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Addis Ababa University
College of Business and Economics
School of Commerce
Business Leadership Program Unit

**The Effect of Leadership Style on Employees' Performance: The
Case of Elfora Agro-Industry PLC Addis Ababa**

**A Thesis in Partial Fulfillment of the Requirements for Master of
Business Leadership**

By: Eman Sulaiman

Advisor: Dr. Seifu Mamo

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Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this study entitled “**The Effect of Leadership Style on Employees performance: The Case of Elfora Agro- Industry PLC**” is my original work and has not been submitted for any program in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: Eman Sulaiman Abdalbaki

Signature _____

Date _____

CERTIFICATE

This is to certify that this study, “**The Effect of leadership style on Employees performance in the case of Elfora Agro Industry PLC**”, undertaken by **EMAN SULAIMAN** for the partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

_____ **Signature** _____ **Date** _____

Adviser

_____ **Signature** _____ **Date** _____

Internal Examiner

_____ **Signature** _____ **Date** _____

External Examiner

Addis Ababa University
School of Commerce
College of Business and Economics

Office of Graduate Studies

The Effect of Leadership Style on Employees Performance: The Case Of Elfora Agro-
Industry PLC

BY: EMAN SULAIMAN

Approved by Board of Examiners:

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

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Abstract

One of the most important parts of any organization's success is its effective leadership. Good leadership style can empower employees to achieve excellence. The goal of this research was to look at the impact of leadership style on employee performance in the context of Elfora Agro plc. The study has used explanatory research design. The study also used quantitative approaches in order to organize the data needed to the research. Primary data collection was applied and questioner is used as a means of gathering the data from a sample of 118 employees selected randomly from 1108 employees at Elfora Agro-Industry PLC. Both descriptive and inferential statistics have been used to describe existing situation and test hypotheses respectively. The result of the study indicated that transformational transactional, and democratic leadership styles have significant and positive effect on employee performance. The effect of autocratic leadership is found to be significant and negative. Therefore, all the hypotheses are accepted. The descriptive result also showed more than average values in all the variables. To improve the performance of employee's it is recommended that managers at the company need to understand the connection between leadership styles and employee's performance, so that they choose appropriate leadership style that improver performance. It is also recommended that companies need to reduce autocratic leadership style since the result showed a negative association between this type of leadership style and employee's performance.

➤ **Key words: leadership, leadership style, employee performance**

Table of Contents

Acknowledgment	i
Abstract	ii
Table of Contents	iii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Statement of the Problem.....	2
1.3 Objectives of the study.....	3
1.3.1 General Objective	3
1.3.2 Specific Objective	3
1.4 Significance of the Study	4
1.5 Scope of the Study	4
1.6 Limitation of the Study	5
1.7 Organization of the Study.....	5
CHAPTER TWO	6
LITREATURE REVIEW	6
2.1 Concepts of leadership style	6
2.1.1. Leadership styles.....	11
2.1.1.1 Transformational Leadership	11
2.1.1.2. Transactional Leadership	13
2.1.1.3 Democratic Leadership Style	15
2.1.1.4 Autocratic Leadership Style.....	15
2.2 Empirical Review	19
2.3. Proposed Conceptual Framework	25
CHAPTER THREE: RESEARCH METHODOLOGY	26
3.1 Introduction.....	26
3.2Research Design and Strategy	26
3.3 Population and Sample Size.....	26
3.4 Sampling Selection Technique	27

3.5 Data Collection Instrument	27
3.6 Method of Data Analysis	27
CHAPTER 4	28
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	28
4.1 Introduction.....	28
4.2 Response Rate.....	28
4.3 Profile of Respondents.....	28
4.4 Regression Analysis Results	31
4.4.1 Reliability of the Instruments.....	31
4.4.2 Multicollinearity Test.....	32
4.4.3 Normality Test	33
4.4.4 Model Fit.....	35
4.4.5 Coefficients of the Multiple Regression Analysis	36
CHAPTER FIVE.....	39
SUMMARY, CONCLUSION AND SUGGESTION	39
5.1. Summary of findings.....	39
5.2. Conclusion	40
5.3. Recommendations.....	40
REFERENCES.	41
Annex	45

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

One of the most important parts of any organization's success is its leadership. Leadership, according to Igbaekemen (2014), is the art of encouraging individuals to cooperate freely toward a common goal. In order to establish a motivated environment in the workplace, leadership is also necessary.

According to Hurduzue (2015), good leadership style can empower employees to achieve excellence. According to Skoogh (2014), leadership has played a significant role in human history since the beginning of humanity. When a company lacks a long-term leadership style and non-merit-based management appointments, it faces one of the most challenging obstacles.

A leader chosen on the basis of non-merit criteria is rarely accepted and is often questioned. Furthermore, what would have been excellent leadership will be threatened, employee motivation and engagement will be impaired, and the overall performance of the firm will suffer, lowering returns on investment. According to Skoogh (2014), non-merit-based appointees with inadequate leadership styles exacerbate the communication gap between top, middle, and lower-level management, as well as other employees. Furthermore, it may result in the dilution of original ideas, the neglect of new projects, or their complete abandonment.

Company Background - Elfora Agro PLC

ELFORA is a privately held agro-industrial firm founded in December 1997. ELFORA is a MIDROC Ethiopia Investment Group company. ELFORA was founded with the purchase of eight cattle and meat processing businesses worth a total of \$54.7 million.

Food Processing and Crop Production, which operates five meat processing factories; Livestock Operations, which includes live animal supply, purchasing centers, ranches, and quarantine stations; and Poultry Operations, which includes contemporary broiler processing and packing units. Table eggs, broiler meat, and day-old chicks are all produced here.

ELFORA now sells livestock and meat products to countries in the Middle East (Saudi Arabia, Dubai, and Yemen) as well as Africa (Djibouti, Congo Brazzaville, Côte d'Ivoire, and Egypt).

Melge Wondo, Dire Dawa, Kombolcha, Gondar, Metehara, and Debre Zeit Meat Plants provide canned and carcass meat for both domestic and export markets.

The Melge Wondo Meat Plant is used solely for exporting beef carcasses to Egypt, while the Bishoftu & Metehara Abattoirs are used for exporting mutton and goat carcasses to the Middle East. The Cheffa, Nettle, and Melge/Shallo Farms provide a variety of crops such as cereals, fruits, vegetables, and animal fodders. The Debre Zeit Poultry Operation raises live chickens and eggs for mainly for the local market.

The Company's profitability and return on investment have been extremely low, if not negative, since its inception in 1997. During its ten years of operation, the rate of return on total investment (ROI) for a company with a total investment of over Birr 400 million has averaged only 2.3 percent. A number of reasons have contributed to the poor rate of return on investment (ROI). Among the problems are: High fluctuation in demand for some products and difficulty planning production; underutilization of existing capacity; gap between time of production and demand volume, resulting in supply inconsistency, loss of sales, and stock piling; higher selling prices than competitors, inadequacy of promotional activities; escalation of air freight charges, making selling prices too high to be competitive in the international market; and high administrative costs (company report, 2019)

The goal of this research is to see how different leadership styles affect these performance issues and to suggest solutions to these issues. Making this study allows us to better understand the function of leadership in resolving firm performance issues that have never been investigated before at that company. Furthermore, the findings of this study contribute to empirical data in Ethiopia on the relationship between these variables and fills gaps in the field due to a lack of research.

1.2 Statement of the Problem

This research looked at the management style of MIDROC Ethiopia Investment Group's subsidiary Elfora Agro PLC and how it affects employee performance. In the instance of Elfora Agro PLC, the researcher also discovered that there are limited studies on the effect of leadership style on staff performance. However, earlier data from the Elfora Agro PLC's 2009 and 2010 report and plan shows that the company has serious issues, including a lack of a clear

and standardized leadership style, a lack of democratic relationships between leaders and subordinates, and the presence of an autocratic leadership style. Employees are not involved in decision-making. As a result, their participation in decision-making is crucial for the organization's and the entire staff's effectiveness.

Furthermore, the researcher attempted to comprehend the effects of various leadership styles, specifically Transformational, Transactional, Democratic and Autocratic leadership styles, on how Elfora Agro PLC achieved low levels of return on investment (ROI), underutilized its existing capacity, lost sales, accumulated stocks, and insufficient promotional activities, among other things.

Research Questions

In order to test the relationship between leadership styles (independent variables) and employee performance (dependent variable), the following specific research questions are forwarded.

- Does Transformational leadership style affect employee performance?
- Does Transactional leadership style affect employee performance?
- Does Democratic leadership style affect employee performance?
- Does Autocratic leadership style affect employee performance?

1.3 Objectives of the study

1.3.1 General Objective

The general objective of the research is to examine the effects of leadership styles on employees' performance.

1.3.2 Specific Objective

In order to answer the research question posed this study set the following specific objectives:

- To test the effect of Transformational leadership style on employee performance?
- To test the effect of Transactional leadership style on employee performance?
- To test the effect of democratic leadership style on employee performance?
- To examine the effects of Autocratic Leadership Style on Employee Performance?

Hypotheses:

Hypothesis 1: There is a positive and significant relationship between Employee Performance and Transformational Leadership.

Hypothesis 2: There is a positive and significant relationship between Transactional Leadership and employee performance.

Hypothesis 3: There is a positive and significant relationship between Democratic Leadership and Employee Performance.

Hypothesis 4: There is a positive and significant relationship between Autocratic leadership and employee performance

1.4 Significance of the Study

This research aids Elfora Agro PLC in gaining a better understanding of the present leadership styles in use at the company, as well as the level of employee performance and the impact of the current leadership style on staff performance. Furthermore, the results of this study will help the business plan future management development systems and ensure that employee performance is improved by supporting the best leadership style. This research will also be useful for individuals who want to learn more about the company's leadership style and how it affects employee performance. It will also help with future leadership and employee performance research.

1.5 Scope of the Study

The purpose of the study is to see how four different leadership styles, transformational, Transactional, democratic and autocratic, affect employee performance. Despite the fact that there are other leadership styles, this study focuses on four of the most common ones: transformational, Transactional, democratic, and autocratic. Furthermore, in this study, employee performance is limited to customer happiness, objective achievement, and quality service. Other performance indicators aren't included. The study employs regression analysis from cross-sectional data in its data analysis strategy. Only ELFORA staff are used to collect samples. If more companies' employees are included, the result will be more reliable.

1.6 Limitation of the Study

This study is limited to Elfora Agro-Industry Plc at Addis Ababa and relies on employees of this company for data collection. The conclusion about the relationship between the two variables may not be generalizable to other companies. The generalizability of the result of this study would increase if data were collected from employees of other companies. Moreover, including more leadership styles affecting employee's performance makes the study more comprehensive.

1.7 Organization of the Study

This research is organized into five chapters. Chapter one contains background of the study, statement of the problem, research questions, research objectives, hypothesis of the study, significance of the study, scope of the study and limitation of the study. Chapter two presented a literature review on the existing knowledge about the area of the study. Chapter three presented the methodology and research approach employed in the study, including, research design, target population, sample size and sampling technique, instrumentation and data collection and analysis. Chapter four is all about data analysis and discussion of results. Finally, chapter five contains summary, conclusions and Recommendations of the Study.

CHAPTER TWO

LITREATURE REVIEW

This section of the research attempted to summarize the most essential ideas about the impact of leadership style on employee performance. It focuses on earlier literatures related to this study to provide insight into these topics as well as their relationship.

2.1 Concepts of leadership style

Autocratic leadership, according to Khan et al. (2015), is when a manager retains as much power and decision-making control as possible. Autocratic leaders, according to Melling and Little (2004), are high-handed leaders who are at the center of every action that takes place in the organization, and all authority originates with them and ends with them (cited in Akor, 2014). Autocratic leaders, according to Iqbal et al. (2015), have a "I tell" philosophy, in which they tell other people what to do. Autocratic leadership is defined by Nwankwo (2001) and Enoch (1999) as a leadership style in which leaders make all decisions and output takes precedence over any human concern (cited in Akor, 2014).

According to Deluga (1992) (quoted in Abdul Basit et al. 2017), laissez-faire leadership is linked to inefficiency, ineffectiveness, and unhappiness (cited in Koech & Namusonge, 2012). Laissez-faire leaders, according to Bass & Avolio (1997) and Hartog & Van Muijen (1997), as quoted in Abdul Basit et al. (2017), avoid making choices, giving awards, and giving positive/negative feedback to subordinates (cited in Mester, et al., 2003). Laissez-faire leadership, according to Jones & Rudd (2007), is "leadership in an inert form defined by a refusal to be actively involved and a belief that the best leadership derives from disassociation from activities." According to Cilliers Van Eeden & Van Deventer (2008), these leaders avoid active participation in goal-setting and avoid becoming involved when leadership direction is required (cited in Ejimabo, 2015).

Kurt Lewin and colleagues (White, Lewin & Lippitt, 1939; Lewin, 1948) identified three types of decision-making leadership: autocratic, democratic, and laissez-faire (Billig, 2015). According to Gastil (1994), democratic leaders believe in group participation and majority rule in decision-making, while autocratic leaders impose tight control and expect obedience, and laissez-faire leaders have low involvement in activities, delegating matters to their

followers, and having very little involvement in decision-making.

Robert Blake and Jane Mouton created "Grid," which was originally published in 1964. (Molloy, 1998). When deciding how best to achieve goals, Blake and Mouton's (1982) managerial grid reflected two dimensions of leadership: "Concern for People" reflects the degree to which leaders care for team members' needs, areas of personal development, and interests, whereas "Concern for Production" reflects the degree to which leaders focus on company productivity, efficiency, and objectives (Bolden, et al., 2003).

Hershey and Blanchard (1969; 1979; 1996) coined the term "situational leadership" to characterize leadership style and emphasize the importance of linking leadership style to followers' maturity levels (cited in McCleskey, 2014). This idea highlighted that successful leaders should modify their leadership style based on the intricacies of duties and the maturity of their followers, as well as having a reasonable knowledge of a situation, according to Graeff (1997) and Grint (2011). (cited in McCleskey, 2014).

Amegayibor (2021) investigated the link between leadership styles and employee performance in a family-owned manufacturing company in Cape Coast, Ghana. The study used a quantitative approach and a correlational design, as well as a census sample strategy of 400 employees. Employee performance is influenced by authoritarian, charismatic, and paternalistic leadership styles, according to the findings. The findings also demonstrated that leadership styles such as autocratic, charismatic, and visionary had an impact on error reduction. Again, the results suggest that paternalistic and visionary leadership styles have an impact on the quality of work performed by employees.

The Impact of Leadership Style on Organizational Performance: A Case Study of Nigeria Bank was investigated by Ojokuku, et al. (2012) in Nigeria. The researchers used a sample size of 60 people. The survey included twenty banks in Ibadan, Nigeria, that were chosen at random. On a face-to-face basis, data was collected from the heads of accounting, operations, and branch managers using a standardized questionnaire. To analyze data, an inferential statistical method was utilized, and one hypothesis was formulated. The aspects of substantial effect of leadership style on followers and performance were studied using regression analysis. There was a positive and negative association between performance and leadership style, according to the research. Leadership style and organizational performance were found to have a 23 percent difference in performance. According to the findings,

transformational and democratic leadership styles have a favorable impact on both performance and followers, and are highly recommended to banks, particularly in today's global competitive market.

Dyka et al. (2019) conducted a study to describe employee compensation, leadership style, and performance, as well as to determine the influence of compensation and leadership style on employee performance partially and simultaneously at PT Hartria Akas Green Sejahtera, an Indian transportation company. The respondents of this study were all of Patas Bus's drivers and conductors, a total of 75 people. The census method was employed as the sample approach. The researcher employed multiple scale and linear regression to analyze the data. The t-test and F-test were employed to test the hypothesis. The results of the scale range study revealed that employee performance is strong, compensation is good, and the company's leadership style is accomplishment driven. Furthermore, multiple linear regression analysis revealed that salary and leadership style had a significant, partial, and simultaneous impact on the performance of PT. Hartria Akas Green Sejahtera personnel.

In Cavite, Philippines, Dalluay and Jalagat (2016) did a study titled Impacts of Managers' and Department Heads' Leadership Style Effectiveness on Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses. The sample size for this study was 150. The impacts of manager leadership styles on employee performance and satisfaction were investigated using survey questionnaires. 150 respondents were chosen at random from companies in Cavite, Philippines, using the Slovin algorithm with $n = N/(1+Ne^2)$. Weighted mean, percentages, multiple regression, and correlation coefficient were used to analyze the data. To analyze demographic information, percentages were employed specifically (gender, age, length of service and leadership styles). To study the relationship between variables on leadership style, job performance, and job satisfaction, correlation coefficient and multiple regression were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance, and job satisfaction. The findings revealed that, despite the fact that there is still room for improvement, firms should continue to make the most of leadership styles that boost employee performance and work satisfaction.

Widayanti and Putranto (2015) conducted a study in PT.TX Bandung, Indonesia, on Analyzing the Relationship Between Transformational Leadership and Transactional

Leadership Style on Employee Performance. The researcher employed a sample size of 92 people. The goal of this study is to determine the relationship between transactional and transformational leadership and employee performance, as well as the significance of this relationship. Primary and secondary data are used in this study. The primary data was gathered using the Slovin Theory technique and the Multifactor Leadership Questionnaire (MLQ). Secondary data was gathered through the office's performance evaluations. Data quality was assessed using validity and reliability tests. Because there are multiple independent variables, multiple regression analysis is utilized to find the link. Before doing multiple regression analysis, the data was subjected to traditional assumption tests such as multicollinearity, normality, heteroscedasticity, and autocorrelation. The findings revealed a beneficial link between transactional and transformational leadership, with both having an impact on employee performance, either simultaneously or partially.

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Nasir, et al. (2014) investigated the relationship between leadership styles and organizational performance among IPTA Academic Leaders in Malaysia's Klang Valley. The association between leadership styles and organizational performance was measured using correlation approaches in the study. Selangor's five public universities were picked. The sample size was set at 201 academic leaders. Closed-ended questions were used to create the questionnaire. The Individual Contribution Self-Survey (1997) and Multifactor Leadership Questionnaire (MQL) from Kouzes and Posner's Leadership Practices inventory

were adapted. The Likert-Scale was employed. SPSS version 20.0 was used to analyze all of the data. The normality test with Normal Probability Plots for variables and other visual presentation metrics such as histogram and box plot are used to assess hypotheses. A pilot test is done to ensure that the questionnaire is consistent. Cronbach's alpha is a reliability test. According to the findings, leadership behaviors are intertwined and have a significant positive impact on organizational success.

The Impact of Leadership Styles on Employee Commitment in the Retail Industry in Malaysia was investigated by Leng, et al. (2014). The researchers employed a sample size of 384 people. Questionnaires were employed as a study tool by the researchers. The tests of reliability, Pearson correlation, and linear regression were performed using SAS software version 9.3. According to the findings, leadership styles have a substantial impact on staff commitment.

Sakiru, et al. (2013) conducted a study in Malaysia on the relationship between employee performance, leadership styles, and emotional intelligence. The researchers used a sample size of 180 people. Three tools were used to collect data: the Multifactor Leadership Questionnaire, the ECP, and the parastatal performance evaluation method. The organization's performance evaluation method was used to assess and document on-the-job performance. Emotional intelligence is measured using ECP variables. For MQL factors, Cronbach's alpha reliability coefficient is employed. The method employed is linear regression analysis. According to the data, there is a significant link between worker performance and emotional intelligence and leadership style.

Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia was the subject of a study by Ismail et al. (2011). The researchers used a sample size of 200 people. To collect data, this study used a cross-sectional strategy to combine research material, in-depth interviews, a pilot study, and the real survey. The approach of convenience sampling was adopted. The validity and reliability of data are examined using SPSS version 16. To access research variables, Pearson correlation analysis and descriptive statistics are performed. Stepwise regression analysis with a standardized coefficient was utilized. The results indicated that the interaction between leaders and followers is a full predictor of job effectiveness.

2.1.1. Leadership styles

Gharibvand (2012) defines leadership as "a means by which a leader communicates in general and relates to people," "a method by which a leader encourages and coaches his or her employees," and "a strategy by which a leader provides guidance to his or her team to accomplish their tasks." According to Sharma and Jain (2013), leadership is the process of influencing others to attain a goal and directing it in a way that makes it more cohesive and coherent.

A democratic leadership style, according to Dahl (1989) and Fishkin (1991), influences individuals in ways that are consistent with democratic ideals and processes, such as deliberation, equitable participation, inclusivity, and self-determination (cited in Gastil, 1994). Democratic leaders, according to White and Lippitt (1960), actively foster and empower group decision-making and group discussions (cited in Choi, 2007). Democratic leaders, according to Kuczarski and Kuczarski (1995), are influential, supportive, knowledgeable, a good listener, leading, respecting, and situation-centered (cited in Ray & Ray, 2012). According to Mullins (1999), democratic leadership focuses more on people and encourages more interaction within the group (cited in Puni, et al., 2014).

2.1.1.1 Transformational Leadership

Individual influence, spiritual encouragement, and intellectual stimulation are all aspects of transformational leadership. They frequently consider individuals, develop internal vision and goals, foster an open atmosphere, trust employees to achieve their objectives, and maximize employee potential.

Transformational leaders, according to Bass and Avolio, enable followers to see challenges in new ways, provide support and encouragement, express a vision, and stimulate emotion and identification. Transformational leaders can establish and articulate a vision for their organizations, and their leadership style can affect or alter both individual and organizational level characteristics, such as raising motivation and resolving conflict among groups or teams. Transformational leadership practices are considered to be effective in inspiring employees to change and transforming them to be more aware of task outcomes, activating their highest order demands, and extending them beyond their own self-interest for the organization's benefit (Bass & Avolio, 1990; Bass & McMurrer 2007).

Transformational leaders can motivate followers to see challenges in new ways and help

them achieve their full potential, according to (Jong and Hartog 2007); and (Kent, Crotts, and Aziz 2001). This results in increased creativity among their followers. The following are the four qualities of this type of leadership:

1. Idealized influence (attributed)

Transformational leaders, according to Bass (1998), shift followers' aspirations away from personal safety and security and toward achievement, self-actualization, and the larger good. These leaders, who serve as role models and provide them with a sense of direction and purpose, appear powerful and confident, and examine the moral and ethical ramifications of their judgments, are idealized by their followers. Theoretically, these leaders arouse followers' desire for achievement, connection, or power reasons in order to focus them on the group's objective. The term "attribution idealized influence" refers to followers' attributions of the leader based on how they view the leader.

2. Idealized influence (Attributed)

It refers to the leader's distinctive activities that followers can see firsthand. One of the things a leader does to gain followers' respect is to prioritize their needs before his or her own. The leader shares risks with his or her followers and acts in accordance with underlying ethical ideals, principles, and values. Provides a sense of purpose and goal, instills pride, and earns respect and trust (Bass & Avolio, 1990)

3. Inspirational Motivation

Inspirational motivation, according to (Bass & Avolio, 1990), is leadership that inspires and motivates people to achieve lofty goals that may have appeared unattainable in the past. This element contributes emotional aspects to the influencing process, as opposed to the idealized charismatic effect. The use of symbols to focus subordinate effort (Bass & Avolio, 1990) is an example of inspirational motivation (Yuki, 2010). Individual and team spirit are sparked as a result of all of this. There is a lot of energy and hope. The leader inspires his or her followers to imagine a desirable future state for themselves. High expectations are communicated, symbols are used to focus efforts, and significant goals are stated in a straightforward manner.

4. Intellectual stimulation

According to Yuki (2010), is a type of action that raises followers' awareness of problems while also influencing them to see them in a negative light. Different from the other transformative components, this is largely a cognitive and non-emotional component of transformational leadership. The leader appeals to the intellects of the followers by encouraging problem awareness and problem solutions, as well as the development of thought and creativity, as well as beliefs and ideals. As (Bass & Avolio, 1990) pointed out, "followers' conceptualization, comprehension, and discernment of the nature of the problems they face, as well as their solutions, are drastically altered as a result of intellectual stimulation." Individuals are motivated and dedicated to reaching the goals because they are involved in the problem-solving process.

5. Individualized consideration

A leader who uses individualized consideration, according to Bass & Avolio (1990), provides socio-emotional support to followers and is concerned with growing followers to their fullest degree of potential and empowering them. In this case, the leader provides individualized attention to followers as well as a developmental or mentoring orientation. This is accomplished by coaching and advising followers, keeping in touch with them on a regular basis, and assisting them in self-actualization. Individualized consideration includes offering followers support, encouragement, and coaching (Yuki, 2010).

2.1.1.2. Transactional Leadership

Bass claims that the relationship between leaders and subordinates is built on the contract, and transactional leadership is centered on the basic and external demands of the workforce. They tend to achieve organizational goals through pacific job positions and mission design, and their primary goal is to keep the organization stable. In its purest form, transactional leadership is a value exchange between the leader and the followers in order to attain a goal. It has traditionally been thought of as a means of motivating subordinates to satisfy job requirements through the use of rewards or punishments (Avery, 2004; Bass, 1985). To put it another way, if followers do something nice, they will be rewarded, and if they do something bad, they will be punished. As a result, transactional leaders will identify, define, and convey what needs to be done and how it will be done (Piccolo & Calquitt, 2006).

Transactional leadership, according to Bass (1990), is based on contingent reinforcement, which can be either positive contingent reward or the more negative active or passive types of management by exception. Transactional leaders use transaction to encourage their followers, such as completing tasks in exchange for incentives or preferences. The transactional leadership condition resulted in higher group efficacy, according to Kahl et al. Transactional leaders, according to Burns, are more concerned with job completion and employee compliance, and they rely largely on corporate rewards and punishments to affect employee performance.

Transactional leadership, also known as management leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader rewards and punishes his followers' compliance. Transactional leadership is defined as follows by Bass (1990):

a. Contingent Reward:

Contracts trade benefits for effort, promising rewards for good performance, recognizing accomplishments, and tying these rewards to the employee's performance. Employees whose contributions are acknowledged by their wards are rewarded.

b. Management-By-Exception (Active):

Looks for 4 deviations from norms and standards and takes appropriate action. It monitors for any violations of the rules and regulations, and if any are found, it takes corrective action. When there is a violation of the rules and regulations, management not only expects it, but also takes action to fix it. The leader "allows followers to work on the mission and does not intervene unless goals are not met in a timely and cost-effective manner." Leaders or bosses that lead largely through social behavior exchanges for maximum gain at little expense are known as transactional leaders.

c. Management-By-Exception (Passive):

Only intervenes if standards are not fulfilled; this means that the connection between the leaders and followers is built on reward and punishment, reciprocity, exchanges (economic, emotional, and physical), and also following the rules and regulations, implying that the leaders are rigid. This entails a focus on task completion and positive worker connections in exchange for desirable rewards.

2.1.1.3 Democratic Leadership Style

This leadership style promotes innovation, collaboration, and creativity, and individuals are frequently involved in projects that result in improved performance, job satisfaction, and productivity (Verba, 2015). Democratic leaders, according to Iqbal et al. (2015), do not offer recommendations but rather seek out the ideas of others. This leadership style encourages all team members to engage in the final decision-making process and the development of the complete process to achieve their objectives (Trivisonno & Barling, 2016). One of the most significant advantages of democratic leadership is that it allows the emergence of additional leaders capable of leading the organization and requiring active participation from all members of the team (Armstrong & Taylor, 2014). Democratic leaders encourage and invite team members to participate actively in the final decision-making process, but they retain ultimate control.

2.1.1.4 Autocratic Leadership Style

Autocratic leadership refers to leaders who make decisions without consulting team members, and it is typically used when a quick decision is required and team consensus is not required to achieve good results (Boehm, et al., 2015). Staff and team members are given little opportunity to make proposals, even if they are in the best interests of the company or organization (Amanchukwu, et al., 2015). An authoritarian leader selects people based on their own judgements and ideas, rarely taking into account the opinions of followers, and they have complete authority over the group (Zareen, et al., 2015). Autocratic leaders, according to Iqbal et al. (2015), issue commands without discussing the reasoning or future goals.

The effect of Leadership Style on Employee Performance

Leadership is the process of one person influencing a group of people to reach a common goal (Northouse, 2016). The combination of a leader's attitude and behavior that leads to particular patterns in dealing with followers is referred to as leadership style (Dubrin, 2004). The leadership style of a business has an impact on whether or not employees perform well. (Armstrong, 2007).

According to some scholars and practitioners, certain factors have a favorable or bad impact on employee performance, both individually and collectively. Leadership Styles are one of the aspects that influence employee performance. The term "leadership" can be interpreted in a

variety of ways, depending on the characteristics of the leader, his behavior, and his impact on personnel and their activities. Different criteria are used to categorize leaders, one of which is leadership style. Leadership is the ability to motivate a group to achieve a common vision or set of objectives. It is one of the managerial attributes of a firm or organization that interacts with its employees and has a significant impact on the organization's turnover rate.

Leadership is the organization's most important tool or weapon for achieving its goals and necessary objectives, and it is impossible for the organization to achieve its main aim without it. The implementation of tasks and their completion are impossible without leadership (Quinn Mills 2005 cited in Shahab and Nisa, 2014).

Organizations are formed to pursue specific objectives. The importance of the human dimension in achieving these aims and objectives cannot be overstated. The leader is at the top of the human factor list. A leader can persuade members of an organization to contribute willingly to the achievement of pre-determined goals and objectives. As a result, leadership is first and primarily the ability to persuade others to carry out tasks. Leadership is the process of one person influencing a group of people to reach a common goal (Northouse, 2016). The combination of a leader's attitude and behavior that leads to particular patterns in dealing with followers is referred to as leadership style (Dubrin, 2004). The leadership style of a business has an impact on whether or not employees perform well (Armstrong & Murlis 2004).

There are three factors for improving employee performance are (a) committed employees who are motivated to achieve key performance measures, (b) identification of progress and resources needed to achieve goals, and (c) raising employee performance and organizational productivity by building a learning organization (McNeese-Smith, 1996). A successful leader recognizes the importance of employees in attaining the organization's goals, and that inspiring employees is critical to achieving these goals. Diverse leadership styles have different outcomes, which have a direct or indirect impact on employees' attitudes and behaviors.

Employee performance is linked to leadership. The link between leadership and performance has received a lot of attention (Gadot, 2006). Any group's efficiency is primarily determined by the quality of its leadership; good leader behavior allows the fulfillment of followers' desires,

which leads to effective performance (Fiedler and House, 1988). The most studied organizational variable with a possible impact on employee performance is leadership. Over 35 research have been discovered by Kirkpatrick and Locke (1996) that show a positive association between leadership and performance. Employee performance is positively influenced by leadership (Shahab and Nisa, 2014) As a result, they serve critical roles in ensuring the improvement of both organizational and individual performance. Leadership style has a significant impact on performance, which is defined as "the completion, execution, carrying out, or working out of whatever ordered or undertaken" (Armstrong, 2009). The favorable association between transformative leadership and performance at all levels has been confirmed in recent leadership research (Velu 2017). Transactional leadership, on the other hand, is found.

Compared to transformative leadership, to improve job satisfaction and organizational identification (Epitropaki & Martin, 2005)

A study between private and public sector organisations, in India, comprising of a sample of 43 middle managers and 156 subordinates confirmed that leadership does influence employee performance however the level performance achieved is dependent on the type of leadership style used (Pradeep and Prabhu, 2011). The study goes on to prove that an optimal level of performance is achieved when a leader is able to motivate and influence subordinates to reach a predetermined level of success. These leadership qualities are best exhibited through the transformational leadership which as the study shows yields higher performance levels than the use of transactional and Laissez Faire leadership styles.

McColl-Kennedy and Anderson (2002) carried out research into the link between leadership style and subordinate performance. Transformational leadership had a considerable but direct impact on performance, according to the research.

Autocratic style effects- Autocratic leadership, also known as authoritarian leadership, according to Milgron (1991), clearly outlines the divide between leaders and workers. This kind of leaders is better safe, assertive and certain responsibility for decision making to the strategy plan and company operating. Even if research stated that autocratic leaders display less creativity than the other leadership styles. Adair (2005) only one person has the full

authority and power over the followers or workers. They are observed should never be questioned and cannot be interrupted by any one and his decision would be viewed and taken as the golden rule. For each decision and their followers they construct plans are bounded to work or follow the rules. Briefly, the autocratic leader believes to have the complete authority and full control of them as he wants. This type of leadership style is important for timely decision.

According to Dawson (2002) the autocratic style in a short period of time may show great results. However, excessive use of authority in the long term will deform productivity. Heneman and Gresham (2007) under the autocratic leadership style, remains in the hand of leaders all capacity of decision making is centralized, as with absolutist. As does not provide strong encouragement to the managers and employees it has not been successful. This style allows timely decision making. From their employee these leaders don't take any type of consult. They believe that leaders only take decision and either it want to follow or not employees should have to follow only. This type of leadership may be a cause of employees demotivation because of much inflexible. Ittner (2002) Autocratic leadership style encourages a partial sided conversation. On account of this the creative and leadership skills of the employees suit protective and all are involved in repetitive work of daily activities. There is a chance of misuse and warp of employees as leaders have the authority, this style restricts workplace communication and socialization. Where everyone is affable and want social network, it's important to have friendly work environment, if a company is led by an autocratic leader it can be lead to difference of opinion and conflicts.

Democratic style effects

Milgron and Ittner (2002) state that most company's beneficiary for democratic leadership style. This management style focuses on providing direction and assistance to its team and departments while accepting and receiving input from individual team members. They are leaders, but they do not reserve their actions; instead, they are concerned with employee recommendations.. According to Heneman and Gresham (2007), the democratic approach encourages the sharing of responsibilities, delegation, and ongoing consultation Managers of this approach provide suggestions and recommendations on all significant topics and decisions, successfully delegate responsibilities to subordinates and give them complete control and

responsibility for those activities, and motivate people to become good leaders. That led to more dedication of employee to subdivision goals, performance to meeting time limit. Kirega (2006) Workers' perceptions of their senior and top leadership team were examined, and they stated that this approach emphasizes the use of others' abilities, experience, and ideas. However, the final decision-making power remains in the hands of the leaders who use this technique. To recognize his or her, without firstly getting they will not make major decision the input from those that will be affected, provide proper recognition, and delegateresponsibilities.

This leadership styles can be used for any type of work project to improve the performance in short term and long term. Debashis (2006) concludes that when a company requires creative thinking,

Organizing meetings for the company or department, training people for leadership roles, and carrying out day-to-day organizational activities are all examples of issue solving. This method encourages individuals to contribute efficiently to the team and gives them confidence in their ability to accomplish deadlines and departmental objectives.

2.2 Empirical Review

Strong leaders outperform weak leaders, according to a vast body of scientific research, and transformational leadership creates stronger performance than transactional leadership, according to a big body of empirical evidence (Burns 1978).

Transformational leadership has been regarded as the best fit for modern-day organizations, according to research (Kotter, 1988). The current business environment requires this innovative kind of leadership style; a style that empowers employees and raises employee performance in an effort to improve organisational performance and continued existence (Kotter, 1988). employees and improves employee performance in order to boost organizational performance and ensure the company's survival (Kotter, 1988). Evidence has been acquired in the service, retail, and manufacturing industries, as well as in the US military forces, In contrast to the large, favorable effects of transformational leaders, transactional leaders have a modest impact on their subordinates' effectiveness in Canada and Germany. (Brand, Heyl & Maritz, 2000). Furthermore, transformational leadership has been proven to be more strongly connected with improved employee satisfaction and individual/organizational performance than transactional

leadership in the Canadian finance industry (Meyer & Botha, 2000). Based on the evidence, it is possible to conclude that transformational leadership, rather than transactional leadership, is more effective in achieving better levels of employee performance.

Employees who work for transformative leaders may receive personalised attention from the leader. As a result, they are more likely to support the leader's objectives and outperform expectations. As a result, transformational leaders can cultivate high-quality leader member exchange connections with their followers, influencing their performance. (Wang et al., 2005).

Followers will be driven to accomplish performance goals and complete their contracts in order to be properly compensated (Bass, 1985). There is a lot of evidence to back up the theory. There is a link between the contingent pay of leaders and staff performance. It should be able to motivate people to achieve at a higher level than usual (Bass, 1985)

In both lab (Howell & Frost, 1989) and field (Bass, 1985) settings, a positive association between transformative leadership and employee performance has been discovered. As a result, both transformational and transactional leadership are expected to improve employee performance directly. . Raja and Palanichamy (2015) investigated the impact of leadership styles on employee performance in India's public and private sectors. The study's findings reveal that there is a linear positive association between transformational leadership and employee performance at the 5% level of significance, based on data from 43 middle-level managers and 156 subordinates. there is a significant positive relationship between transactional leadership employee performances. However, the study found that laissez-faire leadership had a negative relationship with the employee performance/ outcomes.

One of the most investigated topics in recent years has been leaders and their leadership styles. The impact of leadership styles on employee performance have been studied in a number of ways. Rasool et al. (2015) investigated leadership styles and their effects on employee performance in Pakistan's health sector, concluding that transformational leadership styles had a more beneficial impact on employee performance than transactional leadership styles. They discovered that transformative leadership performs better in a highly organic setting where

competitive advantages are prioritized. The findings of their study also revealed that transactional leadership had a similar impact on job performance to transformational leadership. Leadership is favorably connected with employee performance for both transformative and transactional contingent incentive leadership behaviors, according to Pradeep and Prabhu (2011). Managers who are thought to exhibit good leadership behaviors, whether transformational or transactional, are believed to be actively involved in improving staff performance. The transformative leadership style has substantial correlations with performance results, according to their findings. viz. effectiveness in work, satisfaction, extra effort and dependability. Their research added to our understanding of the preferred leadership method and appropriate leadership style to use with subordinates at various professional levels. Leaders can use their findings to change their behavior in practical ways to improve subordinates' job performance, resulting in higher productivity for their organizations. They emphasize the need for leaders to be able to attract and influence their subordinates, set clear performance criteria for their peers, and serve as the finest role model for their subordinates. Aboshaiqah et al. (2015) conducted a study on nurses' perceptions of managers' leadership styles and the effects that resulted, Additional investigation revealed that staff nurses believe transformational leadership and related factors are used more frequently than transactional and laissez-faire leadership styles, and that there is a positive association between result factors (effectiveness, extra efforts and satisfaction) There is a negative link between transformational and transactional leadership styles, as well as a negative correlation with laissez-faire leadership. They came to the conclusion that a mix of transformational leadership styles, behaviors, and characteristics related to an increase in additional effort, satisfaction, and overall employee performance, as well as nurse perceptions of leader effectiveness.

Ispas & Babaita (2012) did a study on the perceived leadership style and employee performance in hotel industry; they found that autocratic leadership style is perceived as being the most used style by the managers that ensure expected results. They also stressed the fact that managers must find the good solution to help the employees to increase their individual performance.

A test of the impact of leadership styles on employee performance was also conducted by Kehinde and Banjo (2014): According to a study conducted by the Department of Petroleum Resources, "transformational leadership style" would produce effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to followers' higher order needs and moral values, and appeals to followers' higher order needs and moral values. creates followers' passion and dedication to the organization's objective and values, instills pride and faith in followers, communicates personal respect, intellectually stimulates subordinates, enables creative thinking, and inspires followers to accept tough goals gladly They recommend that transformational leadership style is good or appropriate for organizations that want to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm. and a mission or vision of the future mission and objectives of the organization, they recommend that transformational leadership style is good or appropriate for organizations that want to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm. "Leadership has got a paramount attention in both the academia and practitioners since recent decades as determinant factor on employee behaviour and performance".

Rasool, (2015) "Scholars are interested in the measurement of the association between work performance and leadership style. One of the most researched topics in recent history is leaders and their leadership styles. Chan(2010) Many researchers who have studied leadership style have not come up with a specific style suitable for a specific issue, according to Chan (2010). However, Chan advises that different styles are needed for different situations, and leaders only need to know when to use a particular approach and by using appropriate leadership styles, they can be more effective. Through their employees, leaders can influence employee job satisfaction, commitment, productivity, and, ultimately, the organization's performance. The quantity of direction and social support a leader provides to subordinates/followers is highly dependent on their leadership styles.

According to Akram, et al. (2012) piloted examination entitle How Leadership Behaviors Affect Organizational Performance in Pakistan. Then participants of the researchers was one thousand, and five hundred questionnaires were dispersed to managers and another five hundred to workers of numerous private and public sector corporations in sixty six towns through random

selection. Purposive sampling method was used in study. 2 questionnaires were designed for managers and employees. The questionnaire was associated to leadership behaviors' and employee performance. Five-point Likert scale was applied. Correlation analysis and regression analysis were applied to analyses the relationship and the effect of leadership behavior's on performance. The reliability of the questions was assessed using SPSS version 16, and the reliability was measured using Cronbach's Alpha. The discoveries concluded that leadership behaviors' are interconnected and have great progressive influence in employee performance.

According to Dalluay & Jalagat (2016), a study titled Impacts of Managers' and Department Heads' Leadership Style Effectiveness on Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines was done. The sample size used is 150. Study questionnaires were prepared to study the special effects of leadership styles on employees' performance and job satisfaction. One hundred and half participants were designated from companies in Cavite, through random sampling with Slovin formula. Data were analyzed

by using weighted mean, percentages, multiple regression and correlation coefficient. Proportions clearly were used to examine demographic variables (gender, age, length of service and leadership styles). Mean was applied to examination questionnaires on leadership styles, and correlation and regression analysis were applied to study the relationship between variables on leadership style, job performance and job satisfaction. The findings suggested that, despite the fact that there is still room for improvement, firms should continue to make the most of leadership styles that boost employee performance and work satisfