effective development.

### **Transactional leadership style (TRALS)**

It pertains to a transactional procedure reliant on the completion of agreed-upon responsibilities and is commonly portrayed as establishing goals and overseeing and regulating results. (Antonakis, Avolio & Sivasubramaniam, 2003)

### **Transformational leadership style (TRFLS)**

It is a style of leadership that transcends the transactional form of relationship to higher more elevated form of relationship with followers (Bass, 2008). A transformational leadership style, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision. According to (Bakani, 2016) transformational leadership 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 organization.

### **Laissez-faire leadership style (LLS)**

It is exhibited in leaders that avoid making decisions Pertinent to the organization and are reluctant to take positions. (Antonakis & Day, 2012)

### **Autocratic leadership style (ALS)**

According to (Akor, 2014), an authoritarian ruler is an individual who acknowledges his position and has minimal trust in his subordinates. The authoritarian style of leadership is characterized by a heavy reliance on giving direct orders to followers in order to accomplish objectives, with close monitoring and assessment of individual performance.

According to (Abeh, 2016) a system of methods by which a person is guided by his or her own expertise, interests, and goals is known as authoritative leadership style. It is used to address current concerns and assumes a significant educational gap between a board and its employees, as well as workers' material causes.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### Introduction

A literature review was based on the assumption that knowledge accumulates and can be learned from and built upon what others have done. It was a body of text that was designed to review the critical points of knowledge in theoretical and empirically related literature from previous studies. This chapter contains definitions and concepts of employee performance, leadership and leadership style, the relationship between leadership style and employee performance, empirical review and conceptual framework.

#### 2. Theoretical review

##### 2.1. Leadership

Early 20th-century scholars defined leadership as the centralization of power and dominance. (Conversely, Day 2012) argues that leadership does not only constitute leaders; instead, it is a process of multi-level interaction amongst leaders, followers, and context (situations). According to (Northouse, 2016), leadership can be described as a process towards the realization of a common goal through an individual's influence over a group of individuals. A similar definition was also provided by (Kouzes and Posner 2005, p. 30) as the art of mobilizing others to want to struggle for shared aspirations. Similar to Kouzes and Posner's definition, (Yukl 2011) views leadership in terms of influencing others to reach an understanding and agreement of what needs to be undertaken as well as the means to do so.

(Memon 2014) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011) Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010)

Leadership is the process by which an individual encourages a group of people to achieve a common goal (Northouse, 2015). It is a complicated phenomenon that affects a wide range of organizational, societal, and personal activities. It is based on an influence process in which people are inspired to work toward group goals by personal motivation rather than coercion (Bolden, 2004).

The arrangement of the organization is composed of diverse sections in which the staff members operate as the fundamental elements with varied roles. In this aspect, the core duty of the management is to enhance the ethical principles, operational efficiency, and ultimately the productivity chart of the enterprise. (Avolio & Bass, 2004)

The manner in which a leader influences a group of individuals in an organization towards a recognized future state that deviates from the current one can be comprehended as their leadership approach. (Gandolfi & Stone, 2016)

## **2.2. Leadership Theories**

### **2.2.1 Great Man Leadership Theory**

Trait theorists were driven to find common traits that separated leaders from non-leaders. However, researchers failed to find traits that were universal in great leaders which ultimately lead to the theory's disfavor (Amanchukwu et al., 2015)

The phrase "great man" was coined because, at the time, leadership was thought to be primarily a male quality, particularly in military leadership (See also, Ololube, 2013). Great people are born leaders (Harrison, 2018), and they will become leaders in any situation. The theory believes that all men's anatomy, psychology, and personality are different from ordinary people. Therefore, not everyone can and cannot want to be a leader, because leadership is seen as a gift from God (Spector, 2016).

### **2.2.2 Traits and Behavioral Leadership Theory**

Many of the leadership researchers in the 1920's to 1940's were focused on differentiating leaders and non-leaders. Trait theory was developed based on the content theory that leaders are born with certain distinguished personality traits which include social, personal and physical characteristics. Researchers discussed the physical traits which involved leaders being energetic, tall, and young to middle-aged, handsome and handsome. Social background traits were also

discussed as the distinguishing characteristics of a leader's characteristics, which included being educated at prominent schools and colleges and being socially prominent. Personality traits include being emotionally stable, adaptable and self-confident. Social characteristics included the following: being charming, popular, influential, cooperative and charismatic. Task oriented characteristics include having positive initiatives, being a team worker, driven to excel and accepting being responsibilities.

### **2.2.3 Situational and Contingency Leadership Theory**

Contingency models rely on the premise that the association between the style of leadership and the results of the organization is influenced by situational aspects linked to their surroundings. As a result, the results cannot be anticipated by the leadership style alone, except if the situational factors are identified. Cheng and Chan, (2002)

The principal notion of contingency or situational approach is the dependability of leadership on the situation at hand. Accordingly, this implies the success of a leadership target is highly influenced by the situation. The overarching aim of theories under this approach is to optimally match the source of leadership with particular aspects of the situation in order to enhance desired outcomes, such as follower satisfaction or performance. (Day, 2012, p. 12)

### **2.2.4 Transformational and Transactional leadership Theory**

As cited by (Chan, 2005), theorized that transactional leaders appeal to their subordinates' self-interests. Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. Both leaders and followers focus on achieving a negotiated performance level.

Transformational leadership is most useful when an organization is going through a major change (Nemanich & Keller, 2007). Transformational leaders are change agents who energize and direct employees to a new set of corporate values and behaviors. It was noted that followers showed higher job satisfaction, adaptability to change, acquisition acceptance, and job performance under a transformational leader

Transformational leadership theories focus upon the connections formed between leaders and followers. Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization (Murphy & Drodge, 2004),

theorized the transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values.

Transformational leadership is also useful for virtual teams (teams that use computer mediated communication). A study by (Purvanova & Bono 2009), found that the effect of transformational leadership on team performance was stronger in virtual than in face-to-face teams. Therefore, transformational leadership could be useful for international teams that have to use technology to communicate. Furthermore, transformational leadership is shown to have a high correlation with performance in military and business settings (Judge and Piccolo, 2004).

### **2.3. Employee Job Performance**

According to (Pattanayak, 2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated.

(Ibrahim 2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provides the achievement level in terms of out-put.

(Ivancevich et al., 2007), defines employee job performance as the behavior that is expected to contribute to organizational success. Further, argues that employee job performance is the product of ability multiplied by motivation.

(Adaeze, 2003) concurs that job performance is ultimately an individual phenomenon with environmental factors influencing performance primarily through their effect on the individual determinants of performance ability and motivation.

Performance is an outcome or end result of a certain activity that emanates from behavioral aspects of the performer. (Aguinis, 2009), Performance has a strong link with an organization's strategic goal, customer satisfaction and economic contribution to the organization. (Bernardin, 1995), from the above definitions, we can understand that managers should consider individual behavior and output or results as performance of performance. (Armstrong, 2004)

#### **2.3.1 Transactional Leadership and Employee Performance**

(Yukl, 2007), states that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and

employee potential. A leader with transformational leadership provides opportunity and confidence for his subordinates to carry out duties in accordance with his mindset for achieving organizational goals.

(Butler, 2001) Transformational leaders encourage subordinates to have a vision, mission, and organizational goals; encourage and motivate them to achieve maximum performance; act critically; solve problems in new ways. He said he would encourage them to treat each member individually. Implementing transformative leadership behaviors more frequently will have significant positive effects and improve the quality of psychological empowerment of subordinates. Transformative leaders who pay attention to the individual can guide their organization's vision and mission, provide motivational support, and create new ways to work effectively.

### **2.3.2 Democratic Leadership and Employee Performance**

The job a leader performs in the organization in this circumstance will be to nurture the roots of organizational values, which comprise nothing, but, a basic human aspiration, that is, the will to give (Maurik, 2001).

The democratic approach is required to have efficiency and power subordinate management that will lead to improved performance. On the other view, (Henderson 2009) identified supervision as a democratic strategy to promote a positive organization.

### **2.3.3 Autocratic Leadership and Employee Performance**

Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their followers to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows. (Michael, 2010)

### **2.3.4 Laissez Faire Leadership and Employee Performance**

Organization's leadership for an organization's effectiveness and improvement of employee's performance is very crucial and it can predict the success and failure of an organization. (Lok&Crawford, 2004)

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories for leadership support a great deal of empirical freedom for leadership, (North house, 2001)

Laissez-faire, which in French signifies leaving things without interference, is the most inactive type of leadership. Leaders exhibiting a laissez-faire leadership approach avoid making decisions and are reluctant to take positions (Northouse, 2016). This type of leadership has undesirable consequences on employee performance and overall performance of the organization.

Laissez-faire leader does little or nothing to affect either the followers or the outcomes of their behaviors. Likewise, laissez-fair leadership is the idea that the subordinates should be able to work problems out and make their way through an expedition without too much extra guidance. The leadership attributed by the leaders who avoid interfering when serious issues arise and the leaders were viewed as inactive and characterized by avoiding responsibility and decision making, this could also be described as non-leadership (Ghose, 2014).

### **2.3.5 Measuring employee performance**

Individual performance can be measured by mentioning key performance indicators (KPI). It is good to understand that there are some non-measurable tasks or jobs that are difficult to measure in terms of quantities, like a knowledge worker. The achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. (Afshan, 2012)

Employee performance can be measured against the performance standards set by the organization (Kenney et.al, 2002). There are many standard measures that can be taken into consideration. When measuring performance by considering efficiency, effectiveness, productivity, quality and profitability measures (Ahuja, 2006). In order to measure performance, managers should develop a specific performance outcome and standards for groups as well as individuals. Performance can be measured through various dimensions (H.Erkutlu, 2008). It can

be measured on an objective and subjective basis. Objectively, employee's performance is measured through profit margins, market share, increase in production, decrease in cost, return on investment etc. A balanced score card measures the achievement of the business strategy, communicates strategic direction, and establishes key performance measures and performance targets at the organizational level. (Drs. Robert Kaplan and David Norton 2019)

A balanced score card (BSC), a balance exists between outcome measures and the performance drivers or desired outcomes. To set targets and measure employee performance of the bank and putting, bench mark from year to year either financial (quantitative) or non-financial (qualitative) parameters shall be used. The quantitative parameters will include deposit mobilization, FCY generation, loan and advance, customer base expansion and account productivity, digital channel, and internal operations. In addition to the quantitative parameters, the following qualitative parameters will be used: job knowledge, quality of work, planning and organization (for branch manager only), leadership (for branch manager only), initiative and commitment, problem solving and creativity, team work and cooperation, interpersonal skill and communication (oral and written). Performance appraisal is a formal, structured system of measuring and evaluating an employee's job, related behavior, and outcomes to discover how and why the employee was presently performing on the job and how the employee can perform more effectively in the future. It is a formal system of periodic review and evaluation of an individual's job performance by an immediate supervisor. It also involves communicating to an employee how he or she is doing the job.

