

Addis Ababa
University
(Since 1950)



**ASSESSING THE EFFECT OF CONTEMPORARY LEADERSHIP
STYLES AND THEIR CONSEQUENCES ON JOB SATISFACTION:
A CASE OF ETHIOTELECOM.**

BY: ESUBALEW KASSA MENGESTU

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES OF ADDIS ABABA UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTERS IN HUMAN RESOURCE MANAGEMENT**

ADVISOR: FISSEHA AFEWORK (ASS.PROF.)

ADDIS ABABA, ETHIOPIA

JUN 2017

Addis Ababa University
College of Business and Economics
School of Commerce
Unit (MA-HRM)

Approved by Board of Examiners

Birhanu (Dr.) _____

External Examiner

Signature

Date

Wubshet B. (Dr.) _____

Internal Examiner

Signature

Date

Fisseha Afework (Ass.Prof.) _____

Name of Advisor

Signature

Date

Declaration

I, the under signed, hereby declare that this Master's thesis entitled "**Assessing the effect of contemporary leadership styles and their consequences on job satisfaction: A case of ethiotelecom.**" is my original work and has not been used by others for any other requirements in any other university and all sources of information in the study have been appropriately acknowledged.

Esubalew kassa

Student

Signature

May 2017

Date

Letter of Certification

This is to certify that Esubalew Kassa Mengestu has carried out his thesis on the topic entitled: “**Assessing the effect of contemporary leadership styles and their consequences on job satisfaction: A case of ethiotelecom**”. This work is original in nature and suitable for the award of Masters of Arts (MA) in Human Resource Management.

Fisseha Afework (Ass. Prof.)

Date: _____

ACKNOWLEDGMENT

First and foremost, Praise and glory to God, who helped me to begin, pursue and complete this study. I am truly indebted to God who brought me up from dust. May your blessing and support be with me and my families!

I am also thankful to my advisor, Ass. Prof. Fisseha Afework who provided continuous and unreserved support and guidance, this research endeavor to be successful.

My darling wife Selamawit & My darling son Amen, I owed a lot to you and I love you from the bottom of my heart. Thank you to make my life joyful and tasteful. You have been my courage and strength in all phases of this study.

Last but not least, my gratitude goes to families, friends and colleagues, who have been beside me, while I was engaged in this study and provide me unlimited support and encouragement

Abstract

This study had a major objective to assess the level of practice of servant, LMX and transformational leadership styles in case of ethiotelecom. It also aimed to assess employee level of job satisfaction and its relationship with transformational, LMX and servant leadership styles. The study has indicated ethiotelecom is not practicing servant, LMX and transformational leadership styles well. Furthermore, the study result indicated employee job satisfaction is at low level. Job satisfaction had shown, on average, a strong positive relationship with servant, LMX and transformational leadership styles. Furthermore, the study results showed job satisfaction has a strong positive relationship with job satisfaction. The study results drive a conclusion of an increased practice of transformational, leader-Member and servant leadership styles would bring about a better job satisfaction. According to, the data analysis result servant, Leader-Member exchange (LMX) and transformational leadership styles revealed a mean value of 2.46, 2.45 and 2.39 respectively on five point rating scale. And job satisfaction also scores a mean value of 2.46.

Key words: *Leadership, Leadership Styles, Job satisfaction*

Table of Contents	Content Page
Acknowledgement.....	i
Abstract.....	ii
List of Tables.....	vi
List of Diagrams.....	vi
Definitions of terms.....	vii
Abbreviations.....	viii
CHAPTER ONE	13
1.INTRODUCTION	13
1.1 BACKGROUND OF THE ORGANIZATION UNDER THE STUDY	13
1.2 BACKGROUND OF THE STUDY	14
1.3 PROBLEM STATEMENTS	15
1.4 RESEARCH QUESTIONS.....	16
1.5 RESEARCH OBJECTIVES.....	17
1.6 SIGNIFICANCE OF THE STUDY	17
1.7 SCOPE AND LIMITATIONS OF THE STUDY.....	18
1.8 ORGANIZATION OF THE STUDY.....	19
2. REVIEW OF RELATED LITRATURE	20
2.1 CONCEPTS AND DEFINITIONS OF LEADERSHIP	20
2.1.1 LEADERS VERSUS MANAGERS	21
2.1.2 FACTORS OF LEADERSHIP	24
2.1.2 LEADERSHIP AND EMPLOYEE PERFORMANCE.....	25
2.2 THEORETICAL FRAME WORKS OF THE STUDY	26
2.2.1. TRANSFORMATIONAL LEADERSHIP THEORY	26
2.2.2. LEADER- MEMBER EXCHANGE LEADERSHIP THEORY	28
2.2.3. SERVANT LEADERSHIP	32
2.3 EFFECTIVE LEADERSHIP.....	33
2.4 EMPLOYEE MOTIVATION	34
2.5 EMPLOYEE JOB SATISFACTION	35
2.6 EMPIRICAL LITERATURE REVIEW.....	36
2.7 CONCEPTUAL FRAMEWORK OF THE STUDY	40

CHAPTER – THREE.....	42
RESEARCH DESIGN AND METHODOLOGY	42
3.1 DESCRIPTION OF THE STUDY AREA.....	42
3.2 RESEARCH APPROACH	42
3.3 RESEARCH DESIGN	42
3.3.1. STUDY POPULATION AND SAMPLING DESIGN	43
3.4 TYPES AND SOURCES OF DATA.....	45
3.5 DATA COLLECTION PROCEDURES.....	46
3.6 DATA COLLECTION INSTRUMENT	46
3.7 ETHICAL CONSIDERATION.....	47
3.8 DATA ANALYSIS.....	47
3.9 RELIABILITY TEST: CRONBACH ALPHA MEASURE	47
CHAPTER – FOUR.....	49
DATA ANALYSIS AND RESULT PRESENTATION	49
4.1 INTRODUCTION	49
4.2 DESCRIPTION OF DEMOGRAPHIC CHARACTERISTICS OF THE POPULATION	49
4.2.1 GENDER	49
4.2.2 AGE.....	50
4.2.3 EDUCATION.....	50
4.2.4 EMPLOYEE POSITION	51
4.2.5 EMPLOYEE’S YEAR OF SERVICE.....	51
4.2.6 EMPLOYEE POSITION AND LEVEL OF EDUCATION CROSS TAB ANALYSIS.....	52
4.3 MEASURES OF RELIABILITY: CRONBACH’S ALPHA COEFFICIENT	53
4.4 DESCRIPTIVE ANALYSIS OF MAIN VARIABLES	54
4.4.1 TRANSFORMATIONAL, LEADER-MEMBER EXCHANGE AND SERVANT LEADERSHIP PRACTICE ANALYSIS	55
4.4.2 DESCRIPTIVE ANALYSIS: JOB SATISFACTION	57
4.4.3 CORRELATION ANALYSIS: INDEPENDENT AND DEPENDENT VARIABLE	58
4.4.3.1 CORRELATION ANALYSIS: TOTAL LEADERSHIP STYLES, AND JOB SATISFACTION.....	59
4.4.3.2 CORRELATION ANALYSIS: TRANSFORMATIONAL LEADERSHIP STYLE AND JOB SATISFACTION.....	59
4.4.3.3 CORRELATION ANALYSIS: LEADER-MEMBER EXCHANGE LEADERSHIP STYLE AND JOB SATISFACTION	60

4.4.3.4	CORRELATION ANALYSIS: SERVANT LEADERSHIP STYLE AND JOB SATISFACTION.....	60
	SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	61
5.1	Summary of Findings.....	61
5.1.1	PRACTICE OF SERVANT, LEADER-MEMBER EXCHANGE AND TRANSFORMATIONAL LEADERSHIP.....	61
5.1.2	EMPLOYEE JOB SATISFACTION	62
5.1.3	RELATIONSHIP OF TOTAL LEADERSHIP WITH JOB SATISFACTION	62
5.2	CONCLUSION.....	62
5.3	RECOMMENDATIONS.....	63
5.3.1	RECOMMENDATION FOR THE ORGANIZATION UNDER THE STUDY	63
5.3.2	RECOMMENDATION FOR FUTURE RESEARCH.....	64
	References.....	53

Appendices

Appendix A:	Introductory letter for the participants	59
Appendix B:	Demographic Questions.....	60
Appendix C:	Leadership questionnaires.....	61
Appendix D:	Description of all variables.....	64
Appendix E:	Transformational Leadership Measurement Item result.....	65
Appendix F:	LMX Leadership Measurement Items Results.....	66
Appendix G:	Servant Leadership Measurement Items Results.....	67
Appendix H:	Dependent variables measurement Items result.....	68
Appendix I:	Reliability statistics of variables.....	68
Appendix J:	Cross Tabulation Results of Demographic characteristics.....	69

List of Tables

	Page
Table 4.1: Gender Information of the participants.....	38
Table 4.2: Age information of the participants.....	39

Table 4.3: Education level of participants.....	39
Table 4.4: Position information of the participants.....	40
Table 4.5: Data on the participant year of service.....	41
Table 4.6: Employee position to education cross tab result.....	42
Table 4.7: Independent and dependent variables reliability Measurement result.....	43
Table 4.8: Descriptive analysis result of Independent variables.....	45
Table 4.9: Descriptive analysis result of dependent variables.....	47
Table 4.10: Pearson Correlation Matrix.....	48

List of Diagrams	Page
Diagram 2.1: Trait and process theory of leadership.....	10
Diagram 2.2: Factors Contributing to the Development of a High-Quality Leader- Member Exchange and Its Consequences.....	18
Diagram 2.3: Leadership Theory transition.....	29
Diagram 2.4: conceptual frame work of the study.....	31

DEFINITIONS OF TERMS

Key Terms used in this research are defined below:

1. **Leader** - is one or more people who selects , equips , trains , and influence one or more follower(s) who have diverse gifts, abilities and skills and focuses the follower(s) to the organization mission and objectives causing the follower(S) to willingly and enthusiastically expend spiritual , emotional and physical energy in a concerted , coordinated effort to achieve the organizational mission and objectives. (Roger gill, 2011: p.3)
2. **Leadership**- As described by Bruce Martin et'al, there are over 130 definition of leadership (Bruce Martin et'al, 2006:p.42). One of those definitions is the definition given by Steve Zeitchik. According to Steve Zeitchik ,2012 Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success
3. **Follower**- The word followers has its etymological roots in old high German Follaziohan , which meant ' to assist, help , succor , or monitor to , in the original meaning followers helped take care of leaders. Followership is active engagement in helping an organization or a cause succeed while exercising independent, critical judgment of goals, tasks , potential problems , and methods.(George R. G., Georgia J. S. , James M. G. , 2004: 505)
4. **Theories of leadership**- 'theories of leadership attempt to explain the factors involved either in the emergence of leadership or in the nature of leadership and its consequence' (Martin et'al 2006, p.43)
5. **Motivation**- is defined as a psychological force that determines the direction of personal behavior, a person's level of effort and a person's level of persistence. (Sharlyn , 2005: p.1)
6. **Employees' Job satisfaction** - This indicates the levels of satisfaction employee are gaining from doing their assigned job, and from the work environment including the type of leadership and coworkers and others.

Abbreviations

ETA: Ethiopian telecommunication authority

ETC: Ethiopian Telecommunication Corporation

GTP: Growth and transformational plan

IBTE: Imperial Board of telecommunication of Ethiopia

LMX: Leader-Member Exchange leadership

MLQ: Multiple factor leadership Questionnaires'

N: Number of study population

N-1: CxO

N-2: Officer

N-3: Manager

N-4: Supervisor or specialist employees

R: Pearson correlation

Sig: Significance level

Std. Dev.: Standard deviation

Var: Variable

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE ORGANIZATION UNDER THE STUDY

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

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

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

As a continuation of the 2005/06-2009/10 five year Plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of Telecommunication Services, considering them as a key

lever in the development of Ethiopia, Ethio telecom is born, on 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015.

Ethio telecom is an integrated telecommunications solutions provider operating in Ethiopia. The company provides telecom service in the entire country on voice, internet & data, channels. As part of the company excellence, the company is committed to high-level performances, customer service quality, organizational excellence and continuous improvement (Ethio-telecom Magazine, 2014).

1.2 BACKGROUND OF THE STUDY

There is strong demand for effective leadership in society today. This demand exists at the local and community level as well as at the national level. In this country and abroad people feel the need for leadership in all aspects of their lives? Everywhere you turn, people are expressing a need for strong leadership (Peter G.Northouse, 2012),

Ethio-telecom in order to accomplish its vision, mission and objectives successfully, it demands greatly effective leadership. And leadership effectiveness emanates from many factors which are associated with the leaders themselves, followers and the situation etc. And the telecom industry, by its nature, is a growing and expanding rapidly across a broad array of product, technology, and services. And people working in this kind of environment require more autonomy and flexible kind of leadership. Such work environment necessitates choosing effective kind of leadership which is compatible with the situation. Hence, In order to positively influence individual employee's performance and contribute to organizational success in general, the practices of those employee performance factors lies within contemporary theories (Styles) of leadership are more evident in this industry than any other industry.

