

The Effect of Leadership Style on Organizational Performance In Case Of Addis Ababa Police Commission

A Thesis Submitted to Office of Graduate Studies of Addis Ababa University

In Partial Fulfilment of the requirements for the Degree of Master of Art in Human Resource Management

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June 2019

DECLARATION

I, the undersigned, declare that this study entitled "the effects of leadership style on organizational performance at Addis Ababa Police Commission" is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

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CERTIFICATION

This is to certify that this study that the thesis prepared by Girma Dube Duguma entitled "the Effects of leadership style on organizational performance at Addis Ababa Police Commission" Submitted in partial fulfillment of the Requirements for the Degree of Master of Arts in Human Resource Management at Addis Ababa University College of Business and Economics School of Commerce complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Chair of Department or Graduate program Coordinator

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ACKNOWLEDGMENT

First and foremost I would like to thank the Lord God Almighty for giving me the will power, wisdom, knowledge and insight to complete this study.I appreciate my advisor Dr. Wubeshet Bekalu, for his support and guidance during the course of my study. I am also deeply thankful to all members of Addis Ababa Police Commission who has taken their precious time to fill up the questionnaire and to assist me in every means.

I am also grateful for my whole family especially my wife Wro Berhan Tessema, who supported me in every possible ways during my research work. Besides, my beloved children Eyobed Girma, Abemelek Girma and Sador Girma, I am very grateful to have you! You were my strength to see my research end.

Finally, I wish to extend my gratitude to all my friends and colleagues who provide me the necessary support and encouragement on my research work.

Glory to Almighty God!

List of Abbreviations

AAPC = Addis Ababa Police Commission

SPSS = Statistical Package for Social Science

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Abstract

The main objective of the study is to examine the effects of leadership style on organizational performance at Addis Ababa Police Commission. The focus was on three major leadership styles Autocratic, Democratic and Laissez-faire leadership style. The research design was descriptive and explanatory; the research used both qualitative and quantitative approach. The sampling method was stratified and simple random sampling technique. A sample of three hundred ninety two was selected out of the total population. Both primary and secondary sources have been conducted. The primary source has been done using the quantitative approach, with the help of survey instrument, based on a survey questionnaire. The secondary source has been done through the review of previously established literature for achieving the research objectives. The descriptive statistics result shows that the practice of leadership style at the Addis Ababa Police Commission is democratic leadership. The result of the regression analysis indicated that effective kind of leadership style has a positive relationship with organizational performance that shows organizational performance is predicted and explained by the three type of leadership style. The researcher suggested that since the effect of leadership style has a significant effect on organizational performance, it is recommended that Addis Ababa Police Commission management should provide various training programs to the leaders of Addis Ababa Police Commission in order to create a higher level of organizational performance.

Keywords*: Autocratic Leadership, Democratic Leadership, Laissez-faire leadership, Organizational performance*

CHAPTER ONE: INTRODUCTION

In this section the paper outlines background of the study, statement of the problem, basic research questions, objectives, purpose, significance of the study, limitations, scope, organization of the study, description of the organization being studied and definition of key terms.

1.1 Background of the Study

Leadership is one of the very critical components for any organizational performance. Leadership is simply“ the art of influencing people so that they will strive willingly towards the achievement of goals” Igbaekemen, (2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization Alghazo and Al-Anazi, (2016). Hurduzue (2015) proclaimed that effectively leadership style could promote excellence in the development of the members of the organization. According to Skoogh (2014), it is safe to say that leadership has played an important role since the dawn of history of mankind. Lack of sustainable leadership style, especially when it is accompanied by non-merit based appointment of management, is probably the worst case scenario for any organization.

When leadership is assigned based on non-merit based criteria, acceptance of the leadership put into question, sound leadership will be at stake, employee participation will be hindered and as a result performance of the overall organization will be negatively affected Skoogh (2014).Such appointments with inappropriate leadership style widen the communication gap among top, middle and lower level management and other employees as a whole. In addition, it might lead some new initiatives to be neglected or might be abandoned altogether. Non-merit based leadership appointment and the absence of

articulate leadership style have affected the performance of Addis Ababa Police Commission.

Some argue that the leader should not be expected to attain higher standards of excellence in an environment where there are no standards in the first place. However strong this argument might be, it is also an often observed fact that many are not meant to assume leadership positions and therefore should not be expected to produce any substantive, above-average results. In other words, not only is the lack of articulate leadership principles but also the very capacity of the individual managers assuming leadership positions that are often causing damage instead of contributing to the achievement of organizational objectives.

How fit are our leaders to take up such responsibilities with huge ramifications? As Bakani pointed out, a leader's own actions should influence his/her followers' behaviour and action. Bakani, (2016). Then it is hoped that the actions of the former will not have a negative effect on the latter, which could be to disengage followers and make them look for other opportunities. It may turn out to be a bit startling to ask a senior management member of an organization what his/her leadership style is only to find out that the answer is somewhat incoherent, or that the answer lies in bits and pieces of practices and habits or just vague generalizations. At worst, we might realize that the concept is not familiar to the person in the first place. One should not be surprised if a manager wonders whether leadership has any style to begin with.

How seriously organizations consider their leadership style, what it should be built up on, its core principles, embodiments, the overall internalization practice and the day-to-day exercise of the values they pledge to uphold largely seem to be vaguely understood, not

clearly outlined or often feebly embraced, if at all, by members of the team. No doubt the subject assumes an amorphous form as it mingles with individual skills, training and attitudes which complicate any effort to generate a uniform trait among a team.

Theorists define leadership as "a process of dealings between leaders and assistants where a leader tries to sway the behaviour of his or her subordinates to achieve company goals" Lo et al., (2010). As John W. Gardner explains in the introductory part of his book On Leadership, he warns that leadership is a piece of a bigger challenge in the accomplishment of group purpose and that effective leaders should have the qualities to enhance motivation and confidence. He further emphasizes that when these qualities are diminished, leaders will have a hard time leading Gardner, (1990).

Amburgey (2005) argues that understanding of the association among job satisfaction, employee organizational commitment, organizational culture and leadership is important because it assists in creating an efficient and motivated workforce and allows for an organization to achieve better overall goals and objectives.

The absence of any specific leadership style or a situation where individual leaders are at liberty to act as they think and feel right in dealing with people issues is an area where bias and dissimilarity overshadow fairness and uniformity. According to Bakani, (2016) efforts by individual managers at making their personal impressions as leaders only create unintended affection or dislike to the person, and then to the organization. This in turn further creates a disintegrated approach to leadership. In such an environment, we can imagine how communication and influence assume a variety of forms, further creating not group cohesiveness but confusion. In all probability, lack of a fairly uniform approach to leadership can cause bias and unfairness or at least the impression that they

exist; and this is where, among others, retention suffers from and, conversely, where turnover feeds on. In order for an organization to convincingly claim that its work climate is conducive enough for better organizational performance, it needs to have, among other things, a sound, consistent and established leadership style that governs the actions and behaviours of its leaders. Lo. A (2010)

1.2 Statement of the Problem

This research was focus on whether there is an effect on the organizational performance caused by the leadership style of the leaders in that specific work environment. The researcher also found out that no study carried out on the effect of leadership style on the organizational performance in the Addis Ababa Police commission. Since some of the main factors that affects organizational performance is the leadership styles of their leaders Seashor, (2009). The organizational culture, norms and success factors are largely defined, influenced and implemented by the leadership of the organization. The image of Addis Ababa Police Commission by the residents of the city and beyond is very distorted and it should strive to improve its image. Building the image of the Commission requires maintaining sustainable leadership principles that stand the test of time and winning back the trust of the society and its organizational performance. The leadership of the Commission that was supposed to take the organization to greater heights of excellence often found itself working the reverse.

According to the organization report and plan (2009), (2010) theobvious problems within the Addis Ababa Police Commission are that there is lack of clear leadership, no democratic relationships between leaders and subordinate. In fact, it looks leaders are usually authoritarian in their leadership style. They dictate the tone and have the

administration of the organization centred on them. The need for subordinate and other staff members, as deemed appropriate, in decision making is very important for the performance of the organization and for the entire staff. Another problem affecting leadership style in Addis Ababa police is the competence of the leaders that are appointed at senior leadership positions. In most cases, their appointments lack merit and it is based on factors not related to competence. Therefore the organization ends up in having non competent leaders who lack the abilities or capacities to use the appropriate leadership style to lead the members to attain set goals or objectives.

Unless the appointment of the leadership in Addis Ababa Police Commission is evaluated against a set of leadership principles that it wants to pursue as an organization and encouraged and exercised to ensure that he/she is willing to cherish these values and uphold them during his/her tenure and ensure that these values are acculturated to be lived by in the times ahead the organization will remain stagnant and incompetent to deal with the ever increasing complexity of crimes and malfunctions. Moreover, there should also be a mechanism and a genuine leadership commitment to demonstrate the desired traits in leaders' walk of life as leaders. They need to champion the principles unwaveringly so as to establish a strong organizational culture that does not wobble when the winds get stronger. Unless the Commission addresses these critical leadership challenges in a seasoned and credible manner, no doubt it would miss the opportunity to fix the problems in time and find itself in serious problems.Therefore the following basic research questions shall be answered in the research.

1.3 Research Questions

1. What is the type of leadership style practiced in Addis Ababa Police Commission?
2. What is the level of organizational performance in Addis Ababa Police Commission?
3. What is the relationship between leadership style and organizational performance?
4. To what extent leadership styles affected organizational performance?

1.4 Research Objectives

1.4.1 General Objective

The main objective of the study is to investigate the effects of leadership style on organizational performance the case of Addis Ababa Police Commission.

1.4.2 Specific Objective

1. To assess the type of leadership style practiced at the Addis Ababa police Commission.
2. To assess the levels of organizational performance at Addis Ababa Police Commission.
3. To examine the relationship between leadership style and organizational performance.
4. To examine the effects of leadership styles on organizational performance.

1.5 HYPOTHESIS

A hypothesis testing is used to explore a problem using several hypotheses Sekaran, U (2000).Shalini,p(2001) as cited by Sarantakos, (1993) a hypothesis can be defined as a

tentative explanation of the research problem, a possible outcome of the research, or an educated guess about the research outcome." Sarantakos,(1993).Using the research questions above, the following hypotheses were tested.

H1 = There is significant relationship between Autocratic leadership style and organizational performance.

H1 = There is significant relationship between Democratic leadership style and organizational performance.

H1 = There is significant relationship between Laissez-faire leadership style and organizational performance.

1.6 Significance of the Study

In a time when the Addis Ababa Police Commission seemingly struggles with the absence of solid leadership style and with it the need to establish a strong leadership culture with sound leadership style that comply with the national level reform agenda, the significance of digging for meaning and coherence in its leadership practice cannot be insignificant.

More importantly, the study will throw light and provide some understanding of what has been done, what should be done and how to enhance a more forward-looking and trustworthy leadership; which in turn would be of significant importance to:

The Senior Leadership Team: The study is the first of its kind in the Addis Ababa Police Commission and will highlight present position of leaders of the Commission in that it gives them a chance to look back and review how their actual presence as leaders

is being viewed by their followers. This enables them to assess their habits, behaviours and actions in their daily management routines, planning process, and execution and follow up methods. It helps them come to grip with reality and make important amends that will serve both the present and the future of the organization.