#### **2.4. Factors affecting performances**

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

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

Situational difference: performance, an environment which is a situation can stimulate and support the individual to perform well or hinder performance. In this condition, the question is to understand which situation is preferable for the best result to be recorded. Workplace factors like organizational culture, employee relations climate, and motivation factors like rewards have significant impacts on performance.

#### **2.4.1 Performance regulations and system perspectives: -**

From this perspective, performance is determined by the conditions of the system and organization process of actions in the organization. In these conditions, the flow of work procedures and the availability of information about the organization's goals, resources, technology and structure create an impact on work performance.

#### **2.4.2 The external environment: -**

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

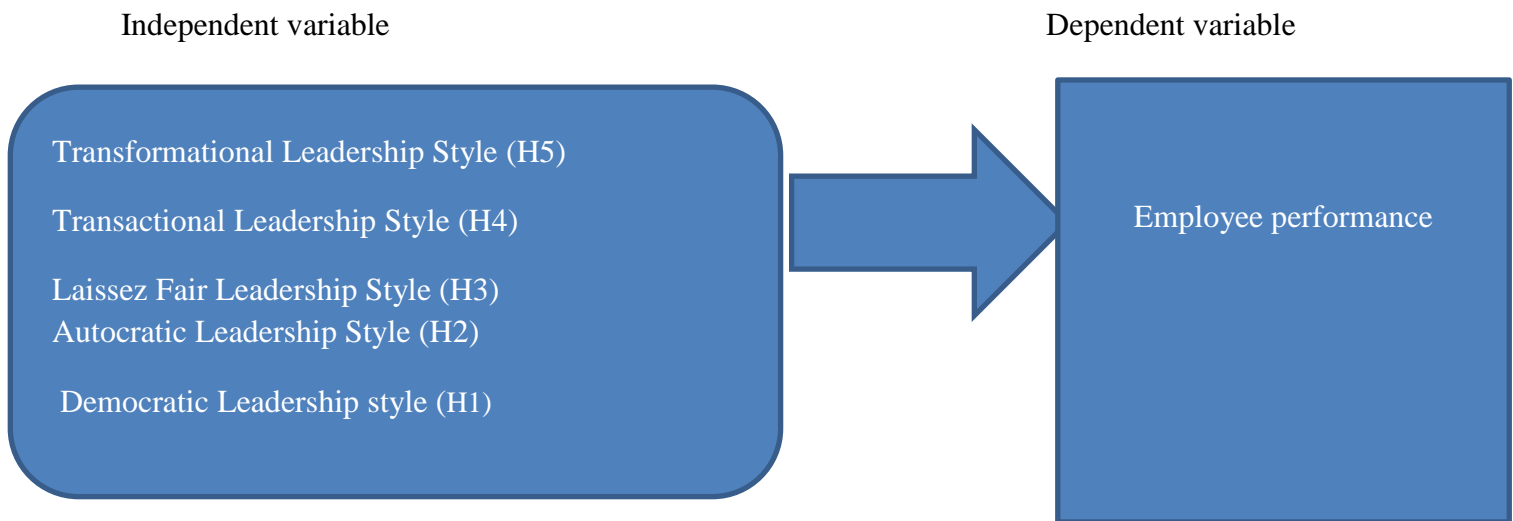
### **2.5. Empirical review of related literature**

(Abdul Basit, et.al, 2017), conduct research to investigate the impact of leadership style on employee performance in private companies and governmental agencies in Malaysia. The convenient sampling techniques and quantitative approach are used. Descriptive analysis and regression analysis is presented. A researcher distributed a five point Likert scale questionnaire and SPSS software is used to analyze the collected data. The finding concluded that the democratic leadership style has a positive approach to employee performance. The Autocratic leadership style shows a significant negative impact on employee performance. Laissez-Faire leadership style has a positive impact on employee performance. In the South African context (Hayward, Davidson, Pascoe, Tasker, Amos and Pearse, 2003) they found transformational leadership to be more effective than transactional leadership in increasing employee performance. The research (Hayward et al., 2003) found a significant positive linear relationship between transformational leadership and employee performance but no significant linear

relationship between transactional leadership and employee performance in a South African pharmaceutical organization.

## 2.6. Conceptual framework

The goal of this study was to identify the effect of leadership style on employee performance in Dashen bank. Based on the general and specific objective of the study, the subsequent conceptual model is framed from the empirical and theoretical literature review. The conceptual framework of this study focuses on the dependent and independent variables.



Source: Iqbal, N., Anwar, S. & Haider, N., (2011)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3. Introduction**

The main purpose of this research was to investigate the effects of leadership style on employee's performance in the case of Dashen bank and also following clear, sufficient and understandable research methodology. In this chapter a detailed explanation of research approach, research design, target population, sample size determination, source of data collection, research instrument, method of data collection, sampling technique, method of data analysis, validity and reliability test and ethical considerations are included.

#### **3.1. Research Approach**

These studies follow a quantitative research approach. Quantitative research approach was instrumental in describing styles and determining the relationship of various variables. Researchers conduct this inquiry approach by specifying research questions or developing instruments as well as analyzing data gathered from research instruments employing statistics (Creswell, 2012). Approaches will be used because the study was based on measuring and analyzing the effect of leadership style on employee performance at Dashen bank. The quantitative method measures variables, investigates relationships between variables, tests methods, and examines concerns about large groups of individuals executing a method suitable for the research problem. Approaches allow for the discovery of relationships with a basis for finding, allowing the reliability and validity of the research objectives. Quantitative analysis reduces issues and data to numbers, definitive in meaning, and discovering how much and how many, by concentrating on experimentation with predefined variables through collecting and measuring data (Snowden, 2011). A quantitative approach is analyzed based on numbers and statistics.

#### **3.2. Research Design**

In this research, the explanatory type of research design study was used. Thus the study strived to analyze the effects and relationship of variables such as autocratic leadership style, transactional leadership style, transformational leadership style, democratic leadership style, and laissez-faire leadership style on employee's performance in Dashen bank. Explanatory study was devoted to

finding causal relationships among dependent and independent variables, which are the leadership style and the performance of Dashen bank. In addition to that, the explanatory type of research mainly focuses on cause-and-effect relationships between the dependent and independent variables.

### 3.3. Target Population

Certainly, in the event that the bank’s operation has a huge number of employees, the target population is very essential. All things considered, collecting information from all representatives of the bank was beyond the researcher’s capacity. For this study the target populations are employees of Dashen bank working at head office. Thus, since the total number of the population was manageable for data collection, all the employees of Dashen Bank will be chosen for the study.

### 3.4. Sample size determination

From a total population of 1200 employees of Dashen Bank, 125 employees were selected randomly to analyses the effect of leadership style on employee performance surveys. These 125 populations are fairly representative in size as shown in table 1, which is determined based on Carvalho (1984) and also increases the accuracy and reliability of the data. A larger sample size (125) is selected. (Malhortra and Peterson, 2006) stated that, the larger the sampling size of a research, the more accurate the data generated, but the sample size may be different due to different situations.

**TABLE 1 : sample size model**

Population	Sample size		
	Small	Medium	Large
51-90	5	13	20
91-150	5	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315

10001-35000	125	315	500
35001-150000	200	500	800

Source: J.Carvalho" Archival application of mathematical sampling techniques", Records Management Quarterly 18:63(1984)

And also, 125 distributed questionnaires', 104 questioners were successfully done and given back with a non-response rate of 16.8%. Finally, the full sample size of 104 employees of Dashen Bank at headquarters was used in this investigation. Almost 16.8% of the population were selected randomly and distributed each questioner to each employee working in the organization at the head office.

### **3.5. Sampling technique**

Sampling was a definite plan for obtaining a sample from a given population (Kotari 2004). Sample size refers to the number of elements selected from a given population. A sample size is a section of a study population that is selected from the total population in a manner that ensures. From this perspective, the study follows the types of probability sampling; specifically, these studies used simple random samplings and were appropriate for selecting samples from the total population.

### **3.6. Method of data collection**

This study was used primary and secondary data sources type. Primary data sources were respondents/targeted employees of Dashen bank at head office. Questionnaires are closed-ended. Questions were prepared and delivered to employees in order to gather the primary data. The secondary data source is collected from different sources, such as brochures, directives, websites, journals; annual reports periodicals released by the banks and other available sources for the simplicity of the research and as properly organized the study.

### **3.7. Research instrument.**

The research instrument applied in this study was questionnaire. Questionnaire was structured

And developed on the Likert scale and they have two separate items of questions. The leadership style questionnaire was adopted from (Avolio and Bass, 1995), and performance measurement items were adopted from (Yousef, 2000). Questionnaires are a simple,

straightforward data collection method. Respondents get a series of questions, close-ended, related to the matter at hand.

### **3.8. Method of Data analysis**

Analysis of the data was a major part of the research study. The results and conclusions should arrive based on the analysis and interpretation of the data. Hence, data will be analyzed in accordance with the nature of data, which is qualitative and quantitative. The data that will be obtained from the questionnaire will be analyzed using statistical packages for social science (SPSS). After collecting the spread questionnaire, data will be properly organized and will be prepared for codification. Following this, the coded data will be defined for the SPSS software program.

The data were analyzed by means of descriptive statistics (such as frequency distribution) to describe the demographic characteristics of the respondent. In addition to this, descriptive analyses will be conducted on the level of the different leadership styles and employee performance. The data will be presented quantitatively by using tools like tables, charts, graphs and others to facilitate the interpretation of the results of the data. Cornbrash's alpha was used to calculate all the collected data's reliability and significance of the modules used in this study. For conclusion and analysis, inferential statistics (multiple regressions, correlation coefficient, ANOVA, linearity, hypothesis testing and multicollinearity) are used.

### **3.9. Validity and reliability**

Checking the validity and reliability of data collecting instruments before providing the actual study subject was the core to assure the quality of data (Yalew, 1998). To ensure the validity of instruments, initially the instruments were prepared by the researcher and developed under advisors who were involved providing their input for the validity of the instruments. More of the open-ended questioners' statistics were tested that were collected from key informants. Those were employees from different backgrounds. Based on the respondent's response, additional commissions and modifications of questions will be undertaken, and then a reliability test will be performed to check the consistency and accuracy of the measurements of all the data.

**Table 2: reliability test**

Reliability Statistics	Cornbrach's Alpha	N of Items
Transactional leadership style	.764	6
Transformational reliability	.912	12
Laissez fair Reliability Statistics	.754	6
Democratic Reliability Statistics	.785	7
Employee performance reliability Statistics	.836	6
Autocratic Reliability Statistics	.792	6

**Source:** own survey questioner 2023

The reliability test for the instrument used for the study was conducted using SPSS, and Cronbach alpha with an appropriate cutoff threshold of 0.7 establishes that all qualities are dependable. The findings demonstrate the dependability of the items used. According to the reliability test conducted in (2010 by Zikmund). Scales with a coefficient between 0.80 and 0.95 are regarded as having extremely good reliability and fair dependability. Scales with coefficients of 0.70 to 0.80 are regarded as having good reliability, and values with coefficients of fair reliability are defined as a value between 0.60 and 0.70. The scale has a scale factor of 0.6 or less when the coefficient is poor.