In addition, the proper application of theories of leadership facilitates the attainment of performance goals.

Effective leadership increases an organizations ability to meet all the contemporary challenges that includes a competitive advantage, the need to foster ethical behavior and the need to manage the diverse work force fairly and equitably. ('Edeger Meyer, et' al, 2007:p.460)

This is the reason that the research is designed to assess the practices of selected contemporary styles of leadership (Transformational, leader-member exchange and servant leadership) within ethiotelecom and its corresponding relationship with employee motivation and job satisfaction.

1.3 PROBLEM STATEMENTS

Telecommunication is one of the prime support services needed for rapid growth and modernization of various sectors of the economy. It has become especially important in recent years because of enormous growth of information technology and its significant potential for the impact on the rest of the economy. The Telecom sector, which has the multiplier effect on the economy, has a vital role to play in the economy by way of contributing to increased efficiency.

Pursuant to this grand objective of the government, Ethio telecom has set and been striving to meet the targets in customer acquisition, network and other IT systems capacity expansion, customer satisfaction and provision of quality services to customers.

Accordingly, to achieve such stretched objectives the company has been investing huge capital in designing network infrastructure, Information systems and well-structured operational system. The investment of huge capital to deploy net work infrastructure, information system and well structured operational system is not an end by itself. Rather various stakeholders require effective leadership; the company to be successful.

Effective leadership is the vital ingredient for Ethio telecom to accomplish its mission and objectives. However, since the company is recently transformed and reestablished the leadership styles and the corporate culture are not well matured and commonly shared.

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

To identify causes for ineffective leadership and recommend solution various academicians conduct researches treating leadership from various perspectives. Most prior indigenous studies of leadership have been asking for most important trait or dominant leadership styles and women participation on leadership (Birkiti 2014, Hirut 2015, Ephrem 2016). Particularly the study conducted by Ephrem (Ephrem, 2016) is closely related with this study, still having major difference in its selection of variables to be researched. He has conducted the study mainly to identify the dominant leadership style among transformational, transactional and passive avoidant and to see the differences between the constructs of extra effort, effectiveness and satisfaction among ethio telecom managers represented in each of the three leadership styles. This research conducted by Ephrem involves only the perception of the management members of Ethio telecom. But he has recommended further researches to be conducted including the perception of followers (Ephrem, 2016: 50). Hence, the current research has seen the practices of transformational, leader-member exchange and servant leadership styles characteristics involving the perspectives of both leaders and follower as it would offer a more comprehensive picture and better insight of the leadership styles in the company.

1.4 RESEARCH QUESTIONS

The study answered the following research question.

- 1) What are the contemporary styles of leadership (Among Transformational, LMX and servant) most exhibited in ethio telecom?
- 2) What is the level of practice of contemporary styles of leadership (Transformational, LMX and servant)?
- 3) What is the level of satisfaction of employees' of ethiotelecom?
- 4) What is the effect of transformational, LMX and servant leadership styles of leadership on employees' job satisfaction?

1.5 RESEARCH OBJECTIVES

This research had a major objective to assess the practice of transformational, Leader-Member exchange and servant styles of leadership and to ensure if these three contemporary styles of leadership have any effect on employees' motivation and job satisfaction. And the study had the following specific objectives

1. To indicate those contemporary leadership styles exhibited in Ethio telecom
2. To evaluate and determine the level of practice of transformational , leader-member exchange and servant styles of leadership by ethiotelecom leaders'
3. To ensure if the practice of contemporary styles of leadership has effect on job satisfaction
4. To evaluate and determine Ethio telecom employees' level of job satisfaction in relation to practice of transformational ,LMX and servant leadership

1.6 SIGNIFICANCE OF THE STUDY

Finding of the research will add to the knowledge and understanding of the subject of leadership and its application by public development organizations. This study should be significant in the sense that it will:

- a) It Allowed Ethio telecom to identify factors associated with transformational, LMX and servant leadership styles; that contribute to employee job satisfaction

- b) Support and enrich application of the theory and concept of leadership in public development enterprises that have similarities in their nature of service
- c) Generate greater awareness among public development organizations on the importance of having good leadership to be used as a vehicle to organizational effectiveness;
- d) This research could be also used as a ground for further researches in this title.

1.7 SCOPE AND LIMITATIONS OF THE STUDY

The study has taken only one selected sample public development organization (ethiotelecom) in Addis Ababa as the setting, to discuss different cases of the research.

The researcher believes that the findings of this study would have been more productive if it has been conducted on more public development organizations in Ethiopia.

However, due to time constraints, it is out of the reach of the researcher to incorporate all more public development enterprises leadership practices. Hence, Sample based survey is have been applied to make an assessment of leadership practices of ethiotelecom managers.

Due to time constraint, the location of the sample population shall be limited to be only those leaders and employees of ethiotelecom who are working in Addis Ababa. But those leaders and employees working in the regional structure of the company would not be part of the population of the study.

It is believed that the research could be more impactful, if it was conducted incorporating more of the existing contemporary styles of leadership. But this intention would not be realized, due to the fact of time constrained nature of academic research.

Hence this research is limited only to three selected styles of leadership (Transformational leadership theory, leader-Member exchange & servant leadership) which are believed by the researcher to have relevance to, if applied in dynamic, ever

changing telecom industry work environment. Furthermore, in the development of the data gathering instrument (the questionnaire in this case), one shall not expect the full range manifesting characteristics of the three theories; rather major indicative characteristics shall be selected by the researcher.

In addition, in this study among many factors that could be affected by the leadership styles of leaders, the researcher selected only job satisfaction as the dependent variables of the study.

1.8 ORGANIZATION OF THE STUDY

The research paper had five chapters.

The first chapter contains introductory part which incorporates background of the organization under the study, background of the study, Problem statement, the research questions, objectives of the research, significance of the study, scope and limitation of the study, Delimitations of the study and organization of the research.

The second chapter discusses an overview of those literatures reviewed.

The third chapter presents the research methodology which has been used for this research.

The fourth chapter contained the results of the data analysis of the research.

The fifth chapter of this study served as a part to discuss results of the study, and a portion to provide conclusion and recommendation by the researcher.

CHAPTER – TWO

2. REVIEW OF RELATED LITERATURE

2.1 CONCEPTS AND DEFINITIONS OF LEADERSHIP

As Susan R. et' al, 2013, cited various literatures, the study of leadership has produced hundreds of definitions of the term spanning several decades and dating back to the early 1900s (Ros, 1991). Although the term leader can be traced in the English language to about 1300, the word leadership emerged in the 1800s and was used in the context of political influence (Green wood ,1993;stogdil,1974) .less than a dozen definition of leadership existed from 1900 to 1929. In the 1980s we witnessed a keen interest in defining leadership, with 110 definition of leadership by scholars from a wide range of academic fields (Rost, 1991).

Different scholars define the concept of leadership differently from various perspectives (Edeger M. et'al, 2007:460) defines leadership as 'A process in which leader and follower interact in a way that enables the leader to influence the actions of the follower in non-coercive way , towards the achievement of certain aims or objectives (Edeger Meyer et'al, 2007).As defined by Joseph Clarence leadership is 'an influence relationship among leader and followers who intend real change that reflect their mutual purpose (Rost ,1993:102).

According to Steve Zeitchik , Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success (Zeitchik, 2012).

Note that all the definitions have a couple of processes in common:

- A person influences others through social influence, not power, to get something accomplished.
- Leadership requires others, who are not necessarily direct-reports, to get something accomplished.
- There is a need to accomplish something.

As (Northouse, 2007), cited different literatures explain, leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership (Jago, 1982). However, we know that we have traits that can influence our actions. This is called Trait Leadership (Jago, 1982), in that it was once common to believe that leaders were born rather than made. These two leadership types are shown in the chart below

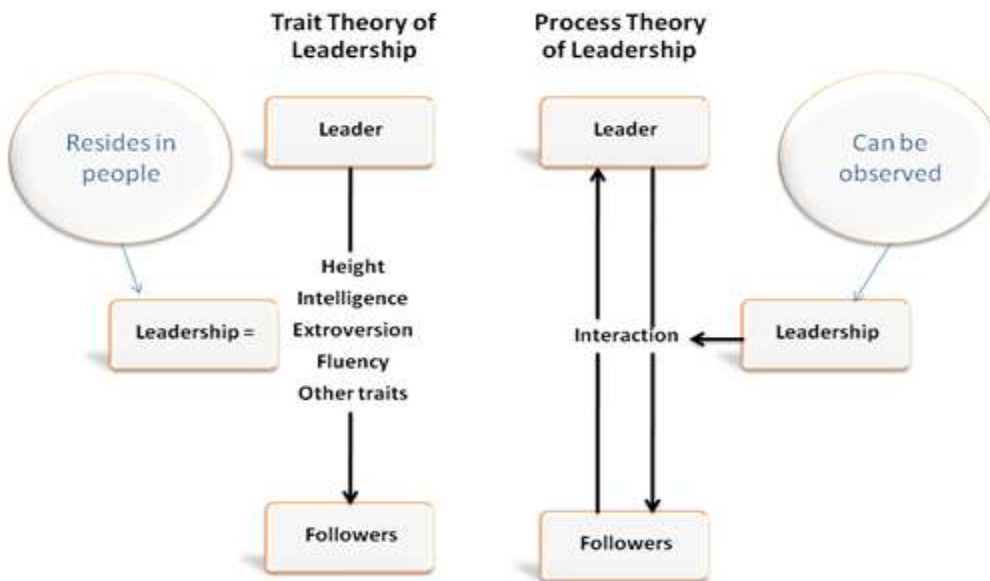


Diagram 2.1: Trait and process theory of leadership

While leadership is learned, the skills and knowledge possessed by the leader can be influenced by his or hers attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the *process* of leadership, while the other attributes give the leader certain characteristics that make him or her unique

2.1.1 LEADERS VERSUS MANAGERS

'Managers are people who do things right and leaders are people who do the right thing'. As cited on (Gurdeep, 2013:111), (Burns, 1978), stated managers are Trans

actors and leaders as transformers. Managers concern themselves with procurement coordination, distribution of human and material resources needed by an organization. The skills of a manager facilitate the work of an organization because they ensure that what is done is in accordance with the organization rules and regulations. The skills of a leader ensure that the work of the organization is what it needs to be. Leaders facilitate the identification of organizational goals. They initiate the development of a vision of what the organization is about (Gurdeep, 2013:111).

'Management controls, arranges and does things right; leadership unleashes energy set the vision so we do the right thing'. The central theme of the research is that those who find themselves supervising people in an organization should be good managers and good leaders. As Cited by Gurdeep, 2013:112, (Dutweiler and Hord, 1987), stated, "the research shows in addition to being accomplished administrators who develop and implement sound policies, procedures and practices, effective administrators are also leaders who shape the organization culture by creating and articulating a vision winning support for it, and inspiring others to attain it.

All leaders have the capacity to create compelling vision, one that takes people in to a new place, and the ability to translate that vision into reality. Current leadership literatures frequently characterize the leader as the vision holder, the keeper of the dream, or the person who has the vision of the organization's purpose.

As cited on (Gurdeep, 2013:112), Minasse explain that, the aspect of leadership involves 'visionary leadership', which includes four different types of vision: Organizational, future, personal and strategic.

Organizational vision involves having a complete picture of a system's components as well as understanding of their interrelationship. Future vision is a comprehensive of how an organization will look at some point in the future. Including how it will be positioned in its environment and how it will function internally.

Personal vision includes the leader's personal aspirations for the organization, and acts as impetus for the leader's actions that will link organizational and future vision.

Strategic vision involves connecting the reality of the present (organizational vision) to the possibilities of the future (future vision) in a unique way (personal vision) that is appropriate for the organization and its leader. A leader's vision need to be shared by those who will be involved in the realization of the vision (Gurdeep, 2013:112).

An important aspect of vision is the notion of 'shared vision'. Some studies indicate that is the presence of this personal vision on the part of a leader, shared with members of the organization that may differentiate true leaders from the mere managers. A leader's vision needs to be shared by those who will be involved in the realization of the vision (Gurdeep, 2013:112-113).

It is rare to see a clearly defined vision articulated by a leader at the top the hierarchy and then installed by followers. Whether the vision of an organization is developed through collaboration or initiated by the leader and agreed to by the followers, it becomes the common ground, the shared vision that compels all involved. Vision comes alive only when it is shared (Gurdeep, 2013:113).

Leaders go beyond the development of a common vision; they value the human resources of their organization. They provide an environment that promotes individual's contributions to the organization work. Leaders develop and maintain collaborative relationship formed during the development and adoption of a shared vision.