Staff members of the Addis Ababa Police Commission: It would be an interesting juncture to get the real sense of those serving the Commission as to how they view their leaders. Hearing from the members of Commission, whether their leaders' leadership style excel organizational performance or the reverse would be a revealing statement.

Other Region Police Commissions: The Addis Ababa Police Commission is a model for most of regional police commissions. It would have a multiplier effect if the Addis Ababa Police Commission stands on solid grounds in terms of its leadership and performance the probability of other regional police commissions to follow suit will be very high.

Future Researchers: However moderate it might be, it is hoped that the study will contributes to the body of knowledge in leadership styles as practiced in similar organizations and this will help future researchers.

1.7 Scope of the Study

Conceptual scope*:* the study is intended to evaluate the type of Leadership styles practiced in related to Organizational Performance in the Addis Ababa Police Commission and whether or not their prevalence impacts organizational performance either positively or negatively.

Time Scope*:* the study is intended to cover views of current Military leaders and staff members of the Addis Ababa Police Commission.

Geographical Scope*:* the population is composed of Addis Ababa Police Commission head office andten sub cities Police Departments namely KolfeKeraniyo, Ledeta, Yeka, nefaselekLafto, Kirkose, Bole, Gulele, Arada, Akaki and Addis Ketema police Departments.

Methodological Scope:the study followedboth quantitative and quantitative research approach.

1.8 Limitations of the Study

The study is limited to the impact of leadership styles of the Addis Ababa Police Commission on organizational performance and as such does not study other factors that could impact performance. Furthermore, the fact that the study is aimed at conducting an evaluation of the impact of leadership styles on organizational performance might not be fully welcomed by all since it may create unintended alarm among some management members. Lastly, time and financial constraints would be a factor in limiting sample size to a manageable level since the Commission has about more than 19,000 staff spread across the 10 sub cities police Department of Addis Ababa.

1.9 Definition of Key Terms

Terms: Leadership, Leadership Styles, Organizational Performance

1.9.1 Leadership:- is a process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followersGardner, (1990).

1.9.2.Leadership Styles:-Leadership style is the manner of providing direction, implementing strategies and motivating individuals towards the attainment of the desired objectives (Khan and Nawaz, 2016).

1.9.3. Organizational Performance:-An analysis of a company's performance as compared togoals and objectives Business Dictionary, (2018).

1.9.3.1Assumption:-Aggregation of employee performance is equivalent to organizational performance.

1.10Organization of the Study

This study is organized in five chapters. Chapter one includes Introduction, Background of the Study, Statement of the Problem, Research Questions and Hypothesis, Objective of the Study with General Objective and Specific Objectives, Significance of the Study, Scope, Limitation and Definition of Key Terms.

Chapter two reviews related literature. The literature review is organized in thematic areas that discuss the various leadership styles, its relation with organizational culture in general and organizational performance in particular as it transpires in the Addis Ababa Police Commission. Empirical and theoretical reviews are also conducted thereby forming a conceptual framework.

Chapter three discusses research methodology, methods of data collection, sampling techniques, sample size, methods of data analysis, reliability and validity of the instrument and also ethical considerations.

Chapter four data analysis, interpretation and discussion of the findings are presented.

Finally, chapter five summarizes the findings and state the conclusions and forward recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

The chapter discusses the problem under study through theoretical, empirical and conceptual aspects. It highlights the concept of leadership, Types of leadership styles, impact of leadership and relation and interaction to Organizational performance. Based on theoretical and empirical literature review and with the help of the analysis of the data the study compiles, it is the intention of this study to forward recommendations for Addis Ababa Police Commission to consider.

2.1 Theoretical review

2.1.1Concept of Leadership Styles

Leadership style refers to a leader's behaviour and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders Iqbal et al. (2015). A leadership style can be described as the specific way in which a manager choses to influence others. This gives us a clue that styles might be altered depending on the specific situation and culture the leader is operating in. It is understood that power is a given in leadership.

Bernard Burns discusses how Kurt Lewin conducted a study in 1939 and found out that the most common leadership styles fell into three categories: authoritarian, participative or democratic and delegativeKurt Lewin as cited by Burns, (2004). According to Burns, Lewin maintained that effective leaders tend to use all three while emphasizing one particular style; on the other hand, ineffective leaders rely on one style exclusively, ultimately denying themselves and their followers the opportunity to exploit the benefits in the other styles.

It is, however, important for leaders to match different situations with the right leadership approach. A particular style may be found to be the most comfortable but it is appropriate to switch styles as required. The level of trust between employees and the leader, stress levels and levels of employee training and mutual trust and respect between the leader and employees often dictate which style to follow. In fact, leadership styles have evolved through the decades to embrace novel concepts like servant, transformational and transactional leadership styles Lynch, (2016).

2.1.2Concept Organizational Performance

Organization performance is the efficiency that is derived by an organization in terms of delivery of service i.e. customer satisfaction, efficiency, improvement of work flows and procedures Porter, (2003). Organizational performance does not only mean to define problem but it also for solution of problem Hefferman and Flood (2000). Daft (2000) said that organizational performance is the organization's capability to accomplish its goals effectively and efficiently using resources. Richardo (2001) said that achieving organizational goals and objectives is known as organizational performance.

The concept of organizational performance or effectiveness holds a central position in the management of private and public organizations as well as in the field of organizational research Morin and Audebrand (2014). Lewin and Minton (1986) as cited in Morin and Audebrand (2014) over the last decades, concerns for efficiency, productivityand excellence and total quality have become increasingly widespread in Western organizations. These concerns are often motivated by the perception of threats to the durability of the organization. They also seem to be justified by the ever-greater international competition for market shares and resources Maltzet al, (2003).

Teams are very crucial for organizational performance and strong teams are the results of leaders. Strong leaders create strong team. Al-Malki and Juan (2018) argue that leaders are very important for creating effective and efficient teams. The reason is that leaders play a vital role in formulating collective norms, assisting the team members to face and resolve the challenges arisen in the team environment.

As Saasongu (2015) cited Glantz (2002) and articulated that leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, he emphasizes the need for a manager to find his leadership style.

Although leaders are responsible for the proper task and job allocation, different leadership styles have several approaches how tasks are being allocated. Leaders are claimed to have a positive impact on efficiency of the organization by influencing the team members. Particularly, leaders considerably influence its followers in the organization. Therefore, it is important to understand the nature of leadership styles such as transactional and transformational to assess their impact on resolving different organizational problems Al-Malki and Juan (2018).

2.1.3 Types of Leadership Styles

Research has identified a variety of leadership styles based on the number of followers. The most appropriate leadership style depends on the function of the leader, the followers and the situation. Some leaders cannot work comfortably with a high degree of followers' participation in decision making. Some employers lack the ability or the desire to assume responsibility. Furthermore, the specific situation helps determine the most effective style of interactions. Sometimes leaders must handle problems that require immediate

solutions without consulting followers. By reviewing different literature the researcher identified threetypes of leadership styles.

Autocratic Leadership Style

Autocratic leadership style is centred on the boss. In this leadership the leader holds all authority and responsibility. In this leadership, leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment does normally have little or no flexibility. In this kind of leadership, guidelines, procedures and policies are all natural additions of an autocratic leader. Statistically, there are very few situations that can actually support autocratic leadership Igbaekemen and Odivwri, (2015).

Authoritarian leaders, also referred to as autocratic leaders, are characterized as domineering. Authoritarian leaders make policies and decide appropriate division of labour from afar. They tend to be distant and aloof from their group. Authoritarian leadership is gained through punishment, threat, demands, orders, rules, and regulations. The functions of authoritarian leadership include unilateral rule-making, task-assignment, and problem solving while the roles of authoritarian followers include adhering to the leader's instructions without question or comment. Authoritarian leadership is appropriate in settings with a constant stream of new employees, limited decision-making time or resources, and the need for large-scale coordination with other groups and organizations. Authoritarian leadership is not suited to environments in which members desire to share their opinions and participate in decision-making processes. Critics of authoritarian

leadership argue that the leadership style leads to high member dissatisfaction, turn-over, and absenteeism Gastil, (1994).

Democratic Leadership Style

In this leadership style, subordinates are involved inmaking decisions. Unlike autocratic, this headship is centred on subordinates' contributions. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects. The most unique feature of this leadership is that communication is active upward and downward. With respect to statistics, democratic leadership is one of the most preferred leadership, and it entails the following: fairness, competence, creativity, courage, intelligence and honesty Igbaekemen and Odivwri, (2015).

Democratic leaders are characterized by collective decision-making, camaraderie, active member or follower involvement, fair praise, and restrained criticism; they facilitate collective decision-making. Democratic leaders offer their followers choices and support. Democratic leadership, also referred to as participative leadership, reflects democratic principles and processes including inclusiveness, self-determination, and equal participation. That said, democratic leaders should not be confused with those who hold elected positions of power. Democratic leaders often lack formal position and power.

Democratic leadership gains its authority through accountability, active participation, cooperation, and delegation of tasks and responsibilities. The functions of democratic leadership include distributing responsibility within the group or organization, empowering members, and facilitating group deliberations. The roles of democratic

followers include willingness to take personal responsibility for the group or organization, willingness to be held accountable for their actions and decisions, willingness to maintain their group's autonomy and freedom, willingness to take on the role of leader as needed or appropriate, and willingness to work with their leaders.

Democratic leadership is appropriate in particular settings such as an international association, a democratic nation, a worker-owner corporation, a public university, a close-knit neighbourhood, or a cooperative social group or organization. Democratic leadership is not useful or required in groups and organizations with clearly defined and unchanging guidelines, roles, and practices.

Ultimately, the role of a democratic leader is ideally shared in a group or organization. Democratic leadership is distributed and changing. Within a democratic leadership climate or environment, there will be multiple leaders and every member will be a leader at some point during their membership in the group Gastil, (1994).

Laissez-faire Leadership Style

Laissez-faire leadership gives authority to employees.Departments or subordinates are allowed to work as they choose with minimal or no interference Igbaekemen and Odivwri, (2015).

Laissez-faire leaders are characterized as uninvolved with their followers and members; in fact, laissez-faire leadership is an absence of leadership style. Leaders of this style make no policies or group-related decisions. Instead, group members are responsible for all goals, decisions, and problem solving. Laissez-faire leaders have very little to no authority within their group organization.

The functions of laissez-faire leadership include trusting their members or followers to make appropriate decisions and bringing in highly trained and reliable members into the group or organization. The roles of laissez-faire followers include self-monitoring, problem solving, and producing successful end products. Laissez-faire leaders are most successful in environments with highly trained and self-directed followers.

Laissez-faire leadership is appropriate in particular settings such as science laboratories or established companies with long-term employees. Laissez-faire leadership is not suited to environments in which the members require feedback, direction, oversight, flexibility, or praise Gastil, (1994).

A leadership style depends on the situation of the company like nature of the task, the culture, objectives, availability of recourses and also the general environment. Different combinations of leadership styles are appropriate depending on factors such as skill and experience, locus of control, task structure and team dynamics McShane and et al (2009).

Now on Autocratic, Democratic and Laissez-faire leadership styles are taken for this study and an effort will be made to see if one particular style is being practiced in Addis Ababa Police Commission.