**Table 3: general reliability test dependent and independent variables**

Cronbach's Alpha	N of Items
.868	6

**Source:** own survey questioner 2023

The overall reliability test of the dependent and independent variables is 86.8%. The coefficient alpha (or Cronbach's alpha) is used to assess the internal consistency of the item. The reliability of the dependent and independent coefficient of variables is (.868) extremely good reliability was conducted from this study.

### **3.9.1 Validity**

According to: (Bhattacharjee, 2012), how well a measure captures the underlying concept that it is intended to measure? It is concerned with how accurately the measure defines the concept. The researcher used the content validity of the instruments, which were initially created by the researcher and closely supervised by an advisor. To guarantee that the instrument covers every area of the subject, it was validated by some specialists in the field. The final draft takes into account the experts' reliable instrument correlations.

### **3.10. Ethical considerations**

To conduct the research process, professional and ethical principles of the study will be more considered by the researcher. The researcher was inform the study participants about the purpose of the study i.e. purely for academic, the purpose of the study will be introduced in the introduction part of the questioner and interview guide to the respondent, as well as confirm that subject's confidentiality will be protected. Furthermore, all the materials that will be used for this research study will be acknowledged.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4. Introduction

These chapters are contains response rate, data presentation, analysis and interpretation collected from respondents. The main purpose of this study was to investigate the effects of leadership style on employee performance in the case of Dashen Bank. The investigation used the five leadership styles as independent variables and employee performance as dependent variables. This part also demonstrated the Pearson correlation analysis mostly to test the relationship between independent variables and the dependent variable. Therefore, this chapter outlines multiple regressions to analyze the effects of independent variables on the dependent variable. Finally, the chapter outlined discussion mainly to compare results with empirical and theoretical findings.

#### 4.1. Socio Demographic Categories of Respondent

This segment provides an overview of the participants' demographic profile, encompassing the respondents' age, gender, educational attainment, work background, and marital status. The main objective of examining the respondents' demographics in this study was to present their distinct features in relation to the ratio of male and female respondents, age range, educational level, marital status, and length of service. This approach aimed to provide readers with a more significant and insightful analysis.

#### 4.1.1 Sex, Age, Marital, educational level, experience, position of Employee

Table 4: sex, age, marital status, level of education position and experience

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25	45	43.3	43.3	43.3
Between 26-35	42	40.4	40.4	83.7
Between36-45	13	12.5	12.5	96.2
Above	4	3.8	3.8	100.0
Total	104	100.0	100.0	

Valid Male	54	51.9	51.9	51.9
Female	50	48.1	48.1	100.0
Total	104	100.0	100.0	
Marital status	Frequency	Percent	Valid percent	Cumulative percent
Valid Single	60	57.7	57.7	57.7
Married	41	39.4	39.4	97.1
Divorced	3	2.9	2.9	100.0
Total	104	100.0	100.0	
Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	1	1.0	1.0	1.0
Higher Diploma	5	4.8	4.8	5.8
BA	72	69.2	69.2	75.0
Masters	23	22.1	22.1	97.1
PHD	1	1.0	1.0	98.1
Others	2	1.9	1.9	100.0
Total	104	100.0	100.0	

Position	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisor	9	8.7	8.7	8.7
Manager	6	5.8	5.8	14.4
operation manager	6	5.8	5.8	20.2
senior officer	22	21.2	21.2	41.3
customer service officer	39	37.5	37.5	78.8
junior customer service officer	10	9.6	9.6	88.5
cashier clerk	3	2.9	2.9	91.3
officer				
Others	9	8.7	8.7	100.0
Total	104	100.0	100.0	
Years of experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5	63	60.6	60.6	60.6
between 6-10	21	20.2	20.2	80.8
between 11-15	9	8.7	8.7	89.4
between 16-20	10	9.6	9.6	99.0
above 21	1	1.0	1.0	100.0
Total	104	100.0	100.0	

Source: own survey questionnaires, 2023

Participants of the study were categorized out of the total respondents by their ages as follows. Accordingly, 45(43.3%) of the respondents were below 25 years, 42(40.4%) of their age between 26-35years were 13(12.5%) between 36-45years and 4(3.8%) are categorized their ages above 46 years. Therefore, the outcome shows that the majority of the respondents were young, productive and energetic members of the bank. This shows that leaders produce better employee performance and efficient productivity. So leaders followed and implemented appropriate leadership styles.

Participants of the study were categorized out of total respondents who were asked to show their gender. Therefore, 54(51.9%) of the respondents were male and 50(48.1%) of the respondents were females. The outcome shows that both sexes were represented correctly in the study. This shows that data was collected from both male and female employees of the organization.

Respondents were asked to indicate their marital status. Accordingly, 60(57.7%) of the respondents were single and 41(39.4%) of the respondents were married and also 3(2.9%) of the respondents were divorced. The outcome shows that the majority of the respondents were single in their marital status and married.

Respondents were asked to indicate their level of education. The outcomes of the study shows that 72(69.2%) of the respondents had a bachelor's outcome. 23(22.1%) of the respondents had a graduate degree. And also, the remaining respondents have a diploma, certificates, and others. This outcome shows that all of the respondents were educated and able to describe more about the effects of leadership styles on employee performance in their organization.

Respondents were asked to indicate their position in the bank. The outcomes of the study shows that 39(37.5%) of the respondents are working as a customer service officer. 22(21.2%) of the respondents are working as a senior officer. And also, the remaining respondents are working as a supervisor, manager, operations manager, and cashier clerk and other positions and cover the remaining percent of 8.7%, 6.5%, 5.8%, 2.9%, and 8.7% respectively.

Respondents were asked to specify their year of experience working in the bank. The outcomes of the study shows that 63(60.6%) of the respondents are working less than 5 years, 21(20.2%) of the respondents are working between 6 to 10 years in the bank. 10(9.6%) of the respondents are working from 16-20 years. And also 9(8.7%) of the respondents are working 11to15 years

and the remaining 1(1%) of respondents are working above 21 years. So, the outcome shows that most of the employees are working less than five years and they were young and energetic.

#### 4.2. Respondents Level of Agreements and Disagreements.

Table 5; level of agreement and disagreement t democratic

Democratic leadership style	S.D	D.AG	N	A	SA	Mean	Std.
I trusts team work is best when every employee is involved in decision making	3 2.9	3 2.9%	20 19.2%	55 52.9%	23 22.1%	3.88	.885
I can take on a leadership part when required, but doesn't reflect myself as a 'leader	5 4.8%	5 4.8%	16 15.4%	58 55.8%	20 19.2%	3.80	.969
I appreciate doing work on commitment	12 11.5%	8 7.7%	10 9.6%	46 44.2%	28 26.9%	3.67	1.273
I am communicated with my supervisor on a day-to-day operations	7 6.7%	8 7.7%	21 20.2%	52 50.0%	16 15.4%	3.60	1.057
My supervisor inspires always working good	6 5.8%	8 7.7%	21 20.2%	47 45.2%	22 21.2%	3.61	1.169
I am open friendly to my fellow employees	9 8.7%	7 6.7%	24 23.1	40 38.5%	24 23.1%	3.71	1.030
Providing guidance with pressure is the key to being good leader	2 1.9%	13 12.5%	23 22.1% %	41 39.4%	25 24.0%	2.56	1.096

Source: Survey questioner 2023

Participants of the study were surveyed to show their opinion on the statement. I think team work is best when every employee is involved in decision making. The average result shows that the excellence of employee performance in decision making and team work in the bank is high,

with a mean score of (3.88) and a standard deviation of (.885). Respondents were surveyed to indicate their opinion on the statement. I can take on the leadership role when required, but it doesn't reflect on me as a 'leader. The average result shows that the excellence of employee performance taking leadership and acting as a leader in the bank is high, with a mean score of (3.80) and a standard deviation of (.969). Respondents were examined to indicate their opinion on the statement. I appreciate doing work on commitment. The average result shows that the excellence of employee performance doing work on commitment in the bank is high, with a mean score of (3.67) and a standard deviation of (1.273). Respondents were surveyed to indicate their opinion on the statement. I communicate with my supervisor on day-to-day operations. The average result shows that the excellence of employee performance in communicating with supervisors in the operation of the bank is high, with a mean score of (3.60) and a standard deviation of (1.057). Respondents were examined to indicate their opinion on the statement. My supervisor always inspires me to work well. The average result shows that the excellence of employee performance the supervisor always inspires in the bank is high, with a mean score of (3.61) and a standard deviation of (1.169). Respondents were surveyed to indicate their opinion on the statement. I am open and friendly to my fellow employees. The result shows that the excellence of employee performance is friendly to fellow employees in the bank is high with a mean score of (3.71) and a standard deviation of (1.030). Respondents were surveyed to indicate their opinion on the statement. Providing guidance with pressure is the key to being a good leader. The result shows that the excellence of employee performance providing guidance and being a good leader in the bank is high with the mean score of (2.56) and standard deviation of (1.096)

**Table 6 : level of agreement and disagreement autocratic**

Autocratic leadership	SD	DAG	N	A	SA	Mean	Std.
My manager believes employees must be managed closely they are not probable to do their work.	9 8.7%	7 6.7%	24 23.1%	40 38.5%	24 23.1%	3.61	1.169
As a regulation, my manager trusts that employees must be given rewards or punishments in order to perform them to achieve organizational objectives.	6 5.8 %	8 7.7%	21 20.2%	47 45.2%	22 21.2%	3.68	1.073
It is fair to say that most employee in the bank overall population are lazy.	12 11.5%	8 7.7%	10 9.6%	46 44.2%	28 26.9%	3.67	1.273
I am good at unifying others employee.	5 4.8%	5 4.8%	16 15.4%	58 55.8%	20 19.2%	3.80	.969
Effective leaders in your bank are giving orders and identify actions.	3 2.9%	3 2.9%	20 19.2%	55 52.9%	23 22.1%	3.88	.885
I sense insecure about my work in this bank and need direction.	7 6.7%	8 7.8%	21 20.2%	52 50.0%	16 15.4%	3.60	1.057

Source: own survey questioner, 2023

Respondents were surveyed to indicate their opinion on the statement. My manager believes employees must be managed closely if they are not likely to do their work. The result shows that the excellence of employee performance managers and employee close relationship in the bank is high with the mean score of (3.61) and standard deviation of (1.169). Respondents were surveyed to indicate their opinion on the statement. As a regulation, my manager trusts that employees must be given rewards or punishments in order to perform them to achieve organizational objectives. The result shows that the excellence of managers and employee trust

reward for achieving organizational objectives in the bank is high, with a mean score of (3.68) and a standard deviation of (1.073). Respondents were surveyed to indicate their opinion on the statement. It is fair to say that most employees in the overall population are lazy. The result shows that the excellence of all the population in the bank is high, with a mean score of (3.67) and a standard deviation of (1.273). Respondents were surveyed to indicate their opinion on the statement. I am good at unifying other employees. The result shows that the excellence of unifying others in the bank is high, with a mean score of (3.80) and a standard deviation of (.969). Respondents were surveyed to indicate their opinion on the statement. Effective leaders in your bank give orders and identify actions. The average result shows that the excellence in giving orders and identifying actions in the bank is high, with a mean score of (3.88) and a standard deviation of (.885). Respondents were surveyed to indicate their opinion on the statement. I sense insecurity about my work in this bank and need direction. The average result shows that the excellence in giving orders and identifying actions in the bank is high, with a mean score of (3.60) and a standard deviation of (1.057).

**Table 7: level of agreement and disagreement laissez-fair**

Laissez-Faire Leadership	SD	DAG	N	A	SA	Mean	Std.
In difficult situations my manager tolerates me to work my difficulties out on my own way.	2 1.9%	13 12.5%	23 22.5%	41 39.4%	25 24.0%	3.71	1.030
My supervisor stays out of the way as I do my work.	4 3.8%	6 5.8%	26 25.0%	50 48.1%	18 17.3%	3.69	.956
As a rule, my supervisor allows me to appraise my own work.	1 1.0%	9 8.7%	16 15.4%	54 51.9%	24 23.1%	3.88	.900
My supervisor gives me complete freedom to solve problems on my own.		10 9.6%	16 15.4%	59 56.4%	19 18.3%	3.84	.837

In most situations I prefer little input from my supervisor.	1 1.0%	11 10.6%	16 15.4%	54 51.9%	22 21.2%	3.82	.922
In general, my supervisor feels it is best to leave subordinates alone.	2 1.9%	4 3.8%	20 19.2%	53 51.0%	25 24.0%	3.91	.871

Source: own survey questioner 2023

Respondents were asked to show their opinion on the statement that says in difficult situations my manager tolerates me to work my difficulties out in my own way. The average result shows that the manager tolerates difficulties in my own way with a mean score of (3.71) and a standard deviation of (1.030). Respondents were asked to show their opinion on the statement that says my supervisor stays out of the way as I do my work. The average result shows that supervisors believe that I stay out of the way as I do my work with a mean score of (3.69) and a standard deviation of (.956). Respondents were asked to indicate their opinion on the statement that, as a rule, my supervisor allows me to appraise my own work. The average result shows that my supervisor appraises my own work. With a mean score of (3.88), a standard deviation of (.900).

Respondents were asked to indicate their opinion on the statement that says my supervisor gives me complete freedom to solve problems on my own. The average result implied that my supervisor did give me complete freedom to solve problems, with a mean score of (3.84) and a standard deviation of (.837). Respondents were asked to indicate their opinion on the statement that says in most situations I prefer little input from my supervisor. The average result implied that in most situations I preferred little input from my supervisor with, a mean score of (3.82) and a standard deviation of (.922). Respondents were asked to indicate their opinion on the statement that says, in general, my supervisor feels it is best to leave subordinates alone. The average result implied that. My supervisor did feel that it was best to leave subordinates alone with a mean score of (3.91) and a standard deviation of (.871).

**Table 8: level of agreement and disagreement transactional**

Transactional Leadership	SD	DAG	N	A	SA	Mean	Std. Dev
My supervisor tells others what to do if they want to be rewarded for their work.	2 1.9%	4 3.8%	19 18.3%	48 46.2%	31 29.8%	3.98	.903
My supervisor provides recognition/rewards when others reach their goals.	3 2.9%	7 6.7%	16 15.4%	52 50.0%	26 25.0%	3.87	.962
My supervisor calls attention to what others can get for what they accomplish.	4 3.8%	4 3.8%	18 17.3%	50 48.1%	28 26.9%	3.90	.971
My supervisor is always satisfied when others meet agreed upon standards.	2 1.9%	8 7.7%	14 13.5%	56 53.8%	24 23.1	3.88	.917
As long as things are working, my supervisor does not try to Change anything.	2 1.9%	6 5.8%	13 12.5%	56 53.8%	27 26.0%	3.96	.891
My supervisor tells us the standards we have to know to Carry out our work.	4 3.8%	6 5.8%	26 25.0%	50 48.1%	18 17.3%	3.97	.841

Source: own survey questioners 2023

Respondents were asked to indicate their opinion on the statement that says my supervisor tells others what to do if they want to be rewarded for their work. The average result implied that supervisors tell others what to do if they want to be rewarded for their work with a mean score of (3.98) and a standard deviation of (.903). Respondents were asked to indicate their opinion on the statement that says my supervisor provides recognition/rewards when others achieve their goals. The average result shows that the supervisor provides recognition/rewards when others reach their goals and achieve a mean score of (3.87) and a standard deviation of (.962). Respondents were asked to indicate their opinion on the statement that says my supervisor calls attention to what others can get for what they accomplish. The average result implied that

supervisors called attention to what others can get for what they accomplish, with a mean score of (3.90) and a standard deviation of (.971). Respondents were asked to indicate their opinion on the statement that says my supervisor is always satisfied when others meet agreed-upon standards. The average result implied that supervisors are always satisfied when others meet agreed-upon standards, with a mean score of (3.88) and a standard deviation of (.917). Respondents were asked to show their opinion on the statement. As long as things are working, my supervisor does not try to change anything. The average result shows that the supervisor did not try to change anything with the mean score of (3.96) and standard deviation of (1.891). Respondents were asked to indicate their opinion on the statement that says my supervisor tells us the standards we have to know to carry out our work. The average result implied that supervisors told employees the standards employees have to know to carry out their work with the mean score of (3.97) and a standard deviation of (.841).

**Table 9: level of agreement and disagreement transformational**

Transformational leadership	SD	DAG	N	A	SA	Mean	Std.
I have complete faith in my supervisor.	3 2.9%	4 3.8%	20 19.2%	53 51.0%	24 23.1%	3.87	.910
I am proud to be associated with my supervisor.	3 2.9%	3 2.9%	13 12.5%	57 54.8%	28 26.9%	4.00	.881
My supervisor makes others feel good to be around him/her.	3 2.9%	5 4.8%	15 14.4%	53 51.0%	28 26.9%	3.94	.933
My supervisor expresses in a few simple words what we could and should do.	1 1.0%	3 2.9%	18 17.3%	57 54.8%	25 24.0%	3.98	.788
My supervisor provides appealing images about what we can do.	1 1.0%	3 2.9%	20 19.2%	50 48.1%	30 28.8%	4.01	.830

My supervisor helps me find meaning in my work.	1 1.0%	5 4.8%	15 14.4%	53 51.0%	30 28.8%	4.02	.847
My supervisor enables others to think about old problems in new ways.	2 1.9%	5 4.8%	22 21.2%	49 47.1%	26 25.0%	3.88	.906
My supervisor provides others with new ways of looking at puzzling things.	2 1.9%	8 7.7%	19 18.3%	56 53.8%	19 18.3%	3.79	.900

Source: own survey questioner 2023

Respondents were surveyed to indicate their opinion on the statement. I have complete faith in my supervisor. The average result shows that the excellence of faith in the bank is high, with a mean score of (3.87) and a standard deviation of (.910). Respondents were surveyed to indicate their opinion on the statement. I am proud to be associated with my supervisor. The average result shows that the excellence pride associated with supervisors in the bank is high, with a mean score of (4.00) and a standard deviation of (.881). Respondents were surveyed to indicate their opinion on the statement. My supervisor makes others feel good to be around him/her. The average result shows that the excellence that makes others good in the bank is high, with a mean score of (3.94) and a standard deviation of (.933). Respondents were surveyed to show their opinion on the statement. My supervisor expresses in a few simple words what we could and should do. The result shows that the excellence of supervision is expressed in a few words. What to do in the bank is high, with a mean score of (3.98) and a standard deviation of (.788). Respondents were surveyed to indicate their opinion on the statement. My supervisor provides appealing images of what we can do. The average result shows that the excellence of providing images in the bank is high, with a mean score of (4.01) and a standard deviation of (.830). Respondents were surveyed to indicate their opinion on the statement. My supervisor helps me find meaning in my work. The average result shows that the excellence of help in my work in the bank is high, with a mean score of (4.02) and standard deviation of (.847). Respondents were surveyed to indicate their opinion on the statement. My supervisor enables others to think about old problems in new ways. The average result shows that the excellence of thinking about old problem the bank is high with the mean score of (3.88) and standard deviation of (.906).

Respondents were surveyed to indicate their opinion on the statement. My supervisor provides others with new ways of looking at puzzling things. The result shows that the supervisor looking at puzzling things in the bank is high with a mean score of (3.79) and a standard deviation of (.900).

**Table 10: level of agreement and disagreement individual consideration**

Individual Consideration (IC)	SD	DAG	N	A	SA	Mean	St.dv
My supervisor gets others to rethink ideas that they had never questioned before.	2 1.9%	5 4.8%	18 17.3%	56 53.8%	23 22.1%	3.89	.869
My supervisor helps others develop themselves		6 5.8%	11 10.6%	59 56.7%	28 26.9%	4.05	.781
My supervisor lets others know how he/she thinks we are doing.		4 3.8%	21 20.2%	51 49.0%	28 26.9%	3.99	.794
My supervisor gives personal attention to others who seem rejected.		3 2.9%	18 17.3%	54 51.9%	29 27.9%	4.05	.755

Source: own survey questioner 2023

Respondents were surveyed to indicate their opinion on the statement. My supervisor gets others to rethink ideas that they had never questioned before. The average result shows that the excellence of supervisors giving personal attention in the bank is high at a mean score of (4.05) and a standard deviation of (.781).

Respondents were surveyed to indicate their opinion on the statement. My supervisor helps others develop themselves. The average result shows that the excellence of supervisors helping in the bank is high, with a mean score of (3.99) and standard deviation of (.794). Respondents were examined to indicate their opinion on the statement. My supervisor lets others know how he/she thinks we are doing. The average result shows that the excellence of others' known personal doings in the bank is high, with a mean score of (4.05) and a standard deviation of (.755). Respondents were surveyed to indicate their opinion on the statement. My supervisor gives personal attention to others who seem rejected. The average result shows that the

excellence of supervisors giving personal attention in the bank is high, with a mean score of (4.05) and a standard deviation of (.755).

**Table 11: level of agreement and disagreement employee performance**

Quality of your job performance and Productivity of your job.	VL	Low	IM	High	VH	Mean	Std. D
How do you rate quality of your job performance?			13 12.5%	57 54.8%	34 32.2%	4.20	.644
How do you rate your productivity on the job?			18 17.3%	54 51.9%	32 30.8	4.13	6.83
How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?		2 1.9%	19 18.3%	67 64.4%	16 15.4	3.93	.645
How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?		1 1.0%	17 16.3%	64 61.5%	22 21.2%	4.03	.645
I work keeping my skills up to date.		1 1.0%	14 13.5%	58 55.8%	3129.8 %	4.14	.674
I am able to perform my work well with minimal time and effort.			10 9.6%	59 56.7%	35 33.7%	4.74	.618

Source: own Survey questioner 2023

Respondents were asked to indicate their opinion on the statement that says how you evaluate the quality of your job performance. The average result shows that the quality of job performance in the bank is high, with a mean score of (4.24) and a standard deviation of (.683). The result implied that the rate of productivity in the company is high with a mean score of (4.13) and a standard deviation of (.683).

Respondents were asked to indicate their opinion on the statement that says how you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work. The average result implied that the performance of peers in the company is average with a mean score of (3.93) and a standard deviation of (.643). Respondents were asked to indicate their opinion on the statement that says how you evaluate the performance of yourself at your job compared with your peers doing the same kind of work? The average result shows that individuals' performances compared to peers are high, with a mean score of (4.03) and a standard deviation of (.645). Respondents were asked to indicate their opinion on the statement that says I work keeping my skills up to date. The average results show that an employee working on keeping their skills up to date was high with a mean score of (4.14) and standard deviation of (.674.). Respondents were asked to indicate their opinion on the statement that says I am able to perform my work well with minimal time and effort. The average result implied that employees performed their work with the minimum time and effort. It is average with a mean score of (4.12) and a standard deviation of (.618).

#### **4.3. Descriptive Statistics on Variables**

The present segment has witnessed the general comprehension of the participants concerning the impact of a leadership approach on workforce efficiency at Dashen Bank. The mean scores and standard deviations were employed to present the overall outcome. If the mean is lower, it indicates that the respondents have a disagreement with the given statements. Conversely, if the mean is higher, it signifies that the respondents have concurred with the statement. Moreover, the standard deviation demonstrates the diversity of a perceived response from a solitary sample, according to (Marczyk, Dematteo, and Festinger, 2005).

Table 12: descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Laissez fair leadership style	104	2.00	4.83	3.8077	.61742
Transactional leadership style	104	2.17	5.00	3.9295	.61957
Transformational leadership style	104	2.08	5.00	3.9567	.61566
Autocratic leadership style	104	1.00	5.00	3.7067	.74698
Democratic leadership style	104	1.14	4.71	3.7074	.71036
Employee performance	104	3.00	5.00	4.1138	.48286
Valid N (list wise)	104				

Source; own survey questioner 2023

As shown in table 11, the average result of the study describes transformational leadership style, which has a mean score of (3.9567) with standard deviation (.6156) and from this it is possible to see that transformational leadership style is below the average minimal standard deviation (less than 1). Transactional leadership style with the mean score of (3.9295), with standard deviation (.61957) from this, it is possible to see that transactional leadership style is below the average minimal standard deviation (less than 1.) and also autocratic leadership with the mean score of (3.7067), with standard deviation (.6156) from this it is possible to see that autocratic leadership style is below the average minimal standard deviation (less than 1.)

Democratic leadership style with the mean score of (3.7074) with a standard deviation (.71036) From this it is possible to see that the democratic leadership style is below the average minimal standard deviation (less than 1.) and laissez-faire leadership style with a mean score of (3.8077) with standard deviation (.61742) from this it is possible to see that autocratic leadership style is below the average minimal standard deviation (less than 1.) The mean score for employee performance was (4.1138).

Table 13: comparison of mean score

Mean score	Explanation
1.81-2.60	Low
2.61-3.20	Moderate
3.21-4.20	High

Source: adapted from (Moidunny, 2009). From modiunny view the dependent and independent variable were found to be moderate and high levels.

#### 4.4. Normality test

Normality: When I plot the histogram, the residuals are normally distributed. Normality is satisfied even if the distribution is slightly skewed and does not deviate significantly from normal. Since the histogram residual assumption is unbiased, this means that the assumption is correct. To minimize the impact of potential violations, the regression assumptions (normality, linearity, and homoscedasticity) are tested.

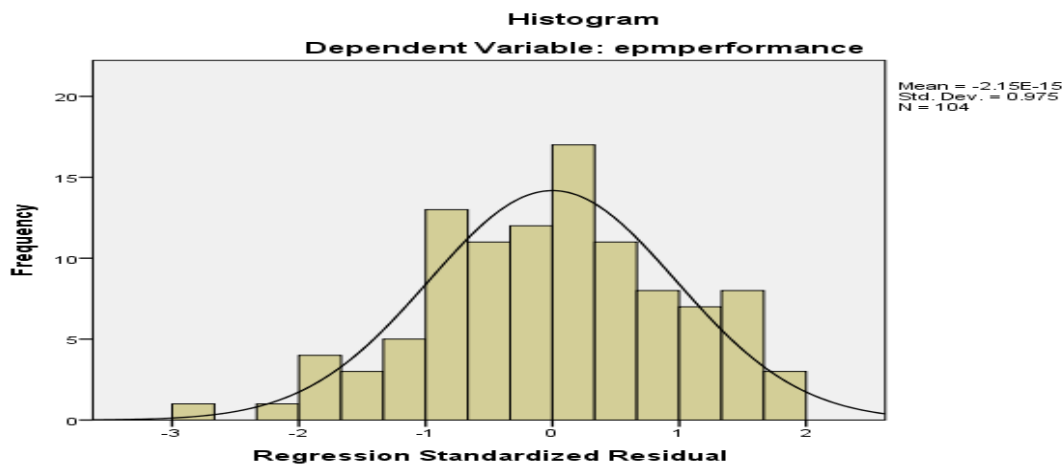


Figure: 1. 1

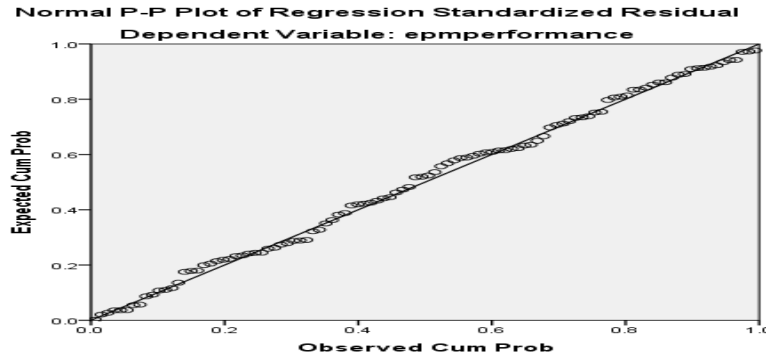


Figure: 1.2

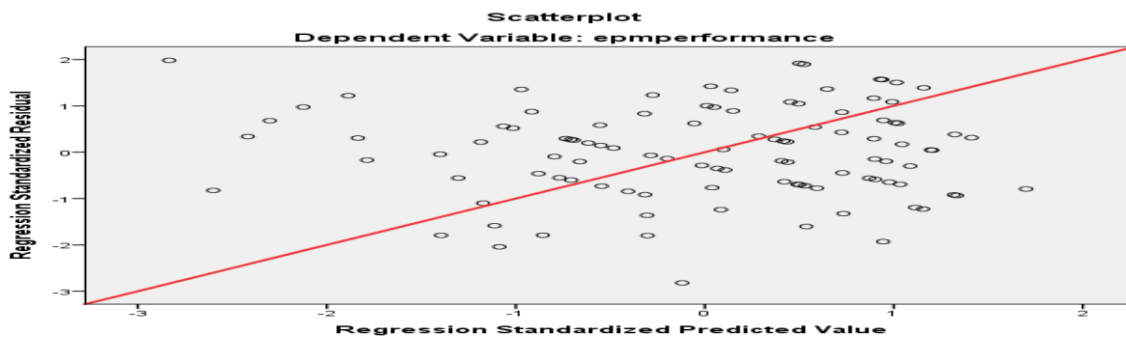


Figure: 1.3

Source: Survey questioner 2023

#### 4.5. Multicollinearity Test

The term Multicollinearity relates to a condition wherein two or more explanatory variables in a multiple regression pattern are strongly correlated. It can be evaluated by conducting various tests such as variance inflation factor (VIF) and tolerance level. The succeeding chart displays the collinearity statistics that include the tolerance levels and variance inflation factors (VIF).

Table 14: coefficient <sup>a</sup>

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Laissez-faire leadership style	.314	3.188
Transactional leadership style	.408	2.453
Democratic leadership style	.20	4.470
Transformational leadership style	.397	2.522
Autocratic leadership style	.23	4.468

a. Dependent Variable: employee performance

When examining multicollinearity diagnostic, statisticians frequently utilize pairwise correlation coefficients between predictors and VIF as the most prevalent inspection tools. While some investigators adopt correlation coefficient cutoffs of 0.5 and above, as proposed by Feldman, S. (1985), the most common cutoff is 0.80, according to ( Syam, N. 2008). Although, (Kutner M, Nachtsheim, C, Neter J 2004) suggest a VIF of greater than 5 or VIF greater than 10 for detecting multi collinearity, there is no consensus on the cut-off value for VIF to identify multi collinearity. Hence, it can be inferred that there is no collinearity present within the existing data, and it is safe to conclude so.

#### 4.6. Hypotheses Test

H1: A statistically significant and positive relationship is expected between democratic leadership style and employee performance. From the below tables 18 show that the relationship between democratic leadership style and employee performance is significant with a sigma value of .032. The standard coefficient (beta=1.190) shows that democratic leadership style affects employee performance positively. So the alternative hypothesis listed those two variables have significant and positive relationships with each other.

H2: A statistically significant and positive relationship is expected between autocratic leadership style and employee performance. From the below table 18 shows that the relationship between autocratic leadership style and employee performance is significant, with a sign value of .038, the standard coefficient (beta=-2.107) shows that autocratic leadership style affects employee performance positively. So the alternative hypothesis listed those two variables having significant and positive relationships with each other.

H3: A statistically insignificant and negative relationship is expected between laissez-faire leadership style and employee performance. From the below table 18 shows that the relationship between Laissez-faire leadership style and employee performance is insignificant, with a sigma value of .220, the standard coefficient (beta=-1.235) shows that Laissez-faire leadership style affects employee performance negatively. So the alternative hypothesis listed that two variables are having insignificant and negative relationships with each other.

H4: A statistically insignificant and negative relationship is expected between transactional leadership style and employee performance. From the table 18 shows that the relationship between transactional leadership style and employee performance was insignificant with a sig value of .085. The standard coefficient (beta=1.740) shows that Laissez-faire leadership style affects employee performance negatively. So the alternative hypothesis listed that two variables are having insignificant and negative relationships with each other.

H5: A statistically significant and positive relationship is expected between transformational leadership style and employee performance. From the table 18 shows that the relationship between transformational leadership style and employee performance is significant with a sigma value of .000. The standard coefficient (beta=3.733) shows that transformational leadership style affects employee performance positively. So, the alternative hypothesis listed those two variables are having significant positive and strong relationships with each other

## 4.7. Regression analysis

### 4.7.1 Correlation Analysis

The connection between leadership styles and employee performance was evaluated using Pearson's correlation analysis. The primary objective of employing Pearson's correlation analysis was to examine the association between the five leadership approaches and employee performance. If the correlation ( $r$ ) is 0.000, it suggests no correlation. If it ranges between 0.01-0.09, it indicates very weak correlation, whereas if it is between 0.10-0.29, the correlation is weak. If it falls between 0.30-0.59, the correlation is moderate, and if it is between 0.60-0.79, the correlation is strong. Finally, if it ranges between 0.80-1.0, the correlation is considered a very strong. Thus, the correlation is based on the rule proposed by (Alwadael 2010).

Table 15: correlation

		LLS	TRLS	DLS	TRFLS	AUTOCLRE	EP
Laissez fair Leadership	Pearson	1	.609**	.546**	.642**	.443**	.425**
	Correlation						
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	104	104	104	104	104	104
Transactional Leadership	Pearson	.609**	1	.510**	.726**	.472**	.539**
	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	104	104	104	104	104	104
Democratic Leadership	Pearson	.546**	.510**	1	.407**	.982**	.330**
	Correlation						
	Sig. (2-tailed)	.000	.000		.000	.000	.001
	N	104	104	104	104	104	104
Transformational leadership	Pearson	.642**	.726**	.407**	1	.368**	.592**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	104	104	104	104	104	104
Autocratic Leadership	Pearson	.443**	.472**	.982**	.368**	1	.280**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.004
	N	104	104	104	104	104	104
Employee performance	Pearson	.425**	.539**	.330**	.592**	.280**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.001	.000	.004	
	N	104	104	104	104	104	104

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

Source: own Survey questioner 2023

#### 4.7.2. Multiple Regression Analysis

The primary drawback of using Pearson correlation analysis was its failure to demonstrate the impact of the independent variables (transformational leadership, autocratic leadership, transactional leadership, democratic leadership and laissez-faire leadership style) on the dependent variable (employee performance). The key objective of carrying out multiple regression analysis was to illustrate the influence of the independent variables (transformational leadership approach, authoritative leadership, transactional leadership approach, democratic leadership approach, laissez-faire leadership approach) on the dependent variable (employee performance).

#### 4.7.3. Model fit

Table 16: model summery

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.636 <sup>a</sup>	.405	.374		.38193

- a. Predictors: (Constant), autocratic, transformational, laissez-faire, transactional, democratic

The results of the investigation using the R square or the correlation coefficient revealed that there is a favorable correlation between the independent and dependent variables. This concludes that a positive association existed between the different conducts of leadership style (transformational, autocratic, transactional, democratic, and laissez-faire) and the employee performance. This percentage of adjusted R<sup>2</sup> is evidence of a good measure of the model. The variance between the dependent variable and the independent variables are large in the study.

Table 17: one ANOVA <sup>a</sup>

Model		Sum of Squares	DF	Mean Square	F	SIG.
1	Regression	9.719	5	1.944	13.326	.000 <sup>b</sup>
	Residual	14.295	98	.146		
	Total	24.015	103			

- a. Dependent Variable: employee performance

- b. Predictors: (Constant), autocratic, transformational, laissez-faire, transactional, democratic

Source: own survey questioner 2023

The F value 13.326 of the ANOVA section of the table above was also significant (0.000), indicating that the effect of the five leadership styles on employee performance is significant at a 95% significant level. Therefore, the model is most suitable for all standard levels of significance.

#### 4.7.4 Coefficient of dependent and independent variables

An investigation was conducted on relapse analysis to find out by how much the independent variable clarifies the dependent variable. In addition to that, how much the Independent Variables (transformational, transactional, democratic, laissez-fair and autocratic leadership style) affect dependent-variables (employee performance). The beta esteem may be a degree of how clearly the independent variable impacts the dependent variable. The higher value of beta, the more prominent the effects of the independent variable on the dependent variable.

$$\text{Employee Performance} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \text{error}$$

$$EP = 2.136 + (-.134)X_1 + .166X_2 + .809X_3 + .362X_4 + (-.700)X_5$$

$X_1$  = laissez fair leadership style,  $X_2$  = transactional,  $X_3$  = democratic,  $X_4$  = Transformational,  $X_5$  = autocratic, B = beta constant,

Table 18: coefficient<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.136	.282		7.568	.000
Laissez fair leadership	-.134	.109	-.172	-1.235	.220
Transactional leadership	.166	.095	.212	1.740	.085

Democratic leadership	.809	.373	1.190	2.171	.032
Transformational leadership	.362	.097	.462	3.733	.000
Autocratic leadership	-.700	.332	-1.083	-2.107	.038

a. Dependent Variable: employee performance

Source: survey questioner 2023

The (Beta,  $\beta$ ) value indicated that a change of one standard deviation in the independent variable lead to in a change of standard deviations in the dependent variable. The Beta ( $\beta$ ), t and other parameters in the regression model are used to interpret the regression results. Table- 16 displays the regression coefficients and their respective values, which indicate their significance in predicting the dependent variable, employee performance. The regression results are analysis with respect to coefficients of beta ( $\beta$ ), t and other parameters in the regression model as follows: As shown in Table-18, analyzing the regression coefficient for transformational leadership style denoted by  $\beta_1$  in the model is .462, which means that when we raise transformational leadership style by 46.2percent increased employee performance if other variables remain constant. In the same way, the t-value 3.733 shows that the result is significant because 0.000 is less than 0.05. So, assuming the evidence alongside the null hypothesis, it was rejected, while the alternative hypothesis which suggests transformational leadership style has significant effect on employee performance was accepted.

The regression coefficient for democratic leadership style denoted by  $\beta_1$  in the model is 1.190, which means that when we raise transformational leadership style by 119.0 percent increased employee performance if other variables remain constant. In the same way, the t-value 2.171 shows that the result is significant because .032 is less than 0.05. So, assuming evidence alongside the null hypothesis, it was rejected, while the alternative hypothesis, which suggests democratic leadership style has a significant effect on employee performance, was accepted.

The regression coefficient for autocratic leadership style denoted by  $\beta_1$  in the model is 1.083, which means that when we raise transformational leadership style by 108.3 percent ineffective (decreased) employee performance if other variables remain constant. In the same way, the t-

value -2.107 shows that the result is significant because .038 is less than 0.05. So, assuming evidence beside the null hypothesis, it was rejected, while the alternative hypothesis, which suggests autocratic leadership style has significant effect on employee performance, was accepted. The regression coefficient for transactional leadership style denoted by  $\beta_1$  in the model is .212, which means that when we raise transformational leadership style by 21.2 percent increased employee performance if other variables remain constant. In the same way, the t-value 1.740, shows that the result is insignificant because .085 is greater than 0.05. So, assuming evidence alongside the null hypothesis, was accepted, while the alternative hypothesis which suggests transactional leadership style has significant effect on employee performance was rejected.

#### **4.8. Discussion of Findings**

The main aim of this study was to investigate the effects of leadership styles on employee performance in banking industry, specifically, in Dashen bank. 125 participants out of targeted participants were involved in the study. Majority of the participants were degree holders in their level of education. The study aimed at finding answers to objectives prescribed in chapter one. Five specific objectives were developed to support the general objective; the first objective was to evaluate the effect of democratic leadership style on employee performance in Dashen bank. The second objective was to evaluate the effect of transformational leadership style on employee performance in Dashen bank. The third objectives also to evaluate the effect of transactional leadership style on employee performance in Dashen bank. The fourth objectives also to evaluate the effect of laissez-faire leadership style on employee performance in Dashen bank and the fifth objectives was also evaluate the effect of autocratic leadership on employee performance in Dashen bank.

The result of the study implied that democratic leadership style exercised in Dashen bank with the mean score of (3.7074). This is supported by Democratic leadership approach is required to have efficiency and power subordinate management that will lead to improved performance. The result of the study implied that transformational leadership the most exercised leadership style in Dashen bank with mean score of (3.9567) That is, as leaders of the company apply transformational leadership style, the performance of employees would be developed. The result of this study was supported by (Hoxha, 2019) that transformational leadership style substantially influenced employee performance at a Malaysian telecommunications company.

The result of the study implied that transactional leadership style in Dashen bank with mean score of (3.9295) the value suggested that when managers, coordinators or supervisors apply transactional

leadership style, the performance of employees in the company could increase. In harmony with the result of this study, the study result. (Kabiru 2020) on the influence of transactional leadership style and employee performance at selected commercial banks of Kenya revealed that transactional leadership had an impact on employee performance and that performance will lead to increased productivity, and that transactional leadership style is related with higher relevance.

The result of the study implied that laissez-fair leadership style in Dashen bank, with the mean score of (3.8077) Laissez faire leadership style is an inactive kind of leadership where the exchange between the leader and the followers is absent. In this kind of leadership style the necessary decisions are avoided. Laissez-faire leader is the president of small manufacturing firm who calls no meeting with plant supervisors, has no long range plan for the firm, and makes little contact with employees (Northouse, 2013)

The result of the study implied that autocratic leadership style in Dashen bank with mean score of (3.7067). Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure, this leadership produces and the removal of the leader that follows. (Michael, 2010)

In general, the study concluded that transformational leadership style, laissez fair leadership style, autocratic leadership style, transactional leadership style and democratic leadership style are having a significant effect on employee performance with a sign value of 0.000, .220, .038, .085, and .032 respectively. But when the error terms are 5% or 0.005, the significance is not more than the constant error term number. So, the value of transactional leadership style (0.0085) and value of laissez-faire leadership style show (0.220). This indicates that the relationship between the two-leadership style (transactional and laissez faire) and employee performance is not well.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the major findings of the study, conclusions, recommendations and recommendation for future research. The result obtained from employees of Dashen Bank (customer service officers, cashiers, supervisors and operation managers) via open ended and closed-ended questionnaire was coded in SPSS version 25.0 and analyzed using descriptive statistics(mean, standard deviation) and inferential statistics(regression, correlation, multiple regression analysis normality ) based on the five research questions raised in chapter one.

#### 5.1. Finding of the Study

1. What is the effect of democratic leadership style on employee performance in Dashen Bank?

The analysis shows that democratic leadership style is practiced slowly in Dashen Bank, with the mean score of 3.7074. But it has a significant effect on employee performance as compared to the other leadership style on employee performance. Therefore, democratic leadership style has a significant and positive correlation with employee performance ( $r = .330$ ,  $p < 0.01$ ). The regression coefficient for democratic leadership style, denoted by  $\text{Beta}_1$  in the model, is 1.190, which means that when we raise democratic leadership style 119.0 percent, we increase employee performance. If others variables remain constant. In the same way, the t-value of 2.171 shows that the result is significant because .032 is less than 0.05. So, assuming evidence was presented alongside the null hypothesis, it was rejected, while the alternative hypothesis, which suggests democratic leadership style has a significant effect on employee performance, was accepted.

2. What is the effect of transformational leadership style on employee performance in Dashen Bank?

Transformational leadership styles are practiced highly and are the most exercised leadership style in the bank with a mean score of 3.9567, but as compared to the other leadership styles, transformational leadership styles had a significant relationship with employee performance. Transformational leadership style has a significant and very strong positive relationship with employee performance ( $r = .592$ ,  $p < 0.01$ ).

The regression coefficient for transformational leadership style, denoted by  $\beta_1$  in the model, is .462, which means that when we raise transformational leadership style 46.2 percent, it increases employee performance if other variables remain constant. In the same way, the t-value of 3.733 shows that the result is significant because 0.000 is less than 0.05. So, assuming the evidence alongside the null hypothesis, it was rejected, while the alternative hypothesis, which suggests transformational leadership style has a significant effect on employee performance, was accepted.

3. What is the effect of transactional leadership style on employee performance in Dashen Bank?

Transactional leadership style also practiced in the organization with a mean score of (3.9295) but it has insignificant effect on employee performance. Transactional leadership style has a significant and positive correlation with employee performance at ( $r = .539$ ,  $p < 0.01$ ).

The regression coefficient for transactional leadership style, denoted by  $\beta_1$  in the model is .212 which means that when we raise transactional leadership style 21.2 percent increased employee performance. If other variables remain constant. In the same way, the t-value of 1.740 shows that the result is insignificant because .085 is greater than 0.05. So, assuming evidence was presented alongside the null hypothesis, it was accepted, while the alternative hypothesis, which suggests transactional leadership style has a significant effect on employee performance, was rejected.

4. What is the effect of laissez-faire leadership style on employee performance in Dashen Bank?

The Laissez-faire leadership style was also practiced slowly in the bank, with a mean score of (3.8077). So it has a significant effect on employee performance. The effect of laissez-faire leadership style has a significant and positive correlation with employee performance at ( $r = .425$ ,  $p < 0.01$ ).

The regression coefficient for laissez-faire leadership style denoted by  $\beta_1$  in the model is -.172, which means that when we raise laissez-faire leadership style 17.2 percent, it decreases employee performance if other variables remain constant. In the same way, the t-value -1.235 shows that

the result is insignificant because .220 is greater than 0.05. So, assuming evidence beside the null hypothesis, it was accepted, while the alternative hypothesis which suggests transformational leadership style has significant effect on employees was rejected.

#### 5. What is the effect of autocratic leadership on employee performance in Dashen Bank?

Autocratic leadership styles were the least exercised leadership style in Dashen bank, with a mean score of (3.7067). As compared to the other four leadership styles, autocratic leadership style has a significant and positive correlation with employee performance at ( $r = .280$ ,  $p < 0.01$ ) but it is least.

The regression coefficient for autocratic leadership style denoted by  $\beta_1$  in the model is 1.083, which means that when we raise autocratic leadership style by 108.3 percent, it decreases employee performance. If others variables remain constant. In the same way, the t-value -2.107 shows that the result is significant because .038 is less than 0.05. So, assuming evidence beside the null hypothesis, it was rejected, while the alternative hypothesis, which suggests autocratic leadership style has significant effect on employee performance, was accepted.

## 5.2. Conclusion

The primary aim of the research was to explore how different leadership styles affect the performance of employees at Dashen Bank. The investigator condensed the subsequent observations from the study results. The study determined that the most commonly practiced leadership style in this organization was a transformational leadership style, which was trailed by transactional, laissez-faire, democratic, and autocratic leadership styles. The study's findings related that democratic leadership, transformational, transactional, laissez-faire and autocratic leadership style have a substantial and favorable association with employee performance within the organization.

The findings of the investigation show that democratic leadership style, transformational, transaction, autocratic and laissez-faire leadership styles have significant and positive correlation with employee performance in the company. This means that leadership style do play important roles in determining levels of employee's performance in the company.

The investigation shows that transformational, transactional, democratic, and autocratic and laissez fair leadership style have a necessary contribution-to analyzing the level of employee performance in the organization. Certainly, 40.5% of employee performance in the organization is dictated by a transformational, transactional, democratic, autocratic, and laissez-faire leadership style.

This investigation also shows that transformational leadership will increase employee performance 46.2%. But other variables remain constant. Employee performance and transformational leadership style have positive and strong relationships in the organization.

When transactional leadership style is increased, employee performance will be increased by 21.2%. But the remaining variables remain constant. Employee performance and transactional leadership style have a positive and significant relationship in the organization.

When democratic leadership style was increased employee performance will be increased 119.0%. But the remaining variables remain constant. Employee performance and democratic leadership style have a positive and significant relationship in the organization.

When the autocratic leadership style is increased, employee performance will slow down to (1.083) %. But the remaining variables remain constant. Employee performance and autocratic leadership style had a negative and insignificant relationship in the organization. Because the beta values are shown (-1.083)

When the laissez fair leadership style is increased, employee performance will slow down to (17.2%) But the remaining variables remain constant. Employee performance and laissez fair leadership style have a negative and insignificant relationship in the organization. Because the beta values are shown (.172)

In general, the study concluded that transformational leadership style, laissez fair leadership style, autocratic leadership style, transactional leadership style and democratic leadership style are having a significant effect on employee performance with a sign value of 0.000, .220, .038, .085, and .032 respectively. But when the error terms are 5% or 0.005, the significance is not more than the constant error term number. So, the value of transactional leadership style (0.0085) and value of laissez-faire leadership style show (0.220). This indicates that the relationship

between the two-leadership style (transactional and laissez faire) and employee performance is not well.

### **5.3. Recommendation**

Leadership was a particular action every day by a leader to inspire subordinates to achieve the objectives of the organization. (Alexander 2002). Putting the appropriate leadership style based on the background and the conditions helps the organization to realize its objectives and goals. Since particular leadership styles have significant effects on an employee's performance, leaders should have to understand the past, current and future condition of the organization and also align strategic and tactical goals of the organization. In addition, leaders must analyze which leadership style is more appropriate to achieve organizational goals and objectives. From the study, it was shown that transformational leadership styles are more significantly associated with the performance of employees. On the other hand, the other leadership style was found to be statistically significant. Therefore, leaders should prefer a suitable leadership style that would improve the performance of the employees. In respect of the above conclusion, the transformational leadership style at Dashen Banks would further empower their employees by developing teams. This technique, used by employees, would ignite their potential, feel part of an organization and perform well.

The following specific recommendations are forwarded.

- Leaders should recognize and build smooth relationships with employees.
- Organizations should make an effort to develop a quality leadership style.
- Organizations should recognize and reward high-performing employees, as well as properly outline penalties.
- Leaders at organizational level should have more focus on transformational, autocratic and democratic leadership styles, since they have a positive association with an employee's performance. They need to reduce transactional and laissez fair leadership style since the result showed a negative association between this type of leadership style and employee's performance

- Leaders are focusing from performing at their best, but by concentrating on strengthening leadership abilities, you can overcome these weaknesses.

### **5.3.1 Recommendations for future researchers**

The results of the investigation indicated that the R squared or determination coefficient indicated that (40.5%) of employee effectiveness was influenced by leadership styles. This means that 59.5% of employee performance is determined by other variables that were not considered in this inquiry. It is therefore, advisable for forthcoming researchers to explore additional factors that enhance the performance of employees in the banking industry. Additionally, a more inclusive study should be conducted by integrating multiple banking companies as a whole industry or financial sector.

Respondents might have provided biased responses to the survey questions, which could lead to inaccurate results. The results of this study may not apply to other organizations or industries, as Dashen Bank's culture, values, and operations may differ from other organizations.

Employees' performance may be measured using self-reported data, which could be subjective and may not accurately reflect their actual performance. There could be a lack of time to collect sufficient data, which could limit the scope and depth of the study. There may be other factors that could influence employee performance, such as employee motivation, communication channels, job satisfaction, training and development programs, etc., which the study does not cover. The impact of leadership styles on employee performance can vary depending on various contextual factors, such as the industry, organizational culture, team dynamics, and individual differences among employees. The degrees of leadership styles and their effects on employee performance can be subjective and dependent on individual perspectives.

Establishing a direct causal relationship between leadership style and employee performance can be challenging. Employee performance is influenced by various factors, including individual abilities, motivation, job satisfaction, organizational support, and external circumstances. Leadership style is just one aspect that can influence performance, and it interacts with multiple other variables. Therefore, it is important to consider a broader range of factors when examining employee performance.

## Reference

- Abdul, Basit, ET, al. (2017). *International journal of accounting & business management: vol5 (no2)*, November, 2017
- Adaeze, C, O. (2003). *General and Industrial Management*, Minna: Ajiboye Printers Ltd
- Abeh, U, (2016). *The influence of leadership styles on organizational performance in Nigeria, Global Journal of Human Resource Management: and Volume 4*.
- Afshan, (2012). *Impact of training on employee performance: a study of telecommunication sector in Pakistan: Inter disciplinary Journal of Contemporary Research in Business 4, 6*.
- Ahuja, (2006). *Personnel management: 3rd Ed*, New Delhi, India Kalyani publishers,
- Avolio & Bass, (2004), *Multifactor leadership questioner (tm) mind garden inc. menlo CA*:
- Aguinis. (2009). *Expanded view of performance management Performance management: Putting research into practice*, pp.1-43.
- Akor, (2014). *Influence of Autocratic Leadership Style on the Job Performance: pp. 148-152*
- Alexander. (2002). *Human Resource Development International, Leadership Styles and Cultural Values among Managers and Subordinates: A Comparative Study of Four Countries of the Former Soviet Union, Germany, And the Us*, University Of Illinois at Urbana-Champaign.
- Armstrong, M. (2003). *A Handbook of Human Resource Management Practice: Kogan Page, London*.
- Amanchukwu,R.,Stanley,G.,&Ololube,N.(2015).*A review of leadership theories, principles and styles and their relevance to educational management*
- Antonakis & Day, (2012). *Leadership past, present and future: Business Journal*.
- Antonakis, Avolio & Sivasubramaniam, (2003). *The Leadership Quarterly*: Armstrong, (2004). *Hand book of Reward Management: London, Kogan Page Limited*
- Arif & Chohan, (2012). *Study on Impact of Job Satisfaction on Employee Performance:*
- Bakani. (2016). *Leadership Style and Staff Retention in Organizations: International Journal of Science & Research, Volume 5, 4*

- Bass, (2000). *The future of leadership in learning organizations: Journal of Leadership & Organizational Studies*
- Bass & Riggio, (2006). *Transformational Leadership: (2nd ed.)* by M. B. Bass & E. G. Riggio Mahwah, NJ: Lawrence Erlbaum Associates, 282 pages
- Alexander. (2002). Human Resource Development International, Leadership Styles and Cultural. *Organizational Psychology*, Vol, 8,
- Bizhan, Sh. (2013). *The relationship between leadership style and employee performance case study of real estate registration organization of Tehran province Singaporean: Journal of business economics, and management studies*, vol.2, no.5.
- Belias & AMP, Koustelios. (2014). *Organizational culture and job satisfaction*
- Butler, (2001). *Company management skills New York: Cornell University Press*
- Bolden, R. (2004). *What is leadership? (Research Report 1)*, Exeter, United Kingdom: Leadership South West.
- Cardy & Dobbins, (1994). *Performance appraisal: Alternative perspectives*. Cincinnati, OH: South Western Publishing.
- Cheng, C., & Chan, M. T. (2002). *Implementation of School-Based Management:*
- Creswell, J. (2003). *Research design: Qualitative, Quantitative and mixed methods approach (2nd ed.)*. Thousand Oaks, CA: Sag
- Cochran, W. G. (1963). *Sampling Techniques*, 2nd Ed., New York: John Wiley and Sons, Inc.
- Day, (2012). *Leadership the Oxford Handbook of Organizational Psychology*, Volume 1
- Ghose, R. (2014). A study on the impact of leadership styles on employee motivation and commitment: an empirical study of selected organizations in corporate sector
- Henderson, P. (2009). *Leading and managing your school guidance program staff*. Alexandria, VA: American Counseling Association.

Duggan, T. (2019). *The Effect of Leadership Styles on the Organization: Azcentral*, 25-32.

Hill, (2008). *Operations management Colombia: Colombia University Press*

Hayward, Davidson, Pascoe, Tasker, Amos&Pearse. (2003). *Employee Performance, Leadership Style and Emotional Intelligence: An Exploratory Study in a South African Parastatal*

Igbaekemen. (2014). *Impact of Leadership Style on Organization Performance: A Strategic Literature Review.*

Ibrahim. (2004). *Organizational climate and its relation to job performance, survey study on Security forces officers in Riyadh, Naief Arabian University of Security Sciences, Faculty of High Studies, Department of Administrative Sciences*, pp. 8

Ivancevich et al. (2007). *Leadership management principle model and theory:*

Judge, T., & Piccolo, R. (2004). *Transformational and transactional leadership: A Meta analytic test of their relative validity. Journal of Applied Psychology*, 89(5), 755-768.

Kotari, (2004). *Research methods and techniques* (2nd revised edition), New Delhi: new age international publishers

Kouzes and Posner's definition. Yukl (2011). *Effective Leadership Behavior:*

Maurik, J.V. (2001). *Writers on Leadership*, London: Penguin Books.

Malhotra, N. and Peterson, M, (2006). *Basic Marketing Research Decision making approach:* Prentices, Hall.

Mehmood, Z. U., & Arif, M.I (2011). *Leadership and HRM: Evaluating new leadership styles for effective human resource management. International Journal of Business and social science*, 2(15), 236-238

Michael, A. (2010). *Leadership style and organizational impact*

Northhouse. (2001). *Leadership: Theory and Practice / Peter G.* 2nd ed. Sage Publication, Inc London.

Northouse. (2015). *Leadership theory and practice*: thousand oaks, a sage

Northouse. (2016). *Leadership Theory and Practice* (7th Edition).Sage Publication, Inc

Oladipo, et. al, (2013). *Leadership styles and its effectiveness on employees' job commitment*

Pattanayak. (2005). *Leadership skills*\ India: Hit Press of India.

Peris M, Koech & Prof, Namusonge, G. (2012). *The Effect of Leadership Styles on Organizational Performance* at State Corporations in Kenya, International Journal of Business and Commerce, Nairobi, Kenya

Sakiru, ET, Al. (2013). *Leadership Styles and Job Satisfaction among Employees in Small and Medium Enterprises*

Schaufeli Et Al., (2008) *Engaging Leadership in the job demand resource model Work Engagement: What Do We Know and Where Do We Go?* Romanian journal of Applied Psychology,

Thomas J. (2002), *The Virtues of Leadership-Department of Education*, U.S. files.eric.ed.gov/full text/EJ683737

[www.dashenbank.com](http://www.dashenbank.com)

Yukl. (2007). *the brilliant manager skill*. University of Chicago press:

yalew. (1998), *Quality of data Fundamental principles of research and its implementation* Bahir Dar

## Annex I



**Addis Ababa University School of Commerce**  
**Department of Business Leadership**  
**Master's Thesis Questionnaire**

### QUESTIONNAIRE

#### **Part 1 Introduction.**

I am **Tarekegn Berihun** currently a graduate student at **Addis Ababa University School of Commerce**. I really would like to say thank you from essential of my heart for your welcoming me, cooperation, and devotion of precious time to fill this questionnaire. **My thesis is entitled, The Effect of Leadership Style on Employee Performance in case of Dashen Bank** to suggest possible recommendations on the trends of the findings under the guidance of **My Advisor A/professor Fisha Afework**.

This is required as part of the partial fulfillment of requirement for the award of **Master's degree of Business Leadership**. My purpose is not to evaluate individual managers or subordinates: rather it is to investigate and to gain insight of how certain leadership style pattern relates employee performance. Throughout this questionnaire the confidentiality of all information will be protected surely. The completion of this survey is exceptionally imperative to the by and large plan of consider and should to take you less than 15 minutes to total. Finally, in the paper and individuals will not be identified by name in or any other distinguishing factor. All the information you give will be entirely secret and utilized for the expressed reason as it were beneath the morals standard of inquire about. I once more thank you for your cooperation and taking the time to total surveys. For any further clarifications, concerns and comments please do

not hesitate to contact me directly on my mobile phone no. +251925183403 or e-mail: [tarekegn.berihun@aau.edu.et](mailto:tarekegn.berihun@aau.edu.et).

**It will only be used for research purpose!!!!**

**Part 2 Overall Information (Respondent’s Demographic Features).**

Dear respondents, please fill out the following information by putting (√) symbol in the circle.

- 1 Age categories of employee A) below 25  s. B) Between 25-35 yrs.  c) Between 36-45 yrs.  (D)Above 46 yrs.
- 2 Employees gender categories A). Male  (B). Female  p
- 3 Marital status of employees A) single  B) married  C) Divorced
- 4 Highest education qualification of employee A).Certificate,  B) Higher diploma  ,C) Bachelor degree,  D) Master degree  E).PHD  F)others,
- 5 What is your position in Dashen Bank?A) Supervisor  B) Manager  C) operation Manage  D) Senior officer  E) customer service Officer,  F) junior customer officer  G ) Cashier Clerk office  H) others.
- 6 Specify your years of work experience in Dashen Bank; (A) less than 5 yrs.  (B) 5-10 yrs.  (C) 11-15yrs  ( D ) 16-20 years  (E)above 21 years

**❖ Part 3.**

Please read each item of questions carefully and select the best which you consider describes you and tick your choice like, The rating scale starting from1 to 5 (1 strongly disagree,2 disagree,3, neutral,4, agree, 5 strongly agree). Tick or choose ones a time.

N	Question related to leadership style	1	2	3	4	5
o	<b>Democratic leadership style</b>	s.	dis.A G	N	A	S.A

1	I trusts team work is best when every employee is involved in decision making					
2	I can take on a leadership part when required, but doesn't reflect myself as a 'leader					
3	I appreciate doing work on commitment					
4	I am communicated with my supervisor on a day-to-day operations					
5	My supervisor inspires always working good					
6	I am open friendly to my fellow employees					
7	Providing guidance with pressure is the key to being good leader					
	<b>Autocratic leadership</b>					
1	My manager believes employees must be managed closely they are not probable to do their work.					
2	As a regulation, my manager trusts that employees must be given rewards or punishments in order to perform them to achieve organizational objectives.					
3	It is fair to say that most employee in the bank overall population are lazy.					
4	I am good at unifying others employee.					
5	Effective leaders in your bank are giving orders and identify actions.					
6	I sense insecure about my work in this bank and need direction.					
	<b>Laissez-Faire Leadership</b>					
1	In difficult situations my manager tolerates me to work my difficulties out on my own way.					
2	My supervisor stays out of the way as I do my work.					
3	As a rule, my supervisor allows me to appraise my own work.					
4	My supervisor gives me complete freedom to solve problems on my own.					
5	In most situations I prefer little input from my supervisor.					
6	In general my supervisor feels it is best to leave subordinates alone.					
	<b>TRANSACTIONAL LEADERSHIP</b>					
1	My supervisor tells others what to do if they want to be rewarded for their work.					

2	My supervisor provides recognition/rewards when others reach their goals.					
3	My supervisor calls attention to what others can get for what they accomplish.					
4	My supervisor is always satisfied when others meet agreed upon standards.					
5	As long as things are working, my supervisor does not try to Change anything.					
6	My supervisor tells us the standards we have to know to Carry out our work.					
	<b>TRANSFORMATIONAL LEADERSHIP</b>					
1	I have complete faith in my supervisor.					
2	I am proud to be associated with my supervisor.					
3	My supervisor makes others feel good to be around him/her.					
4	My supervisor expresses in a few simple words what we could and should do.					
5	My supervisor provides appealing images about what we can do.					
6	My supervisor helps me find meaning in my work.					
7	My supervisor enables others to think about old problems in new ways.					
8	My supervisor provides others with new ways of looking at puzzling things.					
	<b>Individual Consideration (IC)</b>					
1	My supervisor gets others to rethink ideas that they had never questioned before.					
2	My supervisor helps others develop themselves					
3	My supervisor lets others know how he/she thinks we are doing.					
4	My supervisor gives personal attention to others who seem rejected.					

Source: Adopted from Bass and Avolio (1992)

Employee Performance: 1 = Very low 2 = Low 3 = intermediate 4 = high 5 = Very high

Tick „√“ mark in the box (cell) that represents your appropriate level of performance rating.  
Please Choose & Tick the right alternative that corresponds with your opinion genuinely.

Statement		Rating				
<b>A.</b>	Quality of your job performance and Productivity of your job.	Very Low	Low	Intermediate	High	Very high
1.	How do you rate quality of your job performance?					
2.	How do you rate your productivity on the job?					
<b>B.</b>	Individual's quality of performance and productivity compared with other's doing similar jobs,	Very Low	Low	Intermediate	High	Very high
1.	How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
2.	How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					
<b>C.</b>	Achieve Company goals.	Very Low	Low	intermediate	High	Very high
1.	I work keeping my skills up to date.					
2.	I am able to perform my work well with minimal time and effort.					

Source: Adopted from Yousef (2000)

Thank you in advance for your contribution!!!!!!