They form teams, support team efforts , develop the skills of the group and individuals need , and provide the necessary resources, both human and material to fulfill the shared vision. (Gurdeep, 2013:113).

In summary the literature reveals that, effective leadership in an organization is critical. Early examination of leaders reported the difference between leaders and followers.

Subsequent leadership studies differentiated, effective from non-effective leaders led to the identification of two dimensions, initiating structure and consideration, and revealed that effective leaders were high performers in both.

Leadership was recognized as a complex enterprise and as recent studies assert , vision and collaboration are important characteristics of effective leadership (Gurdeep, 2013:113).

2.1.2 FACTORS OF LEADERSHIP

There are four primary factors of leadership (U.S. Army, 1983): which shall be discussed as follows one by one.

LEADER

You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

FOLLOWERS

Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.

COMMUNICATION

You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

SITUATION

All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation.

For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.

Also note that the *situation* normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations (Mischel, 1968). This is why a number of leadership scholars think *the Process Theory of Leadership* is a more accurate than the *Trait Theory of Leadership*.

Various forces will affect these four factors. Examples of forces are:

- your relationship with your seniors
- the skill of your followers
- the informal leaders within your organization
- how your organization is organized

2.1.3 LEADERSHIP AND EMPLOYEE PERFORMANCE

As Durga D.P, 2011 explain on his journal article, the success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating the employees is of paramount importance in achieving these goals.

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988) as cited on Durga .D.P article. Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behavior facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999) as cited by Durga D.P, 2011.

According to (Cummings and Schwab, 1973) as cited by Durga D.P,2011, Leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance.

Cited By Durga D.P, 2011, Kirkpatrick and Locke (1996) identified over 35 studies reporting positive relationships between leadership and performance.

2.2 THEORETICAL FRAME WORKS OF THE STUDY

We cannot underestimate the value and importance of theory in the field of leadership and in any other field. without theory there is no valid way of diagnosing , Analyzing and correcting failed practice without a theoretical base .We often times lead by trial and error or by the proverbial ‘Seat of your pants ‘ (Robert palestini , 2013 : 168)

Nothing is supposed to be as practical as good theory. Theories of leadership attempt to explain the factors involved either in the emergence of leadership or in the nature of leadership and its consequence on employees’ performance and organizational effectiveness in meeting its overall objectives. (Adapted from Bruce M., et’ al 2006, P.43)

The above statement firmly supports the notion of the research questions raised by this study. The study aimed to identify factors which are associated with selected contemporary theories of leadership and their corresponding impact on ethiotelecom employee motivation and job satisfaction.

As theoretical framework of the study, leadership effectiveness factors lies within transformational leadership style, servant leadership style and leaders member exchange (LMX) are presented as follows.

2.2.1. TRANSFORMATIONAL LEADERSHIP THEORY

As described on (Bass, B. M. 1985, Burns, J. M. 1978) transformational leadership theory distinguishes between transformational and transactional leaders. Transformational leaders lead employees by aligning employee goals with the leader’s goals.

Thus, employees working for transformational leaders start focusing on the company's well-being rather than on what is best for them as individual employees. However, transactional leaders ensure that employees demonstrate the right behaviors because the leader provides resources in exchange. Transformational leaders have four tools in their possession, which they use to influence employees and create commitment to the company goals (Bass, B. M. 1985, Burns, J. M. 1978, Judge, T. A., Piccolo, R. F. 2004). First, transformational leaders are charismatic. Charisma refers to behaviors leaders demonstrate that inspire confidence, commitment, and admiration toward the leader. (Shamir, B., House, R. J., & Arthur, M. B. 1993).

Charismatic individuals have a "magnetic" personality that is appealing to followers. Leaders such as Barack Obama, John F. Kennedy, Ronald Reagan, Mahatma Gandhi, Mustafa Kemal Atatürk (founder of the Republic of Turkey), and Winston Churchill are viewed as charismatic. Second, transformational leaders use inspirational motivation or come up with a vision that is inspiring to others. Third is the use of intellectual stimulation, which means that they challenge organizational norms and status quo, and they encourage employees to think creatively and work harder. Finally, they use individualized consideration, which means that they show personal care and concern for the well-being of their followers. Examples of transformational business leaders include Steve Jobs of Apple; Lee Iacocca, who transformed Chrysler in the 1980s; and Jack Welch, who was the CEO of General Electric for 20 years. Each of these leaders is charismatic and is held responsible for the turnarounds of their companies.

While transformational leaders rely on their charisma, persuasiveness, and personal appeal to change and inspire their companies, transactional leaders use three other methods. Contingent rewards mean rewarding employees for their accomplishments. Active management by exception involves leaving employees to do their jobs without interference. But at the same time proactively predicting potential problems and preventing them from occurring. Passive management by exception is similar in that it involves leaving employees alone, but in this method, the manager waits until something goes wrong before coming to the rescue.

Research shows that transformational leadership is a powerful influence over leader effectiveness as well as employee satisfaction (Judge & Piccolo, 2004: V 89, p 755-768). In fact, transformational leaders increase the intrinsic motivation of their followers, build more effective relationships with employees, increase performance and creativity of their followers, increase team performance, and create higher levels of commitment to organizational change efforts (Herold, Fedor, Caldwell, & Liu 2008:V 93 p, 346–357). However, except for passive management by exception, the transactional leadership styles are also effective, and they also have positive influences over leader performance as well as employee attitudes (Judge, & Piccolo, 2004: V 89, p 755-768). To maximize their effectiveness, leaders are encouraged to demonstrate both transformational and transactional styles. They should also monitor themselves to avoid demonstrating passive management by exception or leaving employees to their own devices until problems arise.

Why is transformational leadership more effective? The key factor may be trust. Trust is the belief that the leader will show integrity, fairness, and predictability in his or her dealings with others. Research shows that when leaders demonstrate transformational leadership behaviors, followers are more likely to trust the leader. The tendency to trust in transactional leaders is substantially lower. Because transformational leaders express greater levels of concern for people's well-being, and appeal to people's values, followers are more likely to believe that the leader has a trustworthy character (Dirks, K. T., & Ferrin, D. L. 2002).

2.2.2. LEADER- MEMBER EXCHANGE LEADERSHIP THEORY

Leader-member exchange (LMX) theory proposes that the type of relationship leaders have with their followers (members of the organization) is the key to understand how leaders influence employees.

Leaders form different types of relationships with their employees. In high-quality LMX relationships, the leaders' forms a trust-based relationship with the member. The leader and member like each other, help each other when needed, and respect one another.

In these relationships, the leader and the member are both ready to go above and beyond their job descriptions to promote the other's ability to succeed. In contrast, in low-quality LMX relationships, the leader and the member have lower levels of trust, liking, and respect toward each other. These relationships do not have to involve actively disliking each other, but the leader and member do not go beyond their formal job descriptions in their exchanges. In other words, the member does his or her job, the leader provides rewards and punishments, and the relationship does not involve high levels of loyalty or obligation toward each other (Dansereau et'al 1975 & Erdogan & Liden:2002).

In fact, many leaders end up developing differentiated relationships with their followers. Within the same work group, they may have in-group members who are close to them and out-group members who are more distant. If you have ever been in a high-quality LMX relationship with your manager, you may attest to its advantages. Research shows that high-quality LMX members are more satisfied with their jobs, more committed to their companies, have higher levels of clarity about what is expected of them, and perform at a higher level (Wayne et'al:1997).

Their high levels of performance may not be a surprise because they may receive higher levels of resources and help from their managers as well as more information and guidance. If they have questions, these employees feel more comfortable seeking feedback or information (Chen et'al: 2007)

Because of all the help, support, and guidance they receive, those employees who have a good relationship with the manager are in a better position to perform well. Given all they receive, these employees are motivated to reciprocate to the manager, and therefore they demonstrate higher levels of citizenship behaviors such as helping the leader and coworkers.(Ilies et'al:2007)

Being in a high-quality LMX relationship is also advantageous because a high-quality relationship is a buffer against many stressors, such as being a misfit in a company, having personality traits that do not match job demands, and having unmet expectations

(Bauer et'al: 2006). The list of benefits high-quality LMX employees receive is long, and it is not surprising that these employees are less likely to leave their jobs. (Ferris, 1985)

The problem, of course, is that not all employees have a high-quality relationship, and those who are in the leader's out-group may suffer as a result. But how do you end up developing such a high-quality relationship with the leader? That seems to depend on many factors. Managers can help develop such a high-quality and trust-based relationship by treating their employees in a fair and dignified manner (Masterson et'al: 2000).

They can also test to see whether the employee is trustworthy by delegating certain tasks when the employee first starts working with the manager (Bauer, Green: 1996). Employees also have an active role in developing the relationship. Employees can seek feedback to improve their performance, be open to learning new things on the job, and engage in political behaviors such as flattery (Wing et'al: 2007).

Interestingly, high performance on the employee's part does not seem to be enough to develop a high-quality exchange with the leader. Instead, interpersonal factors such as personality similarity and liking are more powerful influences over how the relationship develops (Shore & Liden: 1997). Finally, the relationship development occurs in a slightly different manner in different types of companies; corporate culture matters in how leaders develop these relationships. In performance-oriented cultures, how the leader distributes rewards seem to be the relevant factor, whereas in people-oriented cultures, whether the leader treats people with dignity is more relevant (Erdogan et'al: 2006).

One problem in a low-quality exchange is that you may not have access to the positive work environment available to the high-quality LMX members. Second, low LMX employees may feel that their situation is unfair. Even when their objective performance does not warrant it, those who have a good relationship with the leader tend to receive positive performance appraisals (Duarte, Goodson & Klich: 1994). Moreover, they are more likely to be given the benefit of the doubt.

For example, when they succeed, the manager is more likely to think that they succeeded because they put forth a lot of effort and they had high abilities, whereas for low LMX members who perform objectively well, the manager is less likely to think so. (Heneman et'al,1989). In other words, the leader may interpret the same situation differently, depending on which employee is involved and may reward low LMX employees less even when they are performing well. In short, those with a low-quality relationship with the leader may experience a work environment that may not be very supportive or fair.

Despite its negative consequences, we cannot say that all employees want to have a high-quality relationship with the leader. Some employees may genuinely dislike the leader and may not value the rewards in the leader's possession.

If the leader is not well liked in the company and is known as abusive or unethical, being close to such a person may imply guilt by association. For employees who have no interest in advancing their careers in the current company (such as a student employee who is working in retail but has no interest in retail as a career), having a low-quality exchange may afford the opportunity to just do one's job without having to go above and beyond these job requirements. Finally, not all leaders are equally capable of influencing their employees by having a good relationship with their employees: It also depends on the power and influence of the leader in the overall company and how the leader himself or herself is treated within the company. Leaders who are more powerful will have more to share with employees who are close to them (Tangirala et'al , 2007) .

What LMX theory implies for leaders is that one way of influencing employees is through the types of relationships leaders form with their employees. These relationships develop naturally because of the work-related and personal interactions between the manager and the employee. Because they occur naturally, some leaders may not be aware of the power that lies in them. These relationships have an important influence over employee attitudes and behaviors. In the worst case, they have the potential to create a negative work environment characterized by favoritism and unfairness.

Therefore, managers are advised to be aware of how they build these relationships; put forth effort in cultivating these relationships consciously; be open to forming good relationships to people from all backgrounds regardless of their permanent characteristics such as sex, race, age, or disability status; and prevent these relationships from leading to an unfair work environment.

2.2.3. SERVANT LEADERSHIP

As stated by David the concept of a servant leader is certainly not new. In the New Testament of the Bible, we have this statement from Jesus (David, 2014:48): You know that those who are considered rulers over the Gentiles lord it over them, and their great ones exercise authority over them. Yet it shall not be so among you; but whoever desires to become great among you shall be your servant.

And whoever of you desires to be first shall be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life a ransom for many (Mark 10:42-45).

The early 21st century has been marked by a series of highly publicized corporate ethics scandals: between 2000 and 2003, we witnessed Enron, WorldCom, Arthur Andersen, Qwest, and Global Crossing shake investor confidence in corporations and leaders. The importance of ethical leadership and keeping long-term interests of stakeholders in mind is becoming more widely acknowledged.

Servant leadership approach defines the leader's role as serving the needs of others. According to this approach, the primary mission of the leader is to develop employees and help them reach their goals. Servant leaders put their employees first, understand their personal needs and desires empower them, and help them develop in their careers. Unlike mainstream management approaches, the overriding objective in servant leadership is not necessarily getting employees to contribute to organizational goals. Instead, servant leaders feel an obligation to their employees, customers, and the external community. Employee happiness is seen as an end in itself, and servant leaders sometimes sacrifice their own well-being to help employees succeed.

In addition to a clear focus on having a moral compass, servant leaders are also interested in serving the community. In other words, their efforts to help others are not restricted to company insiders, and they are genuinely concerned about the broader community surrounding their company (Liden et'al, 2008). According to historian Doris Kearns Goodwin, Abraham Lincoln was a servant leader because of his balance of social conscience, empathy, and generosity (Goodwin: 2005, June 26)

Even though servant leadership has some overlap with other leadership approaches such as transformational leadership, its explicit focus on ethics, community development, and self-sacrifice are distinct characteristics of this leadership style. Research shows that servant leadership has a positive effect on employee commitment, employee citizenship behaviors toward the community (such as participating in community volunteering), and job performance (Liden et'al, 2008).

Leaders who follow the servant leadership approach create a climate of fairness in their departments, which leads to higher levels of interpersonal helping behavior (Ehrhart: 2004).

Servant leadership is a tough transition for many managers who are socialized to put their own needs first, be driven by success, and tell people what to do. In fact, many of today's corporate leaders are not known for their humility! However, leaders who have adopted this approach attest to its effectiveness. David Wolfskehl, of Action Fast Print in New Jersey, founded his printing company when he was 24. He marks the day he started asking employees what he can do for them as the beginning of his company's new culture. In the next two years, his company increased its productivity by 30% (Buchanan May, 2007)

2.3 EFFECTIVE LEADERSHIP

According to Fiedler and House (2002), Cited by (William, B.W, 2009, p. 16-17), there is no evidence of a specific leadership trait behavior, or personality necessary or required to be an effective leader. Leadership effectiveness is the ability to get a group to accomplish its mission; it does not depend solely on the leaders abilities and attributes.

Leadership also depends on how well the leader personality, abilities and behavior match the situation. Leaders have been identified as having two major behaviors, one behavior is how well a leader treats his or her subordinates and the other behavior is the degree to which a leader structures the roles and working relationship of his or her subordinates (Fiedler and House, 2002)

2.4 EMPLOYEE MOTIVATION

Motivation is important in the sense that it can lead to behaviors that reflect high performance within organizations. Studies have found that high employee's motivation and high organizational performance and profits go hand in hand. An extensive survey by Gallup organization, for example, found that when all an organization employees' are highly motivated and performing at their peak, customers are 70 percent more loyal, turnover drops by 70 percent, profit jumps 40 percent.

Leaders can use motivation theory to help satisfy follower's needs and simultaneously encourage high work performance. When workers are not motivated to achieve organizational goals, the fault is often with the leader (Richard, 2008:226). Motivation can be defined as "the extent to which persistent effort is directed toward goal" (Campbell, Dunnette, Lawler & Weick, 1970). Related to this definition, the authors discuss the following four important elements of motivation as follows.

Effort: The first aspect of motivation refers to the amount of effort being applied to the job. This effort must be defined in relation to its appropriateness to the objectives being pursued. One may, for example, apply tremendous effort to inappropriate tasks that do not contribute to the achievement of the stated goals.

Persistence: The second characteristic relates to the willingness of the individual to stay with a task until it is complete. For example, an important task that gets accomplished with effort but allows the person to rest on their laurels for an extended period does not display persistence.

Direction: Is the effort directed towards the organization's goals or related to the Individual's self-interest? Direction is therefore measured in terms of how persistent effort is applied in relation to the goals being pursued.

Goals: There are two different kinds of goals being pursued simultaneously. They are individual goals and organizational goals which may produce quite different results if they are not compatible.

2.5 EMPLOYEE JOB SATISFACTION

Most of the employers consider money as a prime motivational factor of employees in providing job satisfaction. Wage has only temporary influence on the employee's action and outlook on the organization. Rewards motivate employees to seek more rewards and do not establish a practice of consistent performance.

Job satisfaction defined by Wicker (2011) is a sense of pride and inner fulfillment achieved when doing a particular job. Hoppock (1935) in his book presented the idea of job satisfaction as a theoretical construct as being any number of mental, physiological, and environmental situations which prompts to a person to express fulfillment with their occupation. It is a positive psychological state that emerges when individuals evaluate their work and work experience (Poon J. M., 2003). According to Spector, (1997) job fulfillment is what individual feel about their job either they like or dislike their job, liking shows the satisfaction or disliking shows the dissatisfaction of employees. Literature reveals that job satisfaction is affected by various factors. Spector (1997) develop "job satisfaction measuring scale" to evaluate the level of satisfaction of employees regarding their job which covers various factors like pay, benefits, supervision; promotion, nature of work, and coworkers. If employees get the salary, benefits, promotion, nature of work, supervision and coworkers they want they will possibly be more satisfied and will also like to stay with organization.

2.6 EMPIRICAL LITERATURE REVIEW

Though studies on leadership traits, behaviors, styles and its impact on employees' performance are well studied in the developed world, less is researched on the practice or application of leadership and motivation theories and its consequence on employee performance. Therefore it is important to evaluate the status of application of contemporary theories of leadership in organizations of developing country like Ethiopia and the resulting impact on leadership effectiveness, employees' motivation and job satisfaction

Many studies have been conducted on leadership. One useful frame work classifying this studies focus refer to whether leadership is to be studied as a set of traits or as a set of behaviors. Traits refer to a set of characteristics the leader posses where as behavior refers to what the leader does. The second dimension is approach refer to whether leadership is studied from universal or contingent approach.(Leslie W. Rue and Liod L.,1992:379)

The two famous leadership studies were conducted .at Ohio State university and at the university of Michigan;

Ohio state Studies – Contribute in identifying two most important leadership behaviors. I.e. Consideration and initiating structure

Consideration: leader behavior of showing concern for individual group members and satisfying their needs.

Initiating structure: leader behavior of structuring the work of group members and directing the group towards the attainment of the group goal.

University of Michigan studies- This study discovered principles contributing both to the productivity of a group and to the satisfaction derived by group members .Generally the study find out , high producing work groups are associated with less supervision , high authority and responsibility and employee-oriented rather than production-oriented..Adapted from (Leslie W. Rue and Liod L. , 1992:381- 383).

In addition the center on leadership and ethics at Duke University conducted a survey about executive leadership based on 205 public and private companies. One of the issues explored was whether leadership actions can affect performance. It was concluded that they can indeed, but only if the leader is perceived to be responsible and inspirational such behaviors included engaging employees in the company vision , and inspiring employees to elevate their goals. Another contribution to organizational performance was promoting an environment in which employees have a sense of responsibility for the entire organization.

Extensive research has been conducted to examine the effect of transformational leader behavior on followers and organizational outcomes. One study found that transformational leader behavior, directly affect employee's 'psychological capital'. (Gooty et al., 2009) . Positive psychological capital refers to positive oriented human resource strengths and psychological capacities that improve the workplace (Luthans, 2002). Psychological capital then increases employee willingness to improve job performance and organizational citizenship behaviors directed at individuals and the organization (Gooty et al., 2009).

From LMX leadership style perspective; Leadership fairness is one of the many antecedent causes to build high quality relationship. And job satisfaction, motivation and organization commitment were among the factors described as the consequences of high-quality relationship in LMX leadership style. (Dansereau ,Graen ,Haga 1975 & Erdogan ,Liden:2002).

LMX theory is one of the most widely studied leadership models. Gerstner & Day (1997) conducted a review of all published research on LMX and reported that high quality LMX was positively related with such variables as performance ratings, objective performance, and satisfaction with supervisor, overall satisfaction, organizational commitment, & role clarity. It was also positively related to organizational citizenship behaviors.(Ilies, Nargang, & Morgeson,2007).

Among the behaviors that servant leaders' show in their relationship with their subordinates figure the following a) integrity b) altruism C) humility D) Empathy and healing as personal growth f) Fairness and justice & G) Empowerment (Yukl,2010). Servant leadership has the potential to increase organizational commitment (Yukl, 2010). Research also indicates that servant leadership increases follower's trust, loyalty and satisfaction with the leader (Yukl, 2010). Among the factors followers utilize to gauge their leader's effectiveness lies in figuring the leader's intention , consequently followers are more likely to appreciate and be satisfied with leaders who are perceived to show concern about their needs & wellbeing, which are aspects of servant leadership (Yukl, 2010).

(voon et 'al, 2011) citing the authors mentioned in this paragraph states that a leadership style plays a vital role in influencing employees job satisfaction. Some researchers discovered that different leadership styles will engender different working environment and directly affect the job satisfaction of the employees (Bogler, 2001, 2002; Heller, 1993; McKee, 1991; Timothy & Ronald, 2004). Bass (1985) proposed that transformational leadership might intrinsically foster more job satisfaction, given its ability to impart a sense of mission and intellectual stimulation.

Transformational leaders tend to encourage and motivate their followers to take on more responsibility and autonomy (Emery & Barker, 2007) thereby enhancing employees' sense of accomplishment and satisfaction with their job. Transactional and transformational leadership have been widely linked to positive individual and organizational consequences (Bass, 1990).These leadership styles are found to correlate positively with employee perceptions of job, leader and organizational satisfaction (Felfe & Schyns, 2006; Bycio, Hackett & Allen, 1995; Niehoff, Enz & Grover, 1990). Castaneda and Nahavandi (1991) indicated that employees are most satisfied when they perceive their supervisors as exhibiting both relational and task oriented behaviors'.

As kolzow indicated on his book, leadership in the earlier time have been studied from trait-based approach.

Then, leadership researchers' arguing the weaknesses of trait based theories to apply in various setting of organization and culture, they developed the model of behavior-based approach which deals with what behavior did the leaders are showing in dealing with the followers. The latest approach is approaching leadership from situational perspective, this is the belief that the world we are dealing with are unstable and volatile, such that the leadership style leaders follow must be situational. (Adapted from Kolzow,P: 19-20). And the figure below show that leadership theories (models) transition. And the leadership styles which are studied in this research are part of the third theory (Model).



Diagram 2.3: Leadership Theory transition (Kolzow, P: 20)

Telecom industry, by its nature is dynamic and ever-changing in its product, technology and services. And people work in this kind of environment needs more flexibility or autonomy than any other people work in another industry. Hence, the researcher selected transformational, LMX (leader-member exchange) and servant leadership styles which are believed to have relevance to telecom sector leadership. Those theories mostly emphasize the good relationship of both leaders and followers.

Such that, those theories are grounded on the belief of leaders fair treatment of followers and followers liking of their leaders which in turn pave the way to innovation and creativity. This is the reason why the researcher preferred to use these three selected contemporary styles of leadership

Most of the prior studies were aimed to identify most important traits that a leader should possess or behaviors that a leader should reveal. Hence, in this study, using prior preeminent leadership study outcomes, as bench mark, maximum effort will be exerted to identify the relationship between the practices of contemporary styles of leadership and its corresponding impact on employee motivation & job satisfaction.

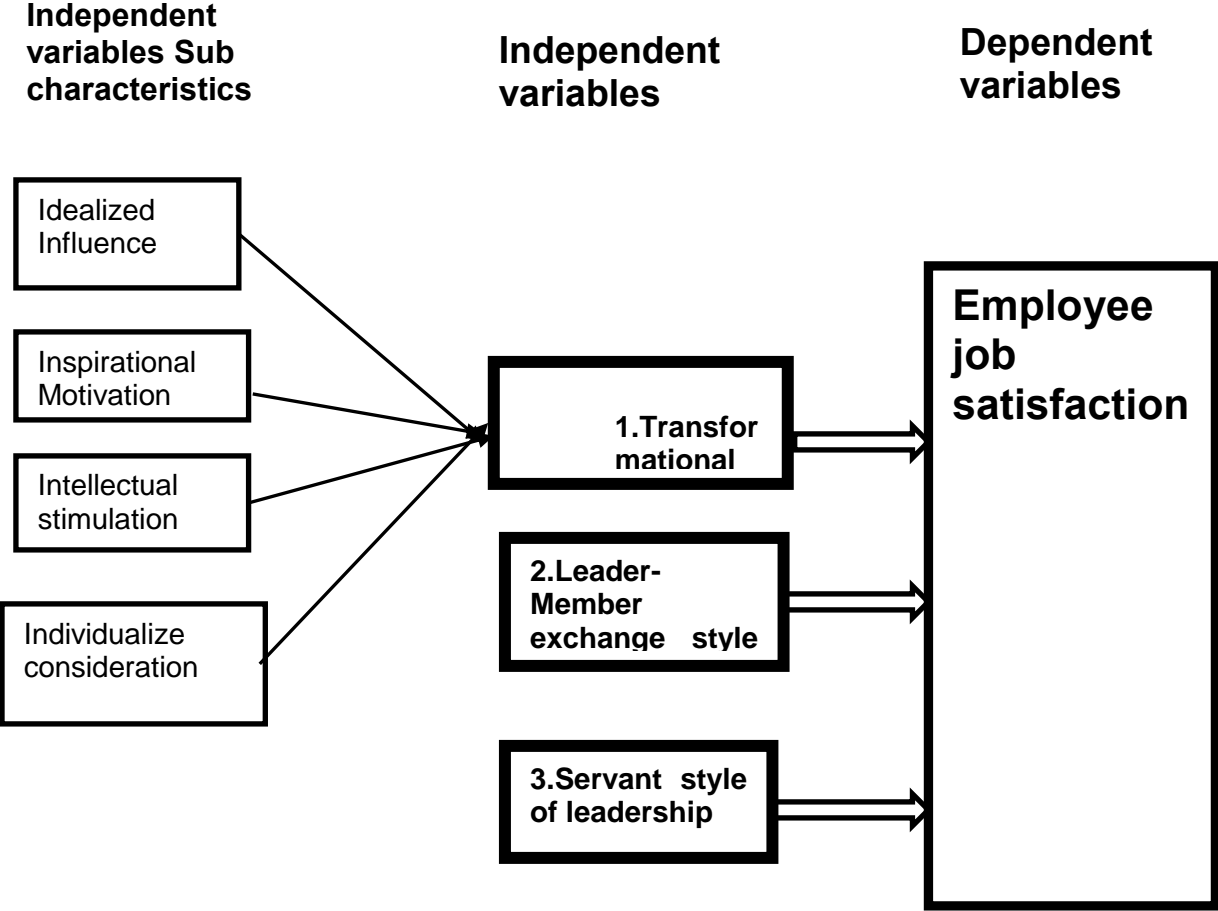
2.7 CONCEPTUAL FRAMEWORK OF THE STUDY

Leadership effectiveness emanates from many factors. Among many are the leader's trait and behavior. The leader's trait includes the leader's intellectual capability that can be derived from various theoretical frameworks. And this intellectual capability of the leaders makes them to be more effective in motivating and influencing follower's behavior to be towards the common organizational objectives.

There are various contemporary theories (styles) of leadership developed by scholars. These theories have different important associated characteristics; which have positive impact on leadership effectiveness and support leaders in various setting to positively influence employee performance to be at high level.

The purpose of this study is to assess and evaluate the practices of theoretical characteristics of transformational, leader-member exchange and servant leadership styles. It will also evaluate the relationship that exists between aforementioned three contemporary styles of leadership and job satisfaction.

Diagram 2.4: conceptual frame work of the study Independent variable (theoretical characteristics of transformational, LMX and servant leadership styles) and the dependent variable is job satisfaction



CHAPTER – THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 DESCRIPTION OF THE STUDY AREA

The main focus area of the study is leadership. Specifically this study is proposed to assess the practices of transformational, LMX and servant styles of leadership within Ethio telecom and resulting impact on job satisfaction. Ethio telecom employees' who are working in Addis Ababa have been taken as the study population.

3.2 RESEARCH APPROACH

This study followed a quantitative approach. Quantitative approach involves a generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. (C.R Kothari, 2004: p.5).

This approach is also useful to form inferential relationship of characteristics of the population it involves a sample of population to be studied (questioned or observed) to determine its characteristics and its then inferred that the population has the same characteristics. (Adapted from C.R Kothari, 2004: 5).

For this study purpose, first those factors associated with (Transformational, leader-member exchange and servant leadership styles), or in other sense the independent variables are identified, and then their application by ethio telecom leaders and followers' and its consequence on the employee job satisfaction (the dependent variable) have been assessed and evaluated using close-ended five scale self-developed questionnaire as mechanism of data collection.

3.3 RESEARCH DESIGN

This study is both descriptive and explanatory research. An explanatory/causal studies involve studying the impact of one variable on the other and also the relationship between two variables. The relevance of causal studies arises when there exists correlation between two variables. (Srivastava & Rego, 2011:p44)

This study will show the causal links between transformational LMX and servant leadership styles with that of job satisfaction.

As mentioned earlier, the study is an explanatory kind of research. Hence, the study identified those factors associated with transformational, Leader-Member exchange and servant leadership styles and evaluate existing practices of leaders' & followers' of ethio-telecom in light of those ideal factors found within those theoretical frame works.

3.3.1. STUDY POPULATION AND SAMPLING DESIGN

The target population of the study is all management and employees of Ethio-telecom who are working in Addis Ababa. Ethio-telecom has a total of 6,289 both management and staff level employees' who are working in Addis Ababa. Out of this, 298 are management members (leaders') and the remaining 5,989 are staff level employees' (followers'). Though the staff employee's level ranges from A to D for this study success; the researcher preferred to incorporate only level D employees. Because level A & B employees deal with more of clerical tasks their tendency to correctly comprehend and respond are believe to be minimal. Level C, compared to level D, they are not in close contact with the managers' in their day to day activities. Rather level D employees are found next to the manager on the structure having close contact with the managers. Hence, this study took those followers' who are at level D only.

For this study purpose, stratified random sampling shall be used, as it is an appropriate methodology for this research, assisting to make proportionate and meaningful, comparisons between subgroups in the population (Gay, 1987). Moreover, (Robson, 1993) describes that the theory supports stratified random sampling as an efficient choice because the means of the stratified samples are likely to be closer to the mean of the population overall. Stratified random sample typically reflects the characteristics of the population as a whole. The population sample representation is depicted in the following table. This table contains four Strata. The first three stratum represent management members and the fourth is representation of followers or the selected level D employees (specialist employees).

As depicted on table 3.1, though staff level employees (followers) has a group of four Strata (ranges from level A to D) employees, due to their proximity with the managers' in their day to day activities, the researcher uses stratified random sampling technique and chose the sample population to be only level D employees (followers), since these employees are specialist and work closely with leaders. For fair representation intended data shall be collected according to their size of population increasing the size of the sample when the population number becomes increased. Accordingly the sample size is shown within the tables hereunder. .

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

As described in the Table 3.1, currently, there are 16 chief officers, 49 officers and 233 managers and 1,785 D level employees' in Ethio telecoms who are working in Addis Ababa. According to Charles and Yen, (2011), sample size should be increased and approached to census for fair representation when target population is few. To this end, the researcher intentionally used 50% as a sample of the first stratum (Chief Officers) and second stratum (Officers) to make sure there is fair representation within these two stratum. However, for the third (managers) and fourth stratum (D level Employees) as they are many in number, the following scientific formula was used to determine the sample size (Seyed, 2010).

$$n = \frac{Nt^2 S^2}{Nd^2 + t^2 s^2}$$

$$n = \frac{233 \times (1.96)^2 \times (0.867)^2}{233 \times (0.118)^2 + (1.96)^2 \times (0.867)^2} = 110 \text{ (sample size for the managers - third stratum)}$$

$$n = \frac{1,785 \times (1.96)^2 \times (0.867)^2}{1,785 \times (0.118)^2 + (1.96)^2 \times (0.867)^2} = 186 \text{ (sample size for fourth stratum (followers))}$$

n= Number of sample.

N = Number of population

T2 = Trust of 95%.

S₂ = Pre-estimation of the variance

D2 = Difference between the average of the sample and the population (0.118).

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

Table 3.1 Management & employees' stratum information

Stratum	Level	Title	Population	Sample size
Stratum I	Top	Chief Officers	16	8
Stratum II	Middle	Officers	49	25
Stratum III	Lower	Managers	233	110
Stratum V	Staff level employees (Followers)	Specialists (D Level)	1,785	186
		Total	2,083	329

3.4 TYPES AND SOURCES OF DATA

Both primary and secondary sources of data are used. Primary data was obtained through structured questionnaires, which had contain close ended questions. As part of secondary sources of data, relevant journal articles books, websites have been seen. Structured Questionnaires will be distributed to the selected ethiotelecom leaders from top management to lower level managers and to followers.

3.5 DATA COLLECTION PROCEDURES

The research has used pre-coded questionnaire to collect the necessary data for the study. The researcher wants to use a questionnaire because they are less expensive and the researcher could save time and financial resources (Kumar 1996). Moreover, the questionnaire offers greater anonymity as there is no face-to-face interaction between participants and researcher (Kumar 1996).

This thesis had a major objective to assess the practice of transformational, Leader-Member exchange and servant styles of leadership and ensure if the practices of aforementioned three contemporary styles of leadership have any effect on employees' job satisfaction.

The self-developed leadership questionnaire (5X-Short Form) is used to investigate forty-seven items in an organizational survey and is used to measure the leadership style of individual leaders and followers behavior in case of ethiotelecom. Considering the aforementioned objective, 18, 9 & 8 ideal factors (characteristics) of transformational, Leader-Member Exchange and servant leadership have been prepared as items of the self-developed Questionnaires' respectively. Furthermore, employee job satisfaction were represented by six factors

This questionnaire has been distributed to 329 randomly selected sample respondents and out this 88% or 290 respondents filled in and return the questionnaires. And the data collected from this group of respondents were analyzed using computer software program, Statistical Package for Social Science (SPSS version-20).

3.6 DATA COLLECTION INSTRUMENT

The researcher used self developed questionnaires giving due regard to prove commonality of the factors in various literatures. And this is already indicated in the literature review part. Those factors were used to measure the practices of transformational, leader-Member exchange and servant leadership styles by Ethio telecom management and its impact on employee job satisfaction.

These self developed questionnaires were depending on scientifically proved theoretical characteristics of transformational, leader-member exchange and servant styles of leadership. This had been already stated in the theoretical literature review part of this thesis. The questionnaire uses the three contemporary leadership styles (transformational, leader-member exchange and servant) as a framework for the questionnaires development and data analysis. It also incorporates employee job satisfaction as frame work to evaluate the dependent variables.

3.7 ETHICAL CONSIDERATION

Participants are made aware about concerns relating to Voluntary participation and harmlessness, privacy and anonymity and confidentiality, while questionnaires were prepared & distributed. The study participants are informed that, final study results will not be disclosed and analysis and reporting will not be personalized.

Since, this research gather information regarding leadership practices from two interacting parties, the researcher is expected to be ethical in keeping confidential; all the information that shall be collected from two groups of respondents (leaders & followers).

3.8 DATA ANALYSIS

Quantitative data analysis method has been used. First the data was collected through questionnaires. Descriptive analysis has been made on the collected data. The descriptive analysis includes mean, standard deviation and correlation. This data analysis has been done with the help of Statistical Package for Social Science (SPSS version 20). And the results of the statistical analysis are presented using tables, and words.

3.9 RELIABILITY TEST: CRONBACH ALPHA MEASURE

As the measurement items used in this study are self developed before moving ahead it was necessary to test items reliability and validity. This has been conducted with 50 pilot respondents' and the reliability test result have been found to be more than 0.70.

Table 3.2 Reliability Test Result on 50 Pilot respondents

Var Category	Description	Number of Items	Cronbach alpha coefficient
Independent var	Transformational leadership	18	0.97
	LMX Leadership	9	0.86
	Servant leadership	8	0.94
Dependent var	Motivation	6	0.90
	job satisfaction	6	0.74

CHAPTER – FOUR

DATA ANALYSIS AND RESULT PRESENTATION

4.1 INTRODUCTION

The research design and methodology have been discussed in chapter three. And this chapter of the thesis is used to analyze and present the data which is collected in line with selected research approach, design and methodology.

The data analysis of this thesis had four major subparts to present analysis results. The first part contained description of selected demographic characteristics of the population. The second part presents the measures of reliability. In the third part descriptive analysis of the dependent and independent variables is presented. In the fourth and the last sub section, the result of correlation analysis is presented.

4.2 DESCRIPTION OF DEMOGRAPHIC CHARACTERISTICS OF THE POPULATION

4.2.1 GENDER

According to table 4.1 underneath about 66.6% of the respondents are male and the remaining 33.4% are female. This implies that majority of Ethio telecom employees are male.

Table 4.1 Gender information of the participants

Gender	Frequency	Percent
Male	193	66.6
Female	97	33.4
Total	290	100

Source: Survey Result (2017)

4.2.2 AGE

Age frequency distribution of the respondents is depicted in table 4.2 below. As it can be inferred from the table underneath ethiotelecom's 56.2% of the employees lies in the age of 20-40 years. The remaining 43.8% of the employees lies within the age range of 41-60. Hence, it can be generalized that ethiotelecom had majority young employees in its mix of staff.

Table 4.2 Age information of the participants

Age	Frequency	Percent	Cumulative Percent
20-30	18	6.2	6.2
31-40	145	50.0	56.2
41-50	103	35.5	91.7
51-60	24	8.3	100.0
Total	290	100.0	

Source: Survey Result (2017)

4.2.3 EDUCATION

Out of the total 290 respondents 4 respondents (1.4%) had some college or no degree. 208 respondents (71.7%) or the majority has obtained bachelors degree and the remaining 26.9 or 78 respondents has achieved masters degree.