2.1.4Leadership Theories

Organizational theories are often prescriptive by nature and they are often developed and used to solve actual problems. The following section highlights excerpts from Journal of Resources Development and Managementwhere he describes the various leadership theories with corresponding features so that the leadership styles to be explored in the study shall be reviewed with a relative clarity:

Great-man Theory

The effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that "universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here". Carlyle claimed in his "great man theory" that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man Dobbins and Platz, (1986).

He proposed that the eventful man remained complex in a historic situation, but did not really determine its course. On the other hand, he maintained that the actions of the event-making man influenced the course of events, which could have been much different, had he not been involved in the process. The event making man's role based on "the consequences of outstanding capacities of intelligence, will and character rather than the actions of distinction". However, subsequent events unfolded that this concept of leadership was morally flawed, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory.

These great men became irrelevant and consequently growth of the organizations, stifled MacGregor, (2003)."The passing years have given the coup de grace to another force the great man who with brilliance and farsightedness could preside with dictatorial powers as the head of a growing organization but in the process retarded democratization".

Leadership theory then progressed from dogma that leaders are born or are destined by nature to be in their role at a particular time to a reflection of certain traits that envisage a potential for leadership.

Trait Theory

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership EkvallandArvonen(1991).

Max Weber termed charisma as "the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers". This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research that maintained that only minor variances exist between followers and leaders Burns, (2003).The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory, as an inaccessible component, falling into disfavor. In the late 1940s, scholars studied the traits of military and non-military leaders respectively and exposed the significance of certain traits developing at certain times.

Contingency (situational) Theories

The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation

of the followers or a number of other variables. “According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation”.

In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories ofcontingency are a category of behavioural theory that challenges that there is no one finest way ofleading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others Greenleaf, (1977).

Contingency theorists assumed that the leader was the focus of leader-subordinate relationship;situational theorists opined that the subordinates played a pivotal role in defining the relationship. Though, the situational leadership stays to emphasis mostly upon the leader, it creates the significance of the focus into group dynamic.

The theory of situational leadership proposes that style of leadership should be accorded with the maturity of the subordinatesBass, (1997).“The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationshiporiented”.

Style and Behaviour Theory

The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented.Like one that does not fit all heads, similarly one style cannot be effective in all situations. Yukl (1989)introduced three different leadership styles.

The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent track-record, in the past.

Feidler and House (1994)identified two additional leadership styles focusing effectiveness of the leadership. These researchers opined that consideration (concern for people and relationship behaviors) and commencing structure (concern for production and task behaviors) were very vital variables. The consideration is referred to the amount of confidence and rapport, a leader engenders in his subordinates. Whereas, initiating structure, on the other hand, reflects the extent, to which the leader structures, directs and defines his/her own and the subordinates‟ roles as they have the participatory role toward organizational performance, profit and accomplishment of the mission.

Different researchers proposed that three types of leaders, they were; autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision. “He further assumed that all leaders could fit into one of these three categories”.

Process Leadership Theory

Additional leadership theories with a process focus include servant leadership, leaming organizations, principal centered leadership and charismatic leadership, with others emerging every year. Greenleaf introduced servant leadership in the early 1970s. A

resurgence of the discussion of servant leadership was noted in the early 1990s. Servant leaders were encouraged to be focused to the anxieties of the followers and the leader should sympathize with them take-care of and nurture them. The leadership was imparted on a person who was by nature a servant. "The servant leader focuses on the needs of the follower and helps them to become more autonomous freer and knowledgeable". The servant leader is also more concerned with the "have-nots" and recognizes them as equal Greenleaf, (1996).

The leaders in leading organizations are to be the steward (servant) of the vision of the organization and not a servant of the people within the organization. Leaders in learning organizations clarify and nurture the vision and consider it to be greater than one-self. The leader aligns themselves or their vision with others in the organization or community at large. These process leadership theories and others that have emerged often suggest that the work of leadersis to contribute to the well-being of others with a focus on some form of social responsibility. There appears to be a clear evolution in the study of leadership.

Leadership theory has moved from birth traits and rights, to acquired traits and styles, to situational and relationship types of leadership, to the function of groups and group processes and, currently, to the interaction of the group members with an emphasis on personal and organizational function of groups and group processes and, currently, to the interaction of the group members with an emphasis on personal and organizational moral improvements Yammarino, (1999).

Transactional Theory

The leadership theories, by the late 1970s and early 1980s, activated to diverge from the specific perspectives of the leader, leadership context and the follower and toward

practices that concentrated further on the exchanges between the followers and leaders. The transactional leadership was described as that in which leader-follower associations were grounded upon a series of agreements between followers and leaders House and Shamir, (1993).The transactional theory was "based on reciprocity where leaders not only influence followers but are under their influence as well". Some studies revealed that transactional leadership show a discrepancy with regard to the level of leaders‟ action and the nature of the relations with the followers.

Bass and Avolio (1994)observed transactional leadership "as a type of contingent-reward leadership that had active and positive exchange between leaders and followers whereby followers were rewarded or recognized for accomplishing agreed upon objectives". From the leader, these rewards might implicate gratitude for merit increases, bonuses and work achievement. For good work, positive support could be exchanged, merit pay for promotions, increased performance and cooperation for collegiality. The leaders could instead focus on errors, avoid responses and delay decisions. This attitude is stated as the "management-by-exception" and could be categorized as passive or active transactions. The difference between these two types of transactions is predicated on the timing of the leaders‟ involvement. In the active form, the leader continuously monitors performance and attempts to intervene proactively Avolio and Bass, (1997).

Transformational Theory

Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. The transformational leaders raise the motivation and morality of both the follower and the

leader House and Shamir, (1993).It is considered that the transformational leaders "engage in interactions with followers based on common values, beliefs and goals". This impacts the performance leading to the attainment of goal.

As per Bass, transformational leader, "attempts to induce followers to reorder their needs by transcending self-interests and strive for higher order needs". This theory conform the Maslow (1954)higher order needs theory. Transformational leadership is a course that changes and approach targets on beliefs, values and attitudes that enlighten leaders‟ practices and the capacity to lead change.

The literature suggests that followers and leaders set aside personal interests for the benefit of the group. The leader is then asked to focus on followers' needs and input in order to transform everyone into a leader by empowering and motivating them House andAditya, (1997).Emphasis from the previously defined leadership theories, the ethical extents of leadership further differentiates the transformational leadership.

The transformational leaders are considered by their capability to identify the need for change, gain the agreement and commitment of others, create a vision that guides change and embed the change MacGregor (2003).These types of leaders treat subordinates individually and pursue to develop their consciousness, morals and skills by providing significance to their work and challenge. These leaders produce an appearance of convincing and encouraged vision of the future. They are "visionary leaders who seek to appeal to their followers‟ better nature and move them toward higher and more universal needs and purposes" MacGregor, (2003).

2.1.5Impact of Leadership on Organizational Performance

We now know that leadership is the process by which a person exerts influence over others and inspires, motivates and directs their activities to achieve group or organizational goals, whatever leadership styles utilized. There are arguments as to the impact of leadership on various organizational elements and whether leadership has more impact in some areas more than in others. Nahavandi summarized these arguments between those who refuse to accept the impact of leadership (those who claim that leadership is insignificant and instead outside environmental factors, internal structure and strategy affect more than leadership does and leadership accounts for only 7-15% of financial performance), and those who believe that leadership has an impact on organizational elements (arguing that it is one of the many important factors, it is a key in providing vision and direction; and it accounts for 44% of a firm's profitability). This latter group further claims that leadership is critical in orchestrating change; its impact is moderated by other situational factors Nahavandi, (2003).

In general, there are two extreme views on the importance of leadership on organizational performance–symbolic and omnipotent. Symbolic view maintains that group and situational factors have the greatest influence on organizational performance and leaders have minimal influence; while the omnipotent view suggests that leaders have complete control over organizational performance. However, successive researches suggest that the true influence of the leader is somewhere between the two extremes, proving the fact that the role of leadership cannot be written off as irrelevant Patterson, (2010).

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods

to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities Xu and Wang, (2008).Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment Harris, et al., (2007).

2.2Empirical Review

Before we turn to an overview of the empirical evidence for the link between leadership and performance, we first address the fundamental conceptual debate whether or not leadership potentially can have a significant impact on performance. In the literature there are two schools of thought: the 'constraints school' and the 'leadership school' Pettigrew, (2013). Wasserman et al, (2001) On the one hand, there are scholars who advocate that leaders can only have a very limited impact on performance as a result of contextual constraints, either internal or external to the organization Knies, E et al, (2016).

An article by Al-Malki and Juan (2018) cited Richard Hackman who studied the behaviour of teams for more than 40 years and he is considered as pioneer in the study of team effectiveness. The outcomes of his research reveal some significant insights which can be of valuable importance for leaders pursuing team/organizational performance: he discovered that success of the team and its effectiveness is not only dependent on the personality of team members. Instead, "enabling conditions" is found to be of critical importance for the effectiveness of teams. These conditions that were identified by Hackman represent compelling direction, strong structure, and supportive context. Leaders provide compelling directions to subordinates. That is to say; leaders should be able to energize, motivate and direct towards the way that resembles the success of the

organization. The main idea behind the second condition, strong structure, is to prevent distractive behaviour. It is critical for the leader to establish set of norms that prevent distractive dynamics within the team. The nature of supportive context ranges from providing reward system for team members, providing up to date information systems that allow them to obtain relevant data necessary for the accomplishment of the daily tasks. These are critical roles of a leader to bring team or organizational performance and the likelihood of having these enablers highly dependent on leadership styles.

If the role of leaders is to form an environment that will create favourable condition to employees to perform better and influence their decision to remain committed with the organization even in the face of alluring opportunities elsewhere, the leadership style no doubt plays a vital role. Leadership is a factor that binds a group together in their quest to achieve a common goal.

Bass et al (2003) as cited by Khan and Nawaz (2016) explained that to enhance the performance of an employee, his/her dependence upon the leadership, which is operative, has a definite status. In the same phenomenon, the central role of the leadership along with his credibility becomes most prominent Khan and Nawaz, (2016).

Rohitandet al (1996) extensively documented that, due to factors such as national and organizational cultures, strategic orientations, and management styles, there are significant differences between organizations operating in different countries. Less clear, however, is whether there are significant differences in the factors that drive performance in the most successful firms, regardless of country.

The conclusion by the researcher stated in unambiguous terms that leadership styles clearly influence organizational performance and that there is a diametric relationship amongst leadership styles and the organizational performance in that when the style is felt to be unfavourable by the workforce decreases motivation and as a result overall organizational performance. A research made by Igbaekemen and Odivwri from Nigeria Police Academy on Impact of Leadership Style on Organizational Performance concluded that democratic or participative leadership is the best of all leadership styles because of the benefits that will be derived from it by the employees amid the overall result to the organization as a whole. Furthermore when there is good leadership there will be corporate behaviour by the employee, targets will be met and ultimately there will be satisfaction on the part of the employee and employers Igbaekemen and Odivwri, (2015).

Empirical reviews give strong evidences as to how leadership styles affect organizational performance. As cited by Nongo (2015), Benkhof investigated the relationship between leadership and organizational performance using correlation analysis. He measured performance by sales targets and profit figures and it was found that leadership was significantly related to the financial success of bank branches.