Table 4.3 Education level of the participants

Description	Frequency	Percent	Cumulative Percent
some college or no degree	4	1.4	1.4
Bachelors degree	208	71.7	73.1
Masters degree and above	78	26.9	100.0
Total	290	100.0	

Source: Survey Result (2017)

4.2.4 EMPLOYEE POSITION

One earlier study by Ephrem on leadership; in ethiotelecom has recommended further researches to be conducted including the perception of followers (Ephrem, 2016: 50), since that research was conducted incorporating only the perspective of management members, follower are included in this research and found to cover 59.7% of the participants. And the remaining 40.3 % represent management level employee that range from N-1 to N-3 level. The researcher strongly believes the incorporation of both leaders' and followers' would greatly contribute to the validity and reliability of the study results. And the sample would be more comprehensive and being representative of the study population

Table 4.4 Position of the participants

Position	Frequency	Percent	Cumulative Percent
N-1 (Chief Officer)	4	1.4	1.4
N-2 (Officer)	16	5.5	6.9
N-3 (Manager)	97	33.4	40.3
N-4 (Supervisor/specialist)	173	59.7	100.0
Total	290	100.0	

Source: Survey Result (2017)

4.2.5 EMPLOYEE'S YEAR OF SERVICE

The frequency distribution in the year of service of sample respondents is depicted in the table here underneath (Table 4.5). As it is indicated in the table, out of the total sample 290 respondents 238 respondents (82.1%) have a service year of more than 10 years. And the rest 16.2% and 1.7% of the respondents has a service year of 5 to 10 years and 1 to 5 years respectively. As this result indicates majority of the participants are more experienced employees who had a great deal of time to comprehend and evaluate existing leadership practice against different theoretical characteristics of leadership. This directly had contribution to the reliability of the study outcomes as indicated in the below topic.

Table 4.5 Data on participant year of service

Year of Service in ethiotelecom	Frequency	Percent	Cumulative Percent
1-5 years	5	1.7	1.7
5-10 years	47	16.2	17.9
More than ten years	238	82.1	100.0
Total	290	100.0	

Source: Survey Result (2017)

4.2.6 EMPLOYEE POSITION AND LEVEL OF EDUCATION CROSS TAB ANALYSIS

This part of the analysis is useful to indicate the level of education of people on leadership position and it can also support the analysis result of the practices of transformational, LMX and servant leadership theoretical perspectives on the ground in line with their level of education achieved. As table 4.6 below indicate out of the total 4 N-1 position respondents 2 of them have Bachelors degree and rest 2 have achieved Masters degree level. In comparison with N-1, among those 16 N-2 or officers level employees' only 2 of them have achieved Masters Degree and the remaining 2 have Bachelor degree. And among 97 N-3 or manager level respondents 74 have Bachelor degree and 23 have master degree. Hence, overall this data indicate all the people who are assigned from the top to lower management position have a minimum of Bachelors degree. The last group, N-4 represent supervisor and specialist employees, in regard to this group out the total 173 respondents 51 have achieved Masters Degree and the rest 118 have bachelor degree. And the remaining 4, N-4 level employees' have some college or no degree.

Table 4.6 Employee position to Education Cross tab result

Current Position of the employee	Level of education			Total
	some college or no degree	Bachelors degree	Masters degree and above	
N-1 (Chief Officer)	0	2	2	4
N-2 (Officer)	0	14	2	16
N-3 (Manager)	0	74	23	97
N-4	4	118	51	173
	4	208	78	290

Source: Survey Result (2017)

4.3 MEASURES OF RELIABILITY: CRONBACH'S ALPHA COEFFICIENT

Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. (Easterby-Smith *et al.* 2008:109).

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient to 1.0; is the greater the internal consistency of the items in the scale and the lower alpha coefficient is an indicator of weak inter-item average correlation or the items are providing inconsistent and unstable results. George and Mallery (2003) provide the following rules of thumb:

Cronbach alpha Coefiecient	Status
> 0 .9	Excellent
>0 .8	Good
>0 .7	Acceptable
>0 .6	Questionable
>0 .5	Poor
< .5	Unacceptable

Hence, the table hereunder (Table 4.7) present the cronbach alpha measurement results for the independent and dependent variables of this particular study.

Table 4.7 Reliability Test /Cronbach Alpha measures: Independent and Dependent variables measurement Items

Var Category	Description	Number of Items	Cronbach alpha coefficient
Independent var	Transformational leadership	18	0.942
	LMX Leadership	9	0.945
	Servant leadership	8	0.930
Dependent var	job satisfaction	6	0.734

Source: Survey Result (2017)

As Table 4.7 above shows, the cronbach's alpha values of all the variables are more than 0.70. This shows that the questions used in the survey instruments possess high accuracy, stability, and Consistency. Furthermore, table 4.7 above indicates the reliability test or measure of cronbach alpha for the independent and dependent variables measurement items. Transformational, LMX and servant leadership style as independent variables of this particular study has scored a Cronbach alpha value of 0.942, 0.945 & 0.930 respectively. The dependent variable of the study were employee job satisfaction having 6 items of measurement and its cronbach alpha measure result were 0.734.

4.4 DESCRIPTIVE ANALYSIS OF MAIN VARIABLES

Descriptive statistics summarize data, and inferential statistics determine whether it is prudent to reject the null hypothesis, or not. The most common descriptive statistics reported are means, standard deviation and correlation coefficients' (James, 2010).

As part of the descriptive analysis, mean, standard deviation and correlation coefficients' are used to assess the level of practice of theoretical characteristics of transformational, LMX and servant leadership styles in case of Ethio telecom.

4.4.1 TRANSFORMATIONAL, LEADER-MEMBER EXCHANGE AND SERVANT LEADERSHIP PRACTICE ANALYSIS

Servant leadership has the potential to increase organizational commitment (Yukl, 2010). Research also indicates that servant leadership increases follower's trust, loyalty and satisfaction with the leader (Yukl, 2010). Among the factors followers utilize to gauge their leader's effectiveness lies in figuring the leader's intention , consequently followers are more likely to appreciate and be satisfied with leaders who are perceived to show concern about their needs & wellbeing, which are aspects of servant leadership (Yukl, 2010).

Research shows that transformational leadership is a powerful influence over leader effectiveness as well as employee satisfaction (Judge & Piccolo, 2004: V 89, p 755-768). In fact, transformational leaders increase the intrinsic motivation of their followers, build more effective relationships with employees, increase performance and creativity of their followers, increase team performance, and create higher levels of commitment to organizational change efforts (Herold et'al ,2008:V 93 p, 346–357).

From LMX leadership style perspective, Research shows that high-quality LMX members are more satisfied with their jobs, more committed to their companies, have higher levels of clarity about what is expected of them, and perform at a higher level (Wayne et'al, 1997).

Table 4.8 below indicates detail description of means and standard deviations of transformational, leader-member exchange and servant styles of leadership. As the figure indicated below, better practiced leadership style with the highest mean is servant with the mean value of 2.46. The second and third more practiced leadership styles are LMX and transformational leadership styles with the mean values of 2.45 and 2.39 respectively. From this, it is clear to understand that servant leadership got highest mean value followed with LMX and transformational leadership. The high mean value of servant leadership indicates that, in comparison with LMX and transformational leadership styles, some of the manifesting characteristics of servant style of leadership is relatively practiced by ethiotelecom management members.

In this particular survey, transformational leadership has been studied from the perspective of its four sub characteristics. As Bass states, Transformational leaders have four tools in their possession, which they use to influence employees and create commitment to the company goals (Bass, 1985). These include idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. As mentioned earlier the overall mean of transformational leadership practice is 2.39 which is the mean result of the four characteristics. Furthermore, as the description (Table 4.8) indicate, among the four sub characteristics idealized influence & individualized consideration had the high mean value of 2.52 & 2.41. Intellectual stimulation and inspirational motivation has scored a mean value of 2.37 and 2.21. Hence, the high mean value of idealized influence is an indicator of leader's ability to have confidence, commitment and admiration of their followers (Shamir et'al, 1993). And the second high mean value of Individualized consideration has indicated leader's level of care & concern, integrity, & fairness in dealing with each individual follower. Among the four sub characteristics of transformational leadership; inspirational motivation had the least mean value which has indicated leaders' has limitation in devising inspirational vision and creating motivation on the followers.

Table 4.8 Descriptive analysis result of independent var

Var to measure	N	Mean	Std. Dev.
Transformational leadership practice	290	2.39	0.67
Idealized Influence (II)	290	2.52	0.71
Individualized Consideration (IC)	290	2.41	0.74
Inspirational Motivation (IM)	290	2.21	0.7
Intellectual Stimulation(IS)	290	2.37	0.78
LMX	290	2.45	0.85
Servant leadership practice	290	2.46	0.83

Source: Survey Result (2017)

4.4.2 DESCRIPTIVE ANALYSIS: JOB SATISFACTION

Job satisfaction, motivation & organization commitment were among the factors described as the consequences of high-quality relationship in LMX leadership style (Dansereau et'al, 1975 & Erdogan & Liden, 2002).

Extensive research has been conducted to examine the effect of transformational leader behavior on followers and organizational outcomes. One study found that transformational leader behavior, directly affect employee's 'psychological capital'. (Gooty et al., 2009)) . Positive psychological capital refers to positive oriented human resource strengths and psychological capacities that improve the workplace (Luthans, 2002). Psychological capital then increases employee willingness to improve job performance and organizational citizenship behaviors directed at individuals and the organization (Gooty et al., 2009).

From LMX leadership style perspective; Leadership fairness is one of the many antecedent causes to build high quality relationship. And job satisfaction, motivation and organization commitment were among the factors described as the consequences of high-quality relationship in LMX leadership style (Dansereau et'al, 1975 & Erdogan & Liden, 2002).

LMX theory is one of the most widely studied leadership models. Gerstner & Day (1997) conducted a review of all published research on LMX and reported that high quality LMX was positively related with such variables as performance ratings, objective performance, and satisfaction with supervisor, overall satisfaction, organizational commitment, & role clarity. It was also positively related to organizational citizenship behaviors.(Ilies et'al, 2007).

Research also indicates that servant leadership increases follower's trust, loyalty and satisfaction with the leader (Yukl, 2010).

Among the factors followers utilize to gauge their leader’s effectiveness lies in figuring the leader’s intention , consequently followers are more likely to appreciate and be satisfied with leaders who are perceived to show concern about their needs & wellbeing, which are aspects of servant leadership (Yukl, 2010).

As the dependent variables of the study, it is found essential to show the descriptive analysis or the mean and standard deviation of employee level job satisfaction. And the results are presented hereunder on table 4.9

Table 4.9 Descriptive Analysis Result of Dependent var

Var to measure	N	Mean	Std. Dev.
Employee level of Job Satisfaction	290	2.46	0.58

Source: Survey Result (2017)

As it’s found out from descriptive analysis result of the dependent variable (Table 4.9) job satisfaction had scored a mean value of 2.46. As shown on table 4.9, job satisfaction of the employees, had a mean value of 2.46. And from this, it is understood that, current leadership practice had better contribution to employees’ job satisfaction, yet it is not satisfactory, as it had a mean value of below even 2.5 on 5 point rating measurement scale.

4.4.3 CORRELATION ANALYSIS: INDEPENDENT AND DEPENDENT VARIABLE

A correlation analysis was performed to determine if there were any relationships between the independent variables and the dependent variable. The following are the results of the correlation tests (Table 4.10).

Table 4.10 Pearson Correlation Matrix (N=290)

Correlations							
Var		1	2	3	4	5	6
1. Transformational leadership style	R	1					
2. LMX Leadership style	R	.549**	1				
3. Servant leadership style	R	.646**	.580**	1			
4. Total leadership style	R	.834**	.846**	.876**	1		
5. Job satisfaction	R	.741**	.658**	.612**	.780**	.825**	1
**. Correlation is significant at the 0.01 level (2-tailed). r= Pearson Correlation							

4.4.3.1 **CORRELATION ANALYSIS:** TOTAL LEADERSHIP STYLES, AND JOB SATISFACTION

As the correlation analysis result indicates (Table 4.10), total leadership styles considered for this survey had a strong positive relationship with Job satisfaction having a correlation coefficient of $r=0.780$ at the significance level of 0.000 ($\text{sig}=0.000 < 0.01$).

4.4.3.2 **CORRELATION ANALYSIS:** TRANSFORMATIONAL LEADERSHIP STYLE AND JOB SATISFACTION

As the correlation analysis result indicated above on table 4.10, transformational leadership styles had also a strong positive relationship with Job satisfaction having a correlation coefficient of $r=0.741$ at the significance level of 0.000 ($\text{sig}=0.000 < 0.01$).

4.4.3.3 **CORRELATION ANALYSIS**: LEADER-MEMBER EXCHANGE LEADERSHIP STYLE AND JOB SATISFACTION

Based on the results of the correlation analysis (Table 4.10), LMX leadership style had revealed coefficient of 0.658 (Sig=0.000(<0.01) while correlation analysis has been performed with job satisfaction. Consequently, LMX leadership style has showed high positive relationship with job satisfaction.

4.4.3.4 **CORRELATION ANALYSIS**: SERVANT LEADERSHIP STYLE AND JOB SATISFACTION

Based on the results of the correlation analysis above (Table 4.10), Servant leadership).. As the correlation analysis result indicates (Table 4.10), servant leadership style had also a high positive relationship with Job satisfaction having a correlation coefficient of $r=0.612$ at the significance level of 0.000(sig=0.000(<0.01).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

There are four research questions which have been used as frame of reference to discuss the results of this survey. This includes:

- 5) What are the contemporary styles of leadership (Among Transformational, LMX and servant) most exhibited in ethio telecom?
- 6) What is the level of practice of contemporary styles of leadership (Transformational, LMX and servant)?
- 7) What is the level of satisfaction of employees' of ethiotelecom?
- 8) What is the effect of transformational, LMX and servant leadership styles of leadership on employees' job satisfaction?

5.1.1 PRACTICE OF SERVANT, LEADER-MEMBER EXCHANGE AND TRANSFORMATIONAL LEADERSHIP

This question has been raised to identify most practiced leadership style amongst Servant, leader-Member exchange and transformational leadership. And the researcher find out Servant Leadership is the most practiced leadership style within Ethio telecom. According to the result of this survey, highest mean value has been scored to servant leadership. These results indicate that most leaders' are relatively exercising servant leadership practice. Yet this is greatly subjected to the manifestation of the servant leadership characteristics. In order of the mean values maximum to minimum LMX and transformation took the second and third place. According to descriptive analysis results, the three leadership styles practice together show a mean value of 2.43 with std dev 0.66. This result showed that, three of the leadership styles are not practiced well, since the factor measurement has been done on a five point rating scale and the result found to be less than 2.5.

5.1.2 EMPLOYEE JOB SATISFACTION

Employee job satisfaction shall be maintained through good leadership practice, salary & benefits. And leadership practice is the focus of this particular study, from this perspective, 6 measurement items that enable to assess employee level of job satisfaction have been prepared and distributed to respondents. According to the result of this survey. Job satisfaction had scored a mean value of 2.46 which is relatively better, yet not satisfactory as mean value of 5 point rating scale. Overall, those mean value of job satisfaction, indicated that the current leadership practice of ethiotelecom leaders' is not maintaining the motivation and job satisfaction of employees well.

5.1.3 RELATIONSHIP OF TOTAL LEADERSHIP WITH JOB SATISFACTION

As the results of the correlation analysis showed (Chapter 4, table 4.10), transformational, servant and leader-member exchange leadership styles (independent var) had on average a positive strong relationship with job satisfaction (dependent Var). Transformational leadership style had a correlation coefficient of 0.741($\text{sig}=0.000(<0.01)$) in its relationship with job satisfaction which is an indicator of strong positive relationship. And Leader-Member Exchange leadership style had correlation coefficient value of 0.658 with employee job satisfaction (with $\text{sig}=0.000(<0.01)$), which is an indicator of LMX leadership style had strong positive relationship with employee job satisfaction. According to correlation analysis result, Servant leadership style had also shown correlation coefficients of 0.612 with job satisfaction ($\text{sig}=0.000(<0.01)$).

5.2 CONCLUSION

According to the analysis result (chapter 4, Table 4.8) servant, LMX and transformational leadership had a mean value of 2.46, 2.45 & 2.39.

And this is below 2.5 and minimum when it has been seen from the result perspective of 5 point rating measurement scale. Relatively ethiotelecom leaders are better in practicing servant leadership style.

Overall, based on the results of the descriptive analysis, conclusion is drawn that transformational, LMX and servant leadership styles are not practiced well in case of Ethio telecom. Similarly, job satisfaction had also a mean value of 2.46 respectively. Based on these results of the descriptive data analysis, conclusion is drawn that the current leadership style of Ethio telecom leaders' is not maintaining job satisfaction of employees well.

Furthermore, as the correlation analysis result of this survey (Table 4.10) indicated, transformational, LMX & servant leadership styles had shown on average high positive relationship with job satisfaction.

Hence, it is concluded that an increased practice of transformational, LMX and servant leadership style would undoubtedly result in increased level of employee motivation and job satisfaction.

5.3 RECOMMENDATIONS

5.3.1 RECOMMENDATION FOR THE ORGANIZATION UNDER THE STUDY

According to the findings of this research, transformational, LMX and servant leadership styles are not practiced well in Ethio telecom. But as different literatures reveal these three leadership styles are mutually supportive and had a great contribution in increasing employee level of motivation and job satisfaction.

Ethio telecom is recommended to apply the following:

1. To study the manifesting characteristics of the transformational, LMX and servant styles of leadership and implement relevant leadership development programs. This would greatly support the effort of improving leaders and followers capabilities and in turn support the effort of maximizing organizational effectiveness.
2. It is also recommended to ethio telecom to work on improving employees job satisfaction.
3. As the correlation test result has indicated, transformational, LMX and servant leadership style had on average a strong positive relationship with Job satisfaction.

Thus ethiotelecom would greatly benefit from practicing Servant, LMX Transformational leadership by having more satisfied employees

5.3.2 RECOMMENDATION FOR FUTURE RESEARCH

This research has been conducted in a way of case study, confined only in case of ethiotelecom. And it has been conducted using self developed measurement instrument. Hence, it is recommended:

1. Future research, to be conducted on sector wide, so that the findings would be more comprehensive and the research result contribution is maximized.
2. It is also recommended, future researches to be conducted using standard leadership measurement instrument like MLQ as it is one of commonly used research data collection and measurement tool by many researchers. Additionally, MLQ is very comprehensive in the leadership area and its validity and reliability as a leadership instrument has been proven (Muenjohn and Armstrong, 2008).

References

- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press;
- Bass, B. M (1997). "Personal selling and transactional/transformational leadership", *The Journal of Personal Selling & Sales Management*
- Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, 91, 298–310
- Bauer, T. N., & Green, S. G. (1996). Development of a leader-member exchange: A longitudinal test. *Academy of Management Journal*, 39, 1538–1567.
- Brikiti G.T.(2014). an assessment of factors affecting participation of women in management position : The case of ethiotelecom
- Bruce Martin, et'al.(2006). *Outdoor leadership theory and practice*, Sheridan Books, United States of America, U.S.A
- Buchanan, L. (May, 2007). In praise of selflessness: Why the best leaders are servants. *Inc*, 29(5), 33–35
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Campbell, J. P., Dunnette, M. D., Lawler, E. E.,(1970). *Managerial behavior, performance and effectiveness*, Mc Graw Hill :New York
- Charles, G.& yen, V.(2008) *sampling strategies and size determination, econometrics and statistical analysis*, university of Eden Bra press
- Chen, Z., Lam, W., & Zhong, J. A. (2007). Leader-member exchange and member performance: A new look at individual-level negative feedback seeking behavior and team-level empowerment climate. *Journal of Applied Psychology*, 92, 202–212.
- C. James, G., (2010).*Research in Psychology: Methods and design*, John wiley & Sons, U.S.A
- Dansereau, F., Jr., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior & Human Performance*, 13(1), 46–78;
- David, R. K. (2014).*Leading from within: Building organizational capacity*

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87, 611–628.

Duarte, N. T., Goodson, J. R., & Klich, N. R. (1994). Effects of dyadic quality and duration on performance appraisal. *Academy of Management Journal*, 37, 499–521.

Durga, D. P. (2011). The relationship between effective leadership and employee performance, International Conference on Advancements in Information Technology With workshop of ICBMG 2011 IPCSIT vol.20 (2011) © (2011) IACSIT Press, (pp. 198-207). Singapore, ICBMG.

Easterby-Smith, M., Thorpe, R., Jackson, P. and Lowe, A. (2008) *Management Research* (3rd edn). London: Sage.

Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57, 61–94.

Edeger Meyer, et 'al, (2007) 'Contemporary Management': Nature of Leadership, Published by Mc GrawHill Education, NewYork , NY

Epherem A. G., (May 2016), an assessment of the leadership styles of ethiotelecom managers

Erdogan, B., & Liden, R. C. (2002). Social exchanges in the workplace: A review of recent developments and future research directions in leader-member exchange theory. In L. L. Neider & C. A. Schriesheim (Eds.), *Leadership* (pp. 65–114). Greenwich, CT: Information Age Press;

Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal*, 49, 395–406.

Ethio telecom, 2014, annual magazine, vol 4, Addis Ababa,

Ferris, G. R. (1985). Role of leadership in the employee withdrawal process: A constructive replication. *Journal of Applied Psychology*, 70, 777–781; Graen, G. B., Liden, R. C., & Hoel, W. (1982). Role of leadership in the employee withdrawal process. *Journal of Applied Psychology*, 67, 868–872

Gay, L. R. (1987). *Educational research: Competencies for analysis and application* (3rd ed.). New York: Merrill.

Gerstner, C. R. , & Day , D. V. (1997). Meta-Analytic review of leader-member exchange theory: Correlates and construct Issues. *Journal of Applied psychology* , 82(6),827-844

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference. 11.0 update* (4th ed.). Boston: Allyn & Bacon

George R. G., Georgia J. S. & James M. G. (2004). Encyclopedia of leadership: volume 1, SAGE publications, U.S.A California

Goodwin, D. K. (2005, June 26). The master of the game. *Time*. Retrieved November 20, 2008, from <http://www.time.com/time/printout/0,8816,1077300,00.html>.

Gooty, J., Gavin, M., Johnson, P. D., Frazier, M.L., & Snow, D. B. (2009). In the eyes of the beholder: transformational leadership, positive psychological capital and performance. *Journal of leadership & organizational studies*, 15(4), 353-367

Gurdeep, S. G. (2013). Leadership Qualities: for effective leader. VIJ Books india pvt ltd, New Delhi india

Heneman, R. L., Greenberger, D. B., & Anonyuo, C. (1989). Attributions and exchanges: The effects of interpersonal factors on the diagnosis of employee performance. *Academy of Management Journal*, 32, 466-476

Herold, D. M., Fedor, D. B., Caldwell, S., Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93, 346-357

Hoppock, R. (1935). Job Satisfaction. New York: Harper Brothers.

Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management Science*, 28(3),

Joseph C. Rost, (1993), Leadership for twenty first century: Definition of leadership, An imprint of Greenwood publishing group, United States of America, U.S.A

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

Kumar, R. (1996)., Research Methodology: Quantitative Research, SAGE Publications, London

Leslie W. Rue, Lloyd L. (1992), Management skills and applications : 6thed, Richard D. Irwin inc, United States of America

Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 9, 161-177.

Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92, 269-277.

Luthans, F. (2002). Positive organizational behavior : developing and managing psychological strengths. *Academy of management executive*, 16, 57-72

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738–748.

Mischel, W. 1968. *Personality and Assessment*. New York: Wiley.

Muenjohn, N & Armstrong, A 2008, Evaluating the structure validity of multifactor leadership questionnaire (MLQ), capturing the leadership factors of transformational-transactional leadership", *Contemporary Management Research*, vol.4.

Mung L. Voon. , Lo M.C., Ngui K. S. & Norshahleha A. (2011). The influence of leadership styles on employees' job satisfaction in public sector organization in Malaysia , *International journal of business, management* , Volume 2 # 1, PP 24-32

Northouse, G. (2007). *Leadership theory and practice*. (3rd ed.) Thousand Oaks, CA: Sage Publications.

Muenjohn, N & Armstrong, A., (2008). Evaluating the structure validity of multifactor leadership questionnaire (MLQ), capturing the leadership factors of transformational-transactional leadership", *Contemporary Management Research*, vol.4.

Padilla Arthur (2005), *Portrait in leadership: six extraordinary university presidents*, An imprint of Green wood publishing Group, Inc. United States of America

Patty L.chance. (2009), *introduction to educational leadership and organizational behavior: theory in to practice*, (2nd ed.), eye on education, Larchmont NY

Peter G.Northouse, (2012), *Introduction to leader ship: Concepts and practices*, (2nd ed.), SAGE Publishing Limited, United States of America, U.S.A

Poon, J. M. (2003). Situational antecedents and outcomes of organizational politics perceptions. *Journal of Managerial Psychology* , 18 (2), 138-155.

Richard L. Daft (2008), *The leadership experience: Fourth edition*, Thomson South Western, United States of America, U.S.A

Richy W.Griffin (2013) , *Management* , Erin Joyners , South western 5191 Natorp Boulevard Mason , OH , U.S.A

Robert palestini (2013), *Feminist theory and educational leadership :Much add about something* , Rowman and little field education , 10 Thom bury road , Plymouth PL6 7PP, united kingdom , UK

Robson, C. (1993), *Real World Research: A Resource for Social Scientists and Practitioners- Researchers*, Blackwell, Oxford.

Roger. G (2011) , *Theory and practice of leadership*, 2nd Ed, SAGE Publications , Matura Road, New Delhi

Seyed, H. (2010) statistical representation of data for service providing organization, in Four StarIsfahan Hotels: Luleå University of Technology, Isfahan

Sharlyn, J.N. (2005). Motivating employees, ITM inc., American society for training and development, United States of America, U.S.A

Singh, N. (2005). *Motivation: Theory and practical application*. Deep and deep publication, : New Delhi.

Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4, 577–594.

Shore, L. M., & Liden. R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82–111.

Spector, P. (1997). *Job satisfaction: Applicatio, assesment, cause and consequences*. Thousand Oaks, CA: Sage

Steve Yearout, Gerry Miles with Rechard Koonce (2001), *Growing Leaders* , America Society for training and development , United States of America , U.S.A

Susan R.Komoves,Nance Lucas , Timothy R..MC Mahon, (2013), *Exploring leadership: For College student who wants to make difference*

Tangirala, S., Green, S. G., & Ramanujam, R. (2007). In the shadow of the boss's boss: Effects of supervisors' upward exchange relationships on employees. *Journal of Applied Psychology*, 92, 309–320

T.N Srivastava, Shailaja R. (2011). *Business research methodology*, Tata MC Graw Hill 7 west patel nager, New Delhi

U.S. Army. (1983). *Military Leadership. Field Manual 22-100*. Washington, DC: U.S. Government Printing Office.

Wayne, S. J., Shore, L. M., & Liden. R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82–111

William M.Pride ,Rober J.Houghes and Jack R. Kapoor (2014) ,*Business : Twelve's edition* South Western , cenage learning , 5191Natrop Boulevard Mason , OH 45 409 , U.S.A

William, B.W. (2009). *The evaluation of leadership styles in relationship to Job performance*. Published doctoral Dissertation, Northcentral University

Wing, L., Xu, H., & Snape, E. (2007). Feedback-seeking behavior and leader-member exchange: Do supervisor-attributed motives matter? *Academy of Management Journal*, 50, 348–363.

Wicker, D. (2011). *Job Satisfaction: Fact or Fiction*. AuthorHouse.

Yukl, G. (2010). *Leadership in Organizations*. (7th Ed.) New Jersey: Prentice Hall.

Zeitchik, S. (2012). 10 Ways to Define Leadership. *Business News Daily*

APPENDICES

Appendix A: Introductory letter for the participants

Dear Survey participant,

My name is Esubalew Kassa; I am a graduating class student of Addis Ababa University on Masters of art in human resource management. And currently, I am distributing questionnaires and collect data for my research, in partial fulfillment of the requirements for the degree of masters in human resource management

The purpose of this questionnaire is to collect data regarding the practices of contemporary leadership styles in ethiotelecom and its consequence on employee job satisfaction.

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

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

In advance, I would like to extend my heartfelt gratitude for your cooperation and contribution, this research endeavor to be successful.

Esubalew Kassa

Email: Esubalew.Kassa@ethiotelecom.et

Mobile: +251911509987

APPENDIX B: DEMOGRAPHIC QUESTIONS

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

Tick ✓ on the appropriate box

1. Gender:

Male Female

2. Age:

20 – 30 years

31 – 40 years

41 – 50 years

51 – 60 years

Over 60 years

3. Education:

Some College, no degree

Bachelor's degree

Master's degree & above

4. Position:

N-1(Chief Officer)

N-2 (Officer)

N-3 (Manager)

N-4

5. Year of service in the company

1-5

5-10

More than 10 years

APPENDIX C: LEADERSHIP QUESTIONNAIRES

LEADER AND FOLLOWER FORM (5x-Short)

This questionnaire is designed to assess the practices of Transformational, LMX and servant leadership styles in ethiotelecom as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure of do not know the answer, leave the answer blank.

Forty-one descriptive statements are listed on the following pages. Judge your level of agreement with those statements. Those statements are used to evaluate ethiotelecom leaders' leadership practices from the perspective of three sample selected contemporary styles of leadership (Transformational, Leader-member exchange (LMX) and servant). The word 'leaders' may mean a person who have subordinate/followers. 'Followers' may mean people who are working under the supervision of the leader. While you fill the questionnaires please judge yourself genuinely as a leader/follower and other colleagues.

Put a ✓ mark on the appropriate box

Meaning of the values

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

Section 1: This part of the questionnaires deals with the qualities or characteristics' of leaders following transformational leadership style. Put your answers comparing these theoretical characteristics against ethiotelecom practice

S/N	Question	1	2	3	4	5
1	leaders' inspire followers to have confidence					
2	leaders' inspire followers to have commitment					
3	leaders' inspire followers to have admiration towards them					
4	leader put effort to increase team performance					
5	Followers trust leaders					
6	leaders' show personal care and concern					
7	leaders' build effective relationship with their followers					
8	leaders' show integrity in dealing with their followers'					
9	leaders' show fairness in dealing with followers					
10	leaders' show predictability in dealing with others					
11	Leaders' focus on the company well being in the expense of their best interest					
12	leaders' inspire motivation on the followers					
13	Leader's vision inspire followers					
14	leaders' create higher levels of commitment to organizational change efforts					
15	followers goals are aligned with the leader's goal					
16	leaders' challenge organizational norms and status quo					
17	leaders' encourage followers' to think creatively and work harder					
18	leaders' increase performance and creativity of their followers					

Section 2: This part of the questionnaires deals with the qualities or characteristics' of leaders following Leader-Member Exchange (LMX) leadership style. Put your answers comparing these theoretical characteristics against ethiotelecom practice.

S/N	Question	1	2	3	4	5
1	leaders' form a trust-based relationship with the member					
2	Leader and follower like each other					
3	leader and follower help each other					
4	leader and follower respect one another					
5	Both leaders' and followers' go beyond their job description					
6	leaders' provide support and guidance to their followers'					
7	leaders' treat employees fairly					
8	leaders' are willing to receive feedback from followers'					
9	Followers' help the leader and coworkers'					

Section 3: This part of the questionnaires deals with the qualities or characteristics' of leaders following servant leadership style. Put your answers comparing these theoretical characteristics against ethiotelecom practice.

S/N	Question	1	2	3	4	5
1	leaders' help employees to develop					
2	leaders' help employees to reach their goals					
3	leaders understand personal needs and desires of their followers					
4	leaders' empower their followers'					
5	leaders feel an obligation to followers', customers and to the external community					
6	leaders' sacrifice their own well-being to help employees succeed					
7	Leaders' are interested to serve the community					
8	Leaders' create a climate of fairness					

Section 4: This part of the questionnaires shows the degree of follower's job satisfaction. Put your answer considering your level of motivation and job satisfaction

S/N	Question	1	2	3	4	5
	Job satisfaction	1	2	3	4	5
1	I am satisfied with my current work					
2	The current work makes the best use of my abilities					
3	I receive right amount of salary for my work					
4	The Economy affects my satisfaction with current salary					
5	The current leadership styles increase my job satisfaction					
6	The work place training opportunities encourage me to work better					

Appendix D: Description of all variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Gender	290	1.000	2.000	1.334	0.473
Age	290	1.000	4.000	2.466	0.726
Level of education	290	1.000	3.000	2.255	0.467
Current position of the employee	290	1.000	4.000	3.514	0.667
Year of service in the company	290	1.000	3.000	2.803	0.439
Idealized influence	290	1.200	4.800	2.516	0.712
Individualized Consideration	290	1.400	4.800	2.410	0.745
Inspirational Motivation	290	1.250	4.750	2.209	0.696
Intellectual Stimulation	290	1.250	4.750	2.371	0.776
Transformational leadership	290	1.444	4.500	2.386	0.671
LMX Leadership	290	1.333	4.556	2.454	0.846
Servant	290	1.500	5.000	2.461	0.835
Total leadership style	290	1.657	4.426	2.434	0.669
Job satisfaction	290	1.333	4.167	2.461	0.580

Appendix E: Transformational Leadership Measurement Item results

Transformational Leadership Measurement Item results					
Variables	N	Mean	Std. Deviation	Minimum	Maximum
leaders' inspire followers to have confidence	290	2.486	0.920	1	5
leaders' inspire followers to have commitment	290	2.410	0.845	1	5
leaders' inspire followers to have admiration towards them	290	2.252	1.047	1	5
leader put effort to increase team performance	290	3.324	1.084	1	5
Followers trust leaders	290	2.107	0.911	1	4
leaders' show personal care and concern	290	1.990	1.157	1	5
leaders' build effective relationship with their followers	290	2.428	0.817	1	5
leaders' show integrity in dealing with their followers'	290	2.666	0.901	1	5
leaders' show fairness in dealing with followers	290	2.617	0.885	1	5
leaders' show predictability in dealing with others	290	2.348	0.739	1	5
Leaders' focus on the company well being in the expense of their best interest	290	2.072	0.891	1	5
leaders' inspire motivation on the followers	290	2.134	0.836	1	5
Leader's vision inspire followers	290	2.328	0.832	1	5
leaders' create higher levels of commitment to organizational change efforts	290	2.303	0.809	1	5
followers goals are aligned with the leader's goal	290	2.434	0.826	1	5
leaders' challenge organizational norms and status quo	290	3.076	1.251	1	5
leaders' encourage followers' to think creatively and work harder	290	1.907	0.964	1	5
leaders' increase performance and creativity of their followers	290	2.066	1.155	1	5

Appendix F: LMX Leadership Measurement Items Results

Variables	N	Mean	Std. Deviation	Minimum	Maximum
leaders' form a trust-based relationship with the member	290	2.41	0.84	1.00	4.00
Leader and follower like each other	290	2.42	0.91	1.00	4.00
leader and follower help each other	290	2.72	0.94	1.00	5.00
leader and follower respect one another	290	2.55	0.96	1.00	5.00
Both leaders' and followers' go beyond their job description	290	2.13	1.22	1.00	5.00
leaders' provide support and guidance to their followers'	290	2.12	1.17	1.00	5.00
leaders' treat employees fairly	290	2.66	1.00	1.00	5.00
leaders' are willing to receive feedback from followers'	290	2.56	1.07	1.00	5.00
Followers' help the leader and coworkers'	290	2.53	0.96	1.00	5.00

Appendix G: Servant Leadership Measurement Items Results

Servant Leadership style Measurement Item results					
Variables	N	Mean	Std. Deviation	Minimum	Maximum
leaders' help employees to develop	290	2.45	1.14	1.00	5.00
leaders' help employees to reach their goals	290	2.41	1.04	1.00	5.00
leaders understand personal needs and desires of their followers	290	1.97	1.07	1.00	5.00
leaders' empower their followers'	290	2.32	1.23	1.00	5.00
leaders feel an obligation to followers', customers and to the external community	290	2.70	0.83	1.00	5.00
leaders' sacrifice their own well-being to help employees succeed	290	2.23	1.00	1.00	5.00
Leaders' are interested to serve the community	290	2.86	0.76	2.00	5.00
Leaders' create a climate of fairness	290	2.74	1.00	2.00	5.00

Appendix H: Dependent variable Measurement Items Results

Employee Job Satisfaction Measurement Items results					
Variable	N	Mean	Std. Deviation	Minimum	Maximum
I am satisfied with my current work	290	2.50	0.89	1.00	5.00
The current work makes the best use of my abilities	290	2.32	0.94	1.00	5.00
I receive right amount of salary for my work	290	2.27	0.80	1.00	4.00
The Economy affects my satisfaction with current salary	290	3.85	0.90	1.00	5.00
The current leadership styles increase my job satisfaction	290	1.97	0.80	1.00	4.00
The work place training opportunities encourage me to work better	290	1.87	0.97	1.00	4.00

Appendix I: Reliability statistics of variables

Reliability statistics of Transformational leadership	
Cron bach alpha	N of Items
0.94	18
Reliability statistics of LMX leadership	
Cron bach alpha	N of Items
0.945	9
Reliability statistics of Servant leadership	
Cron bach alpha	N of Items
0.93	8
Reliability statistics of Employee motivation	
Cron bach alpha	N of Items
0.934	6
Reliability statistics of Employee Job satisfaction	
Cron bach alpha	N of Items
0.734	6

Appendix J: Cross Tabulation Results of Demographic characteristics

Gender * Current position of the employee Cross tabulation						
Count						
		Current position of the employee				Total
		N-1 (Chief Officer)	N-2 (Officer)	N-3 (Manager)	N-4	
Gender	Male	3	10	97	83	193
	Female	1	6	0	90	97
Total		4	16	97	173	290

Age * Current position of the employee Crosstabulation						
Count						
		Current position of the employee				Total
		N-1 (Chief Officer)	N-2 (Officer)	N-3 (Manager)	N-4	
Age	20-30	0	0	0	16	16
	31-40	2	10	72	63	147
	41-50	2	6	25	70	103
	51-60	0	0	0	24	24
Total		4	16	97	173	290

Level of education * Current position of the employee Crosstabulation						
Count						
		Current position of the employee				Total
		N-1 (Chief Officer)	N-2 (Officer)	N-3 (Manager)	N-4	
Level of education	some college or no degree	0	0	0	4	4
	Bachelors degree	2	14	74	118	208
	Masters degree and above	2	2	23	51	78
Total		4	16	97	173	290