Khajeh (2018) investigate the relationship between democratic leadership, transformational leadership and autocratic leadership style have a positive relationship with the organizational performance with ($r = 0.156, 0.265, 0.064$; $P<0.001$) respectively. This indicates that these three styles of leadership induce the employees to perform better and as per the level of expectations. These leadership styles must be promoted in the organizations.

Nongo (2015) conducted a research on the effect of leadership styles on organizational performance in three selected small scale enterprises. The analysis has shown that charisma trait of transformational leadership style exerts positive but insignificant effect on employee performance. On the other hand, each trait of transactional leadership style considered in the study has significant positive effect on employees' performance. And the study concludes that transactional leadership is more appropriate in inducing performance in small scale enterprises than transformational leadership style. So much for theoretical and empirical research as related to leadership styles and their role indicated that they decide to induce organizational performance or otherwise.

Bhargavi and Yaseen (2016) there is an obvious link between leadership and the organizational performance. Organizations should work hard to select and hire the right people with the acceptable levels of leadership and place them in the right places that reflect their performance. Also, at the same time, the organization should enhance their leaders with capabilities, values and competencies. The result shows that there is a positive relationship between the leadership styles and the organizational performance because the reliability statistic which was given by the SPSS was 0.522.

Ukaidi (2016) as cited byInyang (2004) the leadership style scale developed by Simon Oates (2011) was adopted and 84 usable response obtained. It is evident that democratic leadership style contributed significantly to organizational performance, than the autocratic and laissez faire style. This is because democratic leadership shares decision making with the group. Criticism and praise are objectively given. A feeling of responsibility is developed within the group.

2.3Conceptual Framework

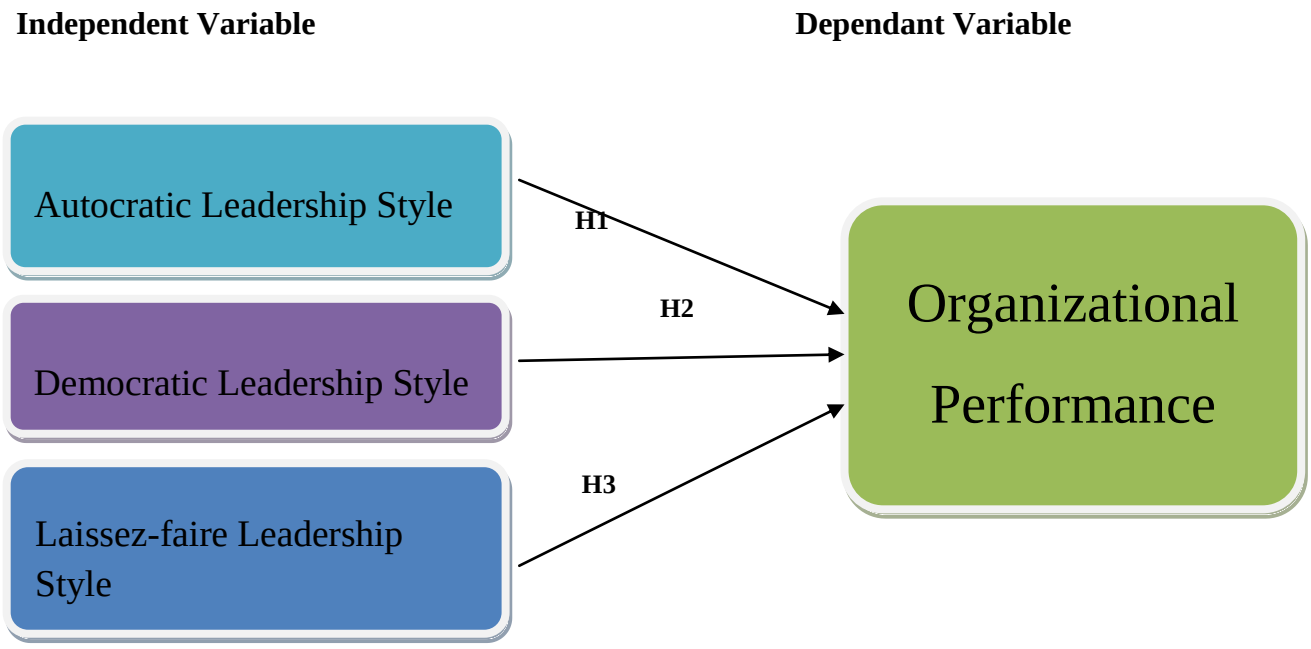
As discussed in the reviews, there is substantial empirical research that supports the argument that leadership plays a crucial role in influencing organizational performanceXuand Wang, (2008). However, there does not seem to be a clear research-based insight into a situation where leadership styles are not properly outlined and implemented or where there does not seem to be a coherent and specific leadership style to begin with; which could mean exercising a variety of styles by different leaders. It must be emphasized here that the Addis Ababa Police Commission didn't stated for leaders to exercise anyone of the styles as they find it fit is a critical aspect of the Commission that cries for attention. It is therefore logical to assume that all sorts of leadership styles have been practiced without any specific and coherent style being upheld and referred to; with the potential risk of actually affecting organizational performance.

In other words, it is the assumption of this research that the Addis Ababa Police Commission has not been practicing one specific leadership style in the past, let alone one that is the most preferred in contemporary business climate.The research gap therefore is the absence of any prior study where leaders in the Commission are left to randomly exercise anyone of the leadership styles without sticking to one specific style as a matter of leadership philosophy and the focus of this research would be to see the effect such an environment would have on organizational performance.

The research would try to explore the types of styles that used to be practiced and how performance was affected by them by taking up the main traits each style assumes and

measuring them against organizational performance. The conceptual framework for the study is presented below:

Figure3.1: Conceptual Framework for the Study



Sources: Literature Review

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter outlines the overall methodology that was used in the study. It begins by describing area of the Organization; followed bythe research design, the research approach, target population and techniques of sample size determination,type and sources of data, data collection procedures, the research methods and ways of data analysis and presentation that was adopted in the course of the research.

3.1 Description of the Organization Area

In 1913, during the reign of EmperorMinilik II, the Ethiopian police was founded for the first time in our history. The police force was known as ‘’ YeketemaZebegna” or the City’s Guard.Just before the invasion of our country by Italy in 1963, City (Arada) “Zebegna”(Guard) was founded to keep the security of the capital and this establishment was well organized and suitable for the needs of the time. After the end of the invasion, all government structures were abolished and new ones instituted by Emperor Haile Silassie by royal decree No. 6/1934. A modern police establishment was newly founded. The police force was governed by British citizens, according to the book by Brigadier General MogesBeyene entitled “PolicenaGize” (Police at Different Times) published in 1972.

After the downfall of the monarchic government in 1974, the military junta-the Dergu-that came to power enacted proclamation no. 10/1974 to provide for the nation’s security and protection; however, no provision was incorporated therein regarding organizational matters of the police. No separate proclamation of the police establishment was enacted until the downfall of Dergue in 1991.

After the downfall of Dergue, it was found necessary to re-establish the police institution for better organizational capabilities. In so doing, the police force has become in better shape to discharge its duties of enforcing the constitution of the federal Democratic Republic of Ethiopia and laws issued based upon that constitution; the police establishment is also better suited to contribute its share to the nationwide activities of development of a democratic system, to maintain peace and to expedite development. The current police establishment, the Federal Police Commission, was founded pursuant to proclamation no. 720/2004 based on the principles of non-partisanship, impartial service to the society, commitment to policing ethics, competence and quality of service.

Addis Ababa Police Commission was established by Counsel of Ministers by Regulation number 96/2003. The Commission has four directorates, seven support departments, two main departments and including the ten sub cities Police department it has fourteen divisions.

3.2 Type of Research Design and Approach

3.2.1 Research Design

The study applied descriptive and explanatory research designs. According to Cresswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus is to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population Lee and Ling, (2008).

3.2.2Research Approach

In this study the approach of the researches was quantitative and qualitative approaches. The reason for quantitative approach is that, the research questions deal with issues that require both deep understanding as well as facts on the study populationsaunders, (2009). The approach is also useful to overcome any kind of data inadequacy.

3.3 Sampling Design

3.3.1 Target population

'Population'a collective term used to describe the total quantity of cases of the type which are the subject of the study. It can consist of objects, people and even events Walliman, (2011). Since population constitutes the totality of units about which the research intends to study, the population for the study comprises all the 19,491 military Leaders and staffs of Addis Ababa Police Commission working in the Head Quarter and in its ten sub cities Police Department of Addis Ababa.

3.3.2 Sampling Technique

A stratified random sampling technique was used in order to obtain representatives from each group. Accordingly, the population was stratified by sub groups. Participants from each stratum were then selected randomly. A stratified random sample ensures that all parts of the population are represented in the sample in order to increase the efficiency of the study. Besides, it is helpful for administrative convenience and may produce gain in precision of estimates of the characteristics of the whole population (Kothari, 2004).

3.3.3 Sample size and determination

According to the data available the total number of employee at AAPC are 19,495 employees including all level Senior Leadership Team,Middle Level Leadership,Junior Leadership and Staff.

The researcher used Yemane's formula (1967), in order to determine the sample size of the population. This formula is reliable to 95% and has only 5% deviation factor.

Using the formula: - $n = \frac{N}{1+N(e)2}$ $n = \frac{19,,495}{1+19,495(0.05)2} = 392$

Wheren = the sample size

N = size of population

e = thelevel of precision (e = 0.05)

Source: Yemane's (1967)

Accordingly, the number of sample items from the total population of 19,495 employees was 392. Thus in order to determine the number of sample items from each stratum.The questionnaires with sample size 392 are distributed according to the following distribution.

Table 3.1Sample Distribution

Stratum by Staff Category	**Staff Size N**	**Sampling FractionI=M(N_i/P)**	**Sample SizeI**
Senior Leadership Team	24	392(24/19,495)	1
Middle Level Leadership	575	392(575/19,495)	12
Junior Leadership	2,235	392(2,235/19,495)	45
Staff	16,661	392(16,661/19,495)	334
Total	**19,495**		**392**

Source: own survey (2019)

Accordingly, the researcher planned to distribute the questionnaire in the following police departments:

No.	Place of sample distribution	No of sample to be distributed
1	Head office of AAPC	62
2	Arada police Department	33
3	Bole police Department	33
4	Yeka police Department	33
5	Ledeta police Department	33
6	Kirkose police Department	33
7	Kolfe police Department	33
8	NefaselekLafto police Department	33
9	Akaki police Department	33
10	Gulele police Department	33
11	Addis Ketema Police Department	33
Total		**392**

Source: AAPC Record

3.4Data Sources and Methods of Collection

3.4.1 Data Sources and types

The researcher used both primary and secondary data in order to get a picture of the present situations regarding the reward practices in AAPC and its effect on Organizational Performance. Accordingly, primary data was collected from the Employees of AAPC by using structured questionnaire. Furthermore, the researcher used secondary data such as relevant journal articles, books and Company profile.

3.4.2 Data Collection Methods

On data collection methods were standard questionnaireswas prepared in English, and translated to Amharic for simple to understanding of the respondents.

3.4.3 Data collection Procedure

The data collection method used in this research was structured and well organized questionnaire. The research instrument that was used to collect primary data was a five-point likert Scale questionnaire which aimed to collect the essential data from respondents.

The questionnaire consists of likert scale and close-ended Question.The questionnaire was divided into four parts Part-1 of the questionnaire consists of demographic profile of the respondents, part-2 of the questionnaire consists of measurements leadership style, part-3 of the questionnaire consists of measurementsof organizational performance and part-4 of the questionnaire consists of improvement of leader.On literature review, both theoretical and empirical, publications by the Addis Ababa Police Commission were collected.

3.5 Validity and Reliability

3.5.1 Validity

Validity is the extent, to which data accurately reflects what they are meant to reflect, i.e., the instrument measures what is supposed to measure. Accordingly, the questionnaire has been developed on the basis of previous studies and review of related literatures and standard questions in order to increase its validity. Besides, the researcher discussed with the advisor about the questionnaires before it was distributed in order to assure the validity of the study.

3.5.2 Reliability

According to Khotari (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire.

One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. According to Pallant (2005), the Cronbach's alpha coefficient of scales should be at least 0.70 and the higher the better. Therefore, as shown on table 3.2below, the results for reliability test of Cronbach's Alpha Coefficients are above 0.7. Therefore, it can be concluded that each variable represents a reliable and valid construct.

Table 3.2 Measurement of reliability Analysis

Variable	No. of Item in the scale	Cronbach's AlphaResult a
Autocratic Leadership Style	6	0.84
Democratic Leadership Style	6	0.78
Laissez-faire Leadership Style	6	0.81
Organizational Performance	10	0.90

Source: own survey (2019)

3.6 Method of Data Analysis

The data collected was analysed through quantitative type of explanatory analysis method. Both descriptive and inferential statistics were applied in the study. Descriptive statistics helped the researcher to summarize and present the data in statistical arrangement. In view of that, statistical techniques such as mean, frequency and standard deviation were used to analyse and describe the data, and also to interpret the results accordingly.

In addition, inferential statistics has been also used in order to allow the researcher to facilitate the identification of important patterns, to identify the possible associations among variables, to evaluate the extent of the effect of leadership style on organizational performance and also to make the data analysis more meaningful and utilized SPSS Version 20 shall be used to encode and analyse the data..

3.7 Ethical Consideration

In this research permission was obtained from all respondent after the necessary explanation about the objective of the study will been given to each of them. Respondents will be treated with dignity and will be informed about the purpose of the questionnaire and interview, and assured of anonymity and confidentiality of the information that they supplied. They also informed verbally as well as in writing that any information obtained through questionnaire and interview will be purely used for academic purpose and will be handled with the highest order of confidentiality and does not affect their life in any way and anytime.

CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter presents and analyses the data collected from the participants. The findings about the relationships and effects of leadership style with organizational performance relevant statistical analysis to answer the research questions will also be presented and analysed.

4.1 Characteristics of Respondents

Table 4.1 Institutions sample size and response rates

No	Name of respondent	Sample Size		Responses	
		Leader	Staff	Leader	Staff
1	Senior Leadership Team	1	-	1	-
2	Middle Level Leadership	12	-	12	-
3	Junior Leadership	45	-	45	-
4	Staff	-	334	227	7
Total		53	334	385	7

Source: own survey (2019)

As summarized in Table 4.1 the sample consisted of participants of this study surveyed from AAPC found in Head office and Ten Sub city police department. Researcher's distributed 53 senior, middle and junior leaders' questionnaires and 334 subordinate or Staff members of the organization questionnaires, whereas 53 leader and 327 subordinate questionnaires were successfully completed and returned with a non-response rate of 2% respectively.

According to Mugenda (2003); Cooper and Schindler (2014), 50% response rate is adequate for analysis, while 60% is good and 70% excellent response rate for analysis. Therefore, the research's response rate of 98% which is excellent to proceed with data analysis.

4.2. Demographic Characteristics of Respondents

There were a total sample of 385, who participated in this study from various departments and positions of Addis Ababa Police Commission within Head quarter and ten Sub city Police Department. Table 4.2presented the summary of the leaders' and staff members' of the organization demographic data results respectively.

Table 4.2 Demographic Characteristics of Respondents

No	Factors	Categories	Frequency	Percentage
1	Gender	Male	256	66.5%
		Female	129	33.5%
		Total	**385**	**100%**
2	Marital Status	Married	215	55.8%
		Single	166	43.1%
		Divorce	4	1.0%
		Total	**385**	**100%**
3	Age Group	18 – 25	64	16.6%
		26 – 30	216	56.1%
		31 – 35	74	19.2%
		36 – 40	30	7.8%
		41-45	1	0.3%
		Total	**385**	**100%**
4	Educational Qualification	Below Diploma	162	42.1%
		Diploma	135	35.1%
		First Degree	85	22.1%
		Second Degree and Above	3	0.8%
		Total	**385**	**100%**
5	Length of Service in AAPC	1 up to 5 Years	83	21.6%
		5 up to 10 Years	147	38.2%
		10+ up to 15 Years	84	21.8%
		15+ up to 20 Years	45	11.7%
		Above 20 Years	26	6.8%
		Total	**385**	**100%**

Source: own survey (2019)

Table 4.2 shows that the majority participants on this study were male (66.5%). This implies that the numbers of female employees in AAPC are lesser than male employees.

Regarding the age group in the organization, the above table 4.2 shows that the majority respondents' age group was between 26 to 30 years old which 56.1% isfollowed bythose 31 to 35 years old which is 19.2%. This implies that most of the staffs are under the age category which commonly identified as young. So that having a group of employees that belong to the most active and energetic age group might help the organization to give better service to community.

In order to determine the marital status in the organization, table 4.2 shows that slightly more than half of the respondents(55.8%) aremarried, 43.1% are single and 1.0% Divorce.

It was also necessary for the study to determine the educational levels of the respondents as it could help to determine the level of understanding of the respondents about the different leadership styles to evaluate their respective effect on perceived organizational performance of the organization. As per the above table almost half of the participants are below Diploma (42.1%), Diploma holders are 35.1%, First degree holders are 22.1% and Second Degree and above are only 0.8%. This implies that the educational background of the respondents has between diploma and below diploma which is 77.2%.

In order to determine the length of service in the organization, 38.2% of the respondents worked from 5+ to 10 years which is followed by 21.8% worked 10+ to 15 years, 21.6% worked 1 up to 5 years respectively. This indicates that most of the employees have well experienced in the Commissions so that they may know well about the Organization and how that leadership style can affect their organizational performance in the Commission.

4.3 The Practice of Leadership Styles in Addis Ababa Police Commission

According to Akmaliah (2009), mean score measurement can be used while interpreting the data. As he further specified, if the mean score is greater than 3.79, it will be considered as high; if it is between 3.40 and 3.79, it will be considered as moderate; and if the mean score is below 3.40, it will be considered as low.

TABLE 4:3 Perceptions on Autocratic Leadership Style

No	Autocratic Leadership Style	Frequency					Mean	SD
		1 SDA	2 D	3 N	4 A	5 SA		
1	My manager believes employees need to be supervised closely, or they are not likely to do their work.	53 **13.7%**	88 **22.8%**	49 **12.7%**	125 **32.4%**	70 **18.1%**	3.18	1.342
2	For my manager it is fair to say that most employees in the general population are lazy.	123 **32%**	131 **34%**	51 **13.2%**	50 **13%**	50 **13%**	2.31	1.258
3	As a rule, my manager believes employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	46 **12%**	59 **15.3%**	78 **20.2%**	129 **33.5%**	73 **19%**	3.32	1.275
4	My manager believes most employees feel insecure about their work and need direction.	59 **15.3%**	82 **21.2%**	99 **25.7%**	111 **28.8%**	34 **8.8%**	2.95	1.2.12
5	My manager believes the leader is the chief judge of the achievements of the members of the group.	19 **5%**	51 **13.2%**	65 **16.8%**	148 **38.4%**	102 **26.4%**	3.68	1.145
6	My manager believes effective leaders give orders and clarify procedures.	26 **6.7%**	29 **7.5%**	74 **19.2%**	172 **44.6%**	84 **21.8%**	3.67	1.103
Over all Autocratic Leadership Style MEAN score							**2.27**	**1.223**

Source: own survey (2019)

As shown below on Table 4.8, the mean score for overall perception of employees towards their Autocratic leadership style is 2.27 SD 1.223. This implies that the Autocratic leadership style practice of Addis Ababa Police Commission is low

TABLE 4:4Perceptions on Democratic Leadership Style

No	Democratic Leadership Style	Frequency					Mean	SD
		1 SDA	2 D	3 N	4 A	5 SA		
1	My manager engages employees to be a part of the decision-making process.	39 **10.1%**	49 **12.7%**	64 **16.6%**	128 **33.2%**	105 **27.2%**	3.55	1.288
2	My manager believes providing guidance without pressure is the key to being a good leader.	37 **9.6%**	25 **6.4%**	54 **14%**	117 **30.3%**	152 **39.4%**	3.84	1.280
3	My manager believes most workers want frequent and supportive communication from their leaders.	42 **10.9%**	61 **15.8%**	89 **23.1%**	132 **34.2%**	61 **15.8%**	3.28	1.223
4	My manager needs to help subordinates accept responsibility for completing their work.	31 **8%**	16 **4.1%**	68 **17.6%**	133 **34.5%**	137 **35.5%**	3.85	1.186
5	My manager believes it is the leader's job to help subordinates find their "passion."	52 **13.5%**	37 **9.6%**	66 **17.1%**	142 **36.8%**	88 **22.8%**	3.46	1.309
6	My manager believes people are basically competent and if given a task will do a good job.	42 **10.9%**	72 **18.7%**	83 **21.5%**	98 **25.4%**	90 **23.3%**	3.32	1.310
Over all Democratic Leadership Style MEAN score							**3.55**	**1.266**

Source: own survey (2019)

As shown below on Table 4.9, the mean score for overall perception of employees towards their Democratic leadership style is 3.55 SD 1.266. This implies that the Democratic leadership style practice of Addis Ababa Police Commission is moderately.

TABLE 4:5Perceptions on Laissez-Fair Leadership style

No	Laissez-fair Leadership Style	Frequency					SUM	SD
		1 SDA	2 D	3 N	4 A	5 SA		
1	In complex situations, my manager let subordinates work problems out on their own.	52 **13.5%**	79 **20.5%**	81 **21%**	118 **30.6%**	55 **14.2%**	3.12	1.270
2	My manager requires staying out of the way of subordinates as they do their work.	49 **12.7%**	81 **21%**	71 **18.4%**	131 **34%**	53 **13.7%**	3.15	1.262
3	As a rule, my manager allows subordinates to appraise their own work.	22 **5.7%**	66 **17.1%**	71 **18.4%**	139 **36.1%**	87 **22.5%**	3.53	1.179
4	My manager gives subordinates complete freedom to solve problems on their own.	35 **9%**	46 **11.9%**	73 **18.9%**	123 **31.9%**	108 **28%**	3.58	1.262
5	My manager believes in most situations, workers prefer little input from the leader.	33 **8.5%**	69 **17.9%**	65 **16.8%**	138 **35.8%**	80 **20.7%**	3.42	1.240
6	In general, for my manager it is best to leave subordinates alone.	77 **20%**	75 **19.4%**	54 **14%**	109 **28.3%**	70 **18.1%**	3.05	1.417
Over all Laissez-fair Leadership Style MEAN score							**3.30**	**1.272**

Source: own survey (2019)

As shown below on Table 4.10, the mean score for overall perception of employees towards their Laissez-fair leadership style is 3.30 SD 1.272. This implies that the Laissez-faire leadership style practice of Addis Ababa Police Commission is low.

4.4 Levels of Organizational Performance in Addis Ababa Police Commission

According to Akmaliah, Z (2009), mean score measurement can be used while interpreting the data; and if Mean Score > 3.80, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low.

As mentioned above mean score measurement can be used while interpreting the data. Therefore, in an explanatory type of research if mean score >3.79, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low similarly, in our similar type of research, organization performance with mean score 3.15 can be considered as law.

TABLE: 4.6Perceptionon organizational performance.

No	Organizational Performance	Frequency					Mean	SD
		1 SDA	2 D	3 N	4 A	5 SA		
1	Addis Ababa Police Commission is carrying out its mandated tasks	35 **9%**	54 **14%**	128 **33.2%**	115 **29.8%**	53 **13.7%**	**3.25**	1.137
2	Addis Ababa Police Commission has capacitated itself in human and material resource to keep peace and security of Addis Ababa	45 **11.6%**	90 **23.3%**	141 **36.6%**	72 **18.7%**	37 **9.6%**	**2.91**	1.126
3	Addis Ababa Police Commission's capacity in reducing crime is promising	36 **9.3%**	62 **16.1%**	128 **33.2%**	113 **29.3%**	46 **11.9%**	**3.18**	1.130
4	Addis Ababa Police Commission capture suspects in due time after a crime has happened	35 **9%**	65 **16.8%**	145 **37.6%**	92 **23.8%**	48 **12.4%**	**3.14**	1.120
5	The investigation techniques used by Addis Ababa Police Commission are good to identify criminals	31 **8%**	44 **11.4%**	165 **42.8%**	144 **37.4%**	31 **8%**	**3.18**	1.012
	Criminals face justice timely	33	67	135	93	57		

No	Organizational Performance	Frequency					Mean	SD
		1 SDA	2 D	3 N	4 A	5 SA		
6		**8.5%**	**17.4%**	**35%**	**24.1%**	**14.8%**	**3.19**	1.148
7	Addis Ababa Police Commission engages the community in crime prevention	18 **4.6%**	12 **3.1%**	127 **32.9%**	148 **38.4%**	80 **20.7%**	**3.68**	0.990
8	The community trusts Addis Ababa Police Commission	56 **14.5%**	69 **17.9%**	154 **40%**	71 **18.4%**	35 **9%**	**2.90**	1.141
9	The Commission supports its task with technology	54 **14%**	71 **18.4%**	142 **36.8%**	76 **19.7%**	42 **10.9%**	**2.95**	1.175
10	Addis Ababa Police Commission is in good position to deliver its short and long term targets/plans	32 **8.3%**	69 **17.9%**	152 **39.4%**	89 **23.1%**	43 11.1%	**3.11**	1.087
Organizational Performance MEAN							**3.15**	**1.107**

Source: own survey (2019)

When we evaluate the overall perceptions of respondents towards Organizational Performance, the aggregate mean score shows 3.15 SD 1.107. Accordingly, the overall perceptions of the respondents seem to be low; because the aggregate mean score is less than 3.40.

4.5 The Relationship between Leadership style and organizational Performance

Correlation is a statistical method used to determine whether a relationship between variables exists and to determine whether two or more variables are related and to determine the strength of the relationship between or among the variables are used Allan, (2009).If the correlation result lies between -1 and 0, the two variables are negatively

related. But if the correlation result of the two variables lies between 0 and 1, the two variables are positively related. Furthermore, according to Field (2005) general guidelines correlations of 0.1–0.29 are considered small, correlations of 0.30–0.49 are considered moderate and correlations above = > 0.5 are considered large. When we come to this study, the research would identify the relationship between leadership style and perceived organizational performance. Based on the questionnaires that were filled by the employees of the Addis Ababa Police Commission on leadership style and organizational performance, the result of the correlation analysis between those variables is listed in the table below.

TABEL 4.7Relationshipbetween Leadership Style and Organizational Performance

		Autocratic Leadership Style	Democratic Leadership Style	Laissez-fair Leadership Style
Organizational performance	Pearson Correlation	**.215****	**.393****	**.287****
	Sig. (2-tailed)	**.000**	**.000**	**.000**
	N	385	385	385

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

Source: own survey (2019)

As shown in the Table 4:12 the correlation index for the relationship between Autocratic Leadership Style and organizational Performance is 0.22, which is between 0.1-0.29. The correlation index for the relationship between Democratic Leadership style and Organizational Performance is 0.39, which is between 0.30-0.49. The correlation index for the relationship between Laissez-Faire Leadership style and Organizational Performance is 0.29, which is between 0.1-0.29. The results from these analyses indicate that the independent variables are a weak and moderate, and significant relationship with the dependant variable.

4.6 Multiple Regression analysis

According to Pallant (2005), multiple regressions is not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (usually continuous). And so, critical information can be obtained from Multiple Linear Regression; such as the overall significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the statistical significance of each individual independent variable (controlling for the others), the direct effect (the direction of the effect) of each independent variable on the dependent variable and the relevant strength of the independent variable. However, before the actual regression analysis is made, it is necessary to make multi-coliniarity diagnosis and to test normal distribution of data.

4.6.1 Multi-Collinearity Diagnostics

Mulit-conlinariy is a problem that occurs with regression analysis when there is a high correlation of at least one independent variable with a combination of other independent variables. Sometimes, it will be difficult to identify the unique contribution of each variable in predicting the dependent variable, when variables are highly correlated. Collinearity diagnostics' is part of the multiple regression procedure that can help the researcher to pick up on problems with multi-collinearity that may not be evident in the correlation matrix.

Under collinearity diagnostics, two values are given: Tolerance and VIF. According to Pallant (2005), Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this

value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, which suggests the likelihood of multi-collinearity. The other value given is the VIF (Variance Inflation Factor), and VIF values above 10 indicate the presence of multi-collinearity.

Table 4:8Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(constant)		
Autocratic Leadership Style	.725	1.380
Democratic Leadership Style	.521	1.918
Laissez-faire Leadership Style	.482	2.073

Source: own survey (2019)

The above table 4.12 indicates amounts of Tolerance and VIF (Variance Inflation Factor) of the given independent variables, which is obtained from 'collinearity diagnostics' performed by SPSS version 20. As it is shown on the below table, there is no multi-coliniarity among independent variables. Because, tolerance amount for all variables is greater than0.10 and VIF is also less than 10.

4.6.2 Testing for normal distribution of data

An assessment of the normality of data is a prerequisite for many statistical tests, as normal data is an underlying assumption in parametric testing. Normal probability plot is a graphical technique to identify substantive departures from normality. In a normal probability plot of the regression, standardized results lie in a regularly straight diagonal line from bottom left to top right. This would suggest no major deviation from normality. Accordingly, the attached appendix probability plot indicates that the requirement is satisfied and there is no as such major deviation from normality.

On the other hand, a residual scatter plot is also examined. A residual scatter plot is a figure that shows one axis for predicted scores and one axis for errors of prediction. The difference between the obtained dependent variable and the predicted scores and the variance of the residuals should be the same for all predicted scores (homoscedasticity).If this is true, the assumption is met and the scatter plot takes the (approximate) shape of a rectangle. Accordingly, the figure attached as appendix shows a random displacement of scores that take on a rectangular shape with no clustering.

4.7The effect of Leadership style and Organizational Performance

Regression analysis shows that independent variables explain the dependent variable, a regression analysis was performed. The regression was made between the independent variables which are the three different dimensions of Leadership style (Autocratic, Democratic and laissez-faire leadership style) with Organizational Performance.

The multiple regression models are the Model Summary table. This table provides the R, Rsquare (R^2) adjusted R square (R^2), and the standard error of the estimate, which can be used to determine how well a regression model fits the data.

The multiple correlation coefficients, R, can be considered to be one measure of the quality of the prediction of the dependent variable. The R square value (also called the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables.

The other table of the multiple regressions is the ANOVA (Analysis of Variance) table. The F-ratio in the ANOVA (Analysis of Variance) table tests whether the overall regression model is a good fit for the data.

In regression, an interaction effect exists when the effect of an independent variable on a dependent variable changes, depending on the value(s) of one or more other independent variables. Thus, in a regression equation, an interaction effect is represented as follows: The general form of the multiple regression equation with k independent variables is

Y=b0+b1x X1+ b2xX2 ••• bkxk+£

Where Y = the Predicted Variable (Organizational Performance)

$b_{o\ =\ Constant}$ b1, b_2 and b_n unstandardized regression coefficients

$X_{1,}X_2$ and x_n are the explanatory variables and the error term ε (the Greek letter epsilon) is a random variable. Source: (bluman, 2007)

TABLE 4:9 Model Summary of Regression Analysis

Model	R	R square	Adjusted R square	Stan. Error of Estimate
1	.396	**.157**	.150	7.41782

a. Predictors: (Constant), Laissez-faire Leadership Style, Autocratic Leadership Stale, Democratic Leadership Style

Source: own survey (2019)

The result of regression analysis based on three independent variables (Autocratic Leadership style, Democratic Leadership style and Laissez –fair Leadership style) is presented in the table 4.13. The R square (R^2) of model summary explains that 15.7% change in Organizational Performance can be predicted by the combination of the three leadership styles.

TABLE 4.10Analysis of Variance for Leadership style and Organizational Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3894.078	3	1298.026	23.590	**.000**[b]
Residual	20964.140	381	55.024		
Total	24858.218	384			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Laissez-faire Leadership Style, Autocratic Leadership Stale, Democratic Leadership Style

Source: own survey (2019)

The ANOVA (Analysis of Variance) table shows that the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p<0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

TABLE 4.16 Coefficients of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	16.980	2.028		8.371	.000
Autocratic Leadership Style	**.088**	.107	.045	.822	.412
Democratic Leadership Style	**.574**	.104	.361	5.533	.000
Laissez-faire Leadership Style	**.031**	.115	.018	.266	.790

a. Dependent Variable: Organizational Performance

Source: own survey (2019)

As shown on Table 4.14, the regression model points out that the relationship between independent and dependent variable. The model coefficient table reported that the

coefficients of Democratic Leadership style helps to enhance organizational performance significantly. But Autocratic leadership style and Laissez–fair Leadership style input to the organizational performance is not significant in the Addis Ababa Police Commission. A low significance value of less than 0.05 (Democratic Leadership style) are strongly affecting performance organization.

The overall leadership styles a unit improvement in Autocratic leadership style, Democratic Leadership style and Laissez-fair Leadership style would lead to about 0.088, 0.574, and 0.031 respectively increases Organizational Performance in Addis Ababa police Commission. The leadership styles (independent variables) in contributing to the variance of the overall Organizational Performance (dependent variable) were explained by the unstandardized Beta coefficient.

TABLE 4:17 perception on Improvement of the leaders of Addis Ababa Police Commission

	Frequency	Percent
Train leaders at all levels	12	3.1
Introduce a consistent and progressive leadership style	2	.5
Empower leaders at all levels to develop in to leadership role	47	12.2
There are incapable leaders at all levels, replace them with capable ones	45	11.7
All of the above	279	72.5
No improvement is needed at this stage	-	-
Total	385	100.0

Source: own survey (2019)

Employees were also asked to choose from the given options for which they would think would improve the leadership in the Addis Ababa police. As shown in the above table, 12 (3.1%) respondents opted train leaders at all levels, 2 (0.5%) of the respondents

selected the option introduce a consistent and progressive leadership style, 47 (2.2%) of the employees opted empower leaders at all levels to develop in to leadership role, there are incapable leaders at all levels, replace them with capable was selected by 45(11.7%) of the respondents. The remaining 279 (72.5%) of the respondents selected all of the options are helpful for the improvement of the leader.

TABLE 4.18 Summary of Hypothesis Tested

Hypothesis	Analytical Model	Out comes
H1 = There is significant relationship between Autocratic leadership style and organizational performance.	Correlation analysis	**Accepted**
H2 = There is significant relationship between Democratic leadership style and organizational performance.	Correlation analysis	**Accepted**
H3 = There is significant relationship between Laissez-faire leadership style and organizational performance.	Correlation analysis	**Accepted**

Source: own survey (2019)

CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The objective of this research was to investigate the effects of leadership style on organizational performance in case of Addis Ababa Police Commission. According to the results of analysis and discussion of the study, conclusions are made on the nature and relationship of leadership styles and Organizational Performance.

In order to clarify the given objectives descriptive analysis expressed by the percentage and frequency to analyse the respondents demographic parts while using the mean and standard deviation score were able to identify the Practice of leadership style in AAPC and also levels of organizational performance measured. Inferential statistical analysis includes the correlation and regression analyses were used to show the relationship between variables and the effect of leadership style (Independents Variables) on Organizational Performance (Dependent Variable) of this study.

5.2 Summary of major findings

- The demographic analysis rregarding the age group in the organization, the majority respondents' age group was between 26 to 30 years old which 56.1% is followed by those 31 to 35 years old which is 19.2%.In order to determine the marital status in the organization, table 4.2 shows that slightly more than half of the respondents (55.8%) are married, 43.1% are single and 1.0% Divorce. It was also necessary for the study to determine the educational levels of the respondents as almost half of the participants are below Diploma (42.1%), Diploma holders are 35.1%, First degree

holders are 22.1% and Second Degree and above are only 0.8%. In order to determine the length of service in the organization, 38.2% of the respondents worked from 5+ to 10 years which is followed by 21.8% worked 10+ to 15 years, 21.6% worked 1 up to 5 years respectively.

- As discussed above, the mean scores can also be used to identify the practice of leadership Style in AAPC. Accordingly, the overall dimensions of respondents (mean score) of leadership styles were computed in order to identify the practice of leadership style in AAPC. Thus, based on the findings of the study, mean score of Autocratic Leadership style was calculated to be2. 27, which is included in law range, mean score of Democratic Leadership style was computed to be3.55, which is included in moderate range and also, the mean score of Laissez-Faire Leadership style was calculated to be3.30 which is included in low range.
- Based on the participants' response, the mean score on the organizational performance shows that the level of organizational performance in AAPC is 3.15which is included in law range.
- The result of Pearson correlation revealed that significant and positive relationship is found between Leadership style and Organizational Performance which is Autocratic leadership was seen to have a positive effect on the significant subscales of organizational performance by .215** at p value=.000. Democratic leadership also had a positive effect on the significant subscales of organizational performance by .393** at p value=.000 and Laissez-faire leadership had a positive effect on the significant subscales of organizational performance by 287** at p value=.000. The

entire leadership dimension has a positive and significant relationship between the three dimensions of leadership style and Organizational Performance.

- The result of the linear and multi regression analysis shows that the model that was used good fit for the datawhich is the R square (R^2) explain that 15.7% change in Organizational Performance can be predicted by the combination of the three leadership styles.With respect to the coefficients of regression analysis, Organizational Performance can be predicted by each leadership styles; that is, Autocratic leadership style explains 08.2%, Democratic leadership style explains 15.4% and Laissez-fair leadership style explains 04.6%.

5.3 Conclusion

Based on the findings of this study the following conclusions are drawn in line with the research objectives.

- The practices of leadership style in Addis Ababa Police Commission to assess by the mean score of the dimensions of leadership styles were computed. The mean score of Autocratic Leadership style was 3.27 which are considered as moderate range, the mean score of Democratic Leadership style was 3.55 which can be considered as high range and also the mean score of Laissez-Faire Leadership style was3.30 which are categorized as moderate range. Therefore, the practice of leadership style in Addis Ababa Police Commission is Democratic leadership style, as it is found in the range which is considered as moderate.

- The overall perceptions of respondents towards Organizational Performance were assessed in

  order to evaluate the levels of organizational performance at AAPC.Then the findings show that the aggregate mean score of organizational performance of AAPC was 3.15,which indicates that the organizational performance level in AAPC is low. Because, the aggregate mean score is less than 3.40. Therefore, the majority of the respondents are not happy with the overall Performance of Addis Ababa Police Commission.

- The relationship between leadership style and organizational performance was examined by using Pearson correlation coefficient. As a result, Autocratic leadership style was seen to have a positive effect on the significant subscales of organizational performance by .215** at p=.000. Democratic leadership style also had a positive effect on the significant subscales of organizational performance by .393** at p=.000 and also Laissez-faire leadership style had a positive effect on the significant subscales of organizational performance by 287** at p=.000.Therefore,all the three leadership styles have positive and significant relationship with Organizational Performance.

- With regard to recognizing to what extent leadership styles can affect organizational performance, regression analysis was made. Based on the analysis, the R square (R^2) explains that 15.7% change in Organizational Performance can be predicted by the combination of the three leadership styles. Therefore, the combinations of the three dimensions (Autocratic leadership style, Democratic leadership style and Laissez-faire leadership style) are playing their own role in enhancing organizational

performance. Therefore, Democratic leadership styles in Addis Ababa Police Commission will bring more influence on organizational performance.

5.4 Recommendation

Based on the major findings and the conclusions made, the following recommendations were forwarded.

- Since the practice of leadership style is found to be Democratic Leadership style, Therefore, the management of Addis Ababa police Commission need to focus on engageing employees in decision making process, the leaders have to communicate their juniors positively and be supportive to them as much as possible, they have to provide responsibility to their subordinates, trainings have to be given to the leaders in order to make aware about the characteristics of democratic leader.
- Since the level of Addis Ababa police Commission performance is low, the researcher also recommends that Addis Ababa police Commission to train the management team members of the commission, leaders and staff members for the purpose of enhancing the level of their performance at the end will be translated to bringing good performance of the commission. This was also further recommended by the respondents, the researcher also echo other recommendation given by the respondents and suggests introduction of a consistent and progressive leadership style, empowering leaders at all level to develop in to leadership roles and replace the incapable leaders with capable once.
- It should be noted that there is relationship between organizational performance and leadership style. Therefore the management of Addis Ababa police Commission has

to make various efforts to improve leadership style in order to enhance organizational performance.

- The study found at that Autocratic leadership style and Laissez-fair Leadership style has low impact but Democratic leadership has relatively higher impact on organizational performance in case of Addis Ababa Police Commission. Therefore, the management of Addis Ababa police Commission needed to foster Democratic Leadership style as it has its own impact on enhancing organizational performance.

5.5 Implication for Future Research

The researcher only focuses on the effect (impact) of leadership style on the organizational performance. Based on the findings of the researcher's leadership style accounts only 15.7% of the performance of the organization. This means that there are other determinant factors for organizational performance with this study as a basis for future research; the researchers suggested that future studies on other determinant factors should be considered.

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APPENDIX-I

Addis Ababa University School of Commerce

Department of Human Resource Management

Dear respondent, The purpose of this questionnaire is prepared as part of the researcher's effort to partially fulfil the requirements for Master of Arts Degree in Human Resource Management from Addis Ababa University, School of Commerce. The objective of the research is to explore **"The Effects of Leadership Style on the Organizational Performance of Addis Ababa Police Commission"**. The research is hoped to highlight leadership styles being practiced in Addis Ababa Police Commission and their effect on organizational performance of Addis Ababa Police Commission and what needs to be done to introduce a sustainable leadership style that boosts performance. Your active participation in the research and your honest feedback to the questionnaires will help achieve the objective. The data shall be kept confidential and used for academic purposes only. You are not required to indicate your name.

Should you require further clarification, please contact me via 0911471379.

Thank you in advance for your cooperation!

<u>Part One</u>: For Employee Position

1. Sex 1. Male _____ 2. Female _____

2. Marital Status 1. Married _____ 2.Single _____ 3. Divorce _____

3. Age 1. 18-25 _____ 2.26-30 _____ 3.31-35 _____ 4. 36-40 _____ 5. 41-45 _____

6. Above 46 _____

4. Educational Qualification 1. Below Diploma _____ 2. Diploma ____ 3.First Degree _____

4. Second Degree and Above _____

5. Service Years in Addis Ababa Police Commission 1. 1-5 Years _____ 2. 5+ to 10 Years _____

3. 10+ to 15 Years ____ 4. 15+ to 20 _____ 5.above 20 Years _____

6. Current Job Level in Addis Ababa Police Commission 1. Commissioner _____ 2. Deputy Commissioner _____

3. Directorates _____ 4. Deputy Directorate's ____5.Divisions _____

6. Coordinators _____7. Team leader _____ 8.Staff Members _____

<u>Part Two</u>: Main Research Questions for General Staff

Please see instructions below.

1. For each of the statements below, circle the number that indicates the degree to which you agree or disagree about the leadership tendencies in AAPC.

2. Give your immediate impressions. There are no right or wrong answers.

Note: Indicate your answer by choosing from: 5=Strongly Agree, 4=Agree, 3=Neutral 2=Disagree, 1=Strongly Disagree.

The following section discusses leadership tendencies of your immediate boss. Statements starting from 1 to 18 represent three different leadership styles with six statements for each style. Try to judge him/her genuinely and indicate the level of your agreement or disagreement on the statement against the leadership tendencies put in the questionnaire.

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My manager believes employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2.	My manager engages employees to be a part of the decision-making process.	1	2	3	4	5
3.	In complex situations, my manager let subordinates work problems out on their own.	1	2	3	4	5
4.	For my manager it is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5.	My manager believes providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6.	My manager requires staying out of the way of subordinates as they do their work.	1	2	3	4	5
7.	As a rule, my manager believes employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8.	My manager believes most workers want frequent and supportive communication from their leaders.	1	2	3	4	5
9.	As a rule, my manager allows subordinates to appraise their own work.	1	2	3	4	5
10.	My manager believes most employees feel insecure about their work and need direction.	1	2	3	4	5
11.	My manager needs to help subordinates accept responsibility for completing their work.	1	2	3	4	5
12.	My manager gives subordinates complete freedom to solve problems on their own.	1	2	3	4	5
13.	My manager believes the leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14.	My manager believes it is the leader's job to help subordinates find their "passion."	1	2	3	4	5
15.	My manager believes in most situations, workers prefer little input from the leader.	1	2	3	4	5
16.	My manager believes effective leaders give orders and clarify procedures.	1	2	3	4	5
17.	My manager believes people are basically competent and if given a task will do a good job.	1	2	3	4	5
18.	In general, for my manager it is best to leave subordinates alone.	1	2	3	4	5

Part Three: Questions on Organizational Performance

The following sections raise issues on overall leadership practices in Addis Ababa Police Commission and its impact on organizational performance. Indicate how you agree or disagree.

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	Addis Ababa Police Commission is carrying out its mandated tasks	1	2	3	4	5
2.	Addis Ababa Police Commission has capacitated itself in human and material resource to keep peace and security of Addis Ababa	1	2	3	4	5
3.	Addis Ababa Police Commission's capacity in reducing crime is promising	1	2	3	4	5
4.	Addis Ababa Police Commission capture suspects in due time after a crime has happened	1	2	3	4	5
5.	The investigation techniques used by Addis Ababa Police Commission are good to identify criminals	1	2	3	4	5
6.	Criminals face justice timely	1	2	3	4	5
7.	Addis Ababa Police Commission engages the community in crime prevention	1	2	3	4	5
8.	The community trusts Addis Ababa Police Commission	1	2	3	4	5
9.	The Commission supports its task with technology	1	2	3	4	5
10.	Addis Ababa Police Commission is in good position to deliver its short and long term targets/plans	1	2	3	4	5

Part Four: Questions to Improve Leadership

Which one of the following do you think would improve leadership in Addis Ababa Police Commission?

a. Train leaders at all levels
b. Introduce a consistent and progressive leadership style
c. Empower leaders at all levels to develop into leadership roles
d. There are incapable leaders at all levels; replace them with capable ones
e. All of the above
f. No improvement is needed at this stage

Addis Ababa University School of Commerce

Department of Human Resource Management

Dear respondent, The purpose of this questionnaire is prepared as part of the researcher's effort to partially fulfill the requirements for Master of Arts Degree in Human Resource Management from Addis Ababa University, School of Commerce. The objective of the research is to explore "The Effects of Leadership Style on the Organizational Performance of Addis Ababa Police Commission". The research is hoped to highlight leadership styles being practiced in Addis Ababa Police Commission and their effect on organizational performance of Addis Ababa Police Commission and what needs to be done to introduce a sustainable leadership style that boosts performance. Your active participation in the research and your honest feedback to the questionnaires will help achieve the objective. The data shall be kept confidential and used for academic purposes only. You are not required to indicate your name. Should you require further clarification, please contact me via 09114713 79.

Thank you in advance for your cooperation!

Part One: For Leadership Position

1. Sex 1. Male _____ 2. Female _____

2. Marital Status 1. Married _____ 2.Single _____ 3. Divorce _____

3. Age 1. 18-25 _____ 2.26-30 _____ 3.31-35 _____ 4. 36-40 _____ 5. 41-45 _____

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6. Current Job Level in Addis Ababa Police Commission 1. Commissioner ____2. Dep. Commissioner ___

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<u>Part Two</u>: Main Research Questions for General Staff

Please see instructions below.

1. For each of the statements below, circle the number that indicates the degree to which you agree or disagree about the leadership tendencies in AAPC.
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	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	Employees need to be supervised closely, or they are not likely to do their work.	1	2	3	4	5
2.	Employees want to be a part of the decision-making process.	1	2	3	4	5
3.	In complex situations, leaders should let subordinates work problems out on their own.	1	2	3	4	5
4.	It is fair to say that most employees in the general population are lazy.	1	2	3	4	5
5.	Providing guidance without pressure is the key to being a good leader.	1	2	3	4	5
6.	Leadership requires staying out of the way of subordinates as they do their work.	1	2	3	4	5
7.	As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	1	2	3	4	5
8.	Most workers want frequent and supportive communication from their leaders.	1	2	3	4	5
9.	As a rule, leaders should allow subordinates to appraise their own work.	1	2	3	4	5
10.	Most employees feel insecure about their work and need direction.	1	2	3	4	5
11.	Leaders need to help subordinates accept responsibility for completing their work.	1	2	3	4	5
12.	Leaders should give subordinates complete freedom to solve problems on their own.	1	2	3	4	5
13.	The leader is the chief judge of the achievements of the members of the group.	1	2	3	4	5
14.	It is the leader's job to help subordinates find their "passion."	1	2	3	4	5
15.	In most situations, workers prefer little input from the leader.	1	2	3	4	5
16.	Effective leaders give orders and clarify procedures.	1	2	3	4	5
17.	People are basically competent and if given a task will do a good job.	1	2	3	4	5
18.	In general, it is best to leave subordinates alone.	1	2	3	4	5

Part Three: Questions on Organizational Performance

The following sections raise issues on overall leadership practices in Addis Ababa Police Commission and its impact on organizational performance. Indicate how you agree or disagree.

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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8.	The community trusts Addis Ababa Police Commission	1	2	3	4	5
9.	The Commission supports its task with technology	1	2	3	4	5
10.	Addis Ababa Police Commission is in good position to deliver its short and long term targets/plans	1	2	3	4	5

Part Four: Questions to Improve Leadership

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e. All of the above
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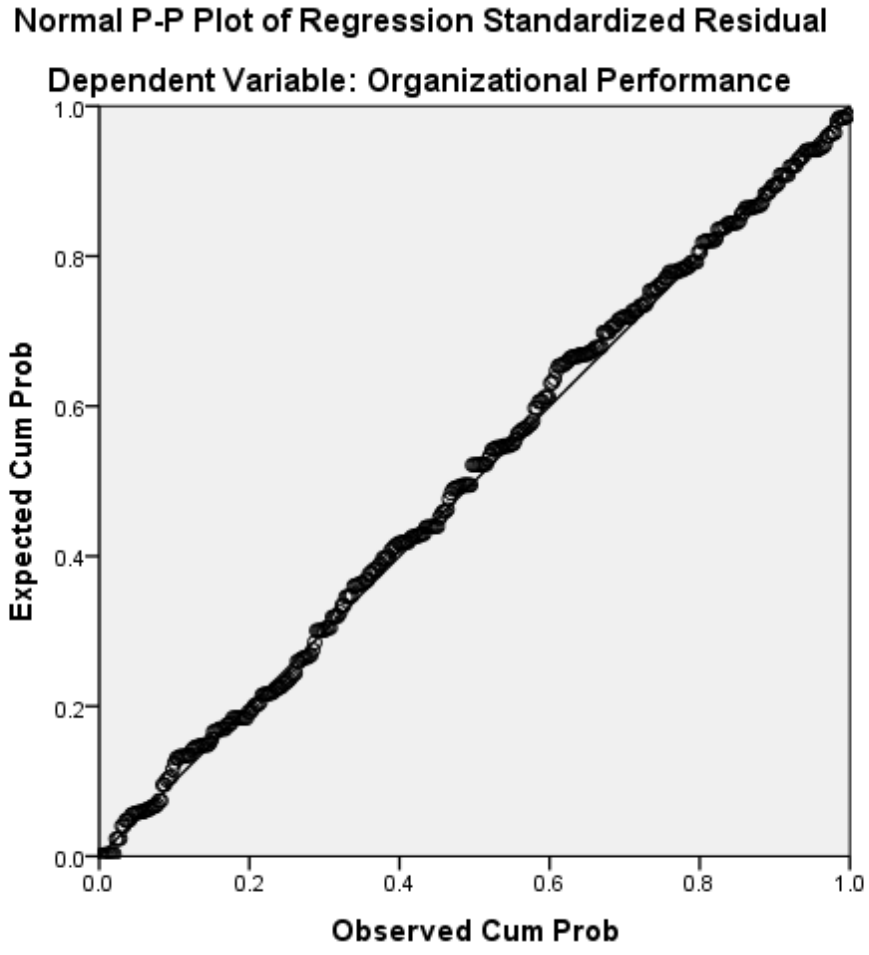
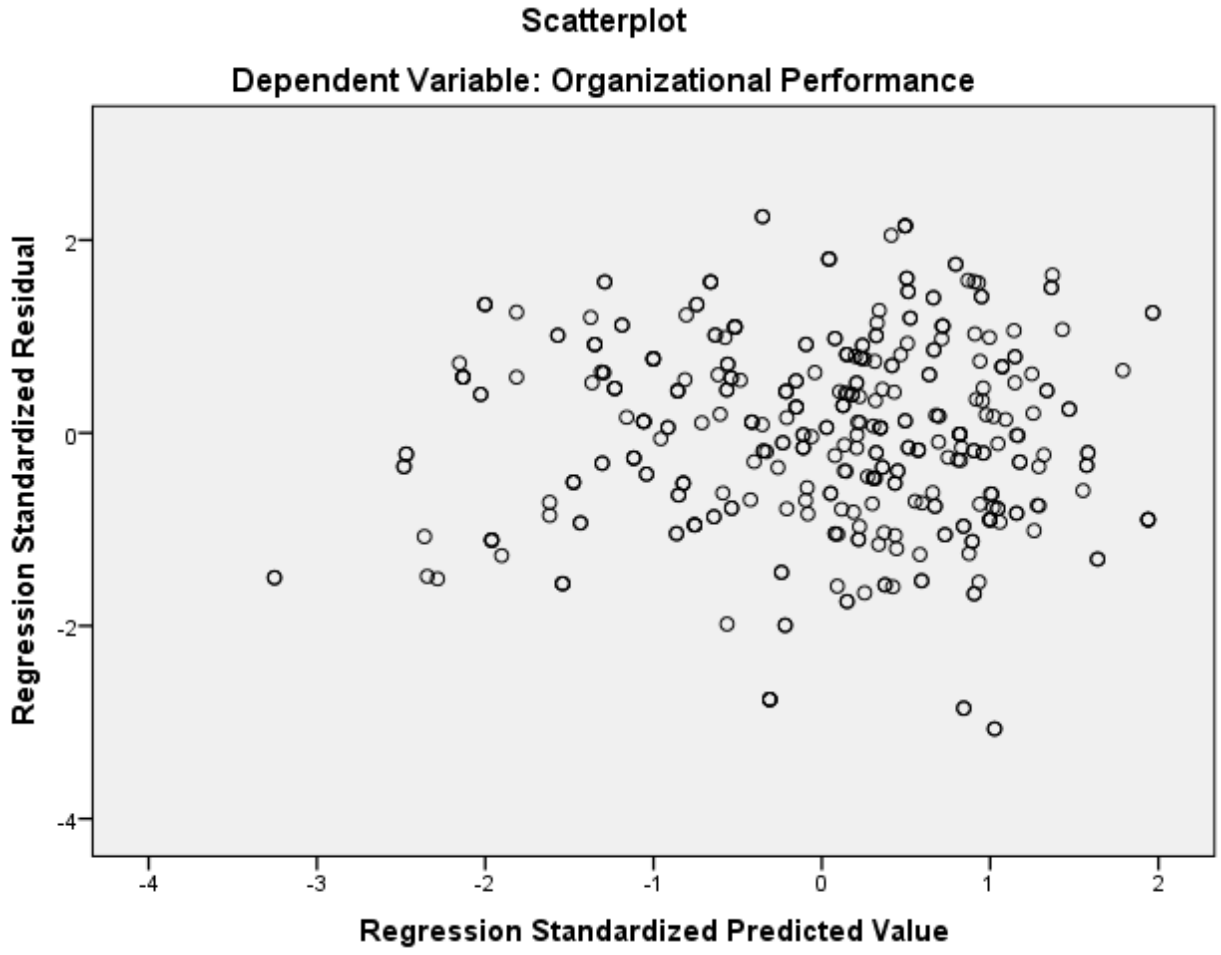
APPENDIX-II


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Organizational Performance
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Organizational Performance
Regression Standardized Residual
Regression Standardized Predicted Value
2
0
-2
-4
-4
-3
-2
-1
0
1
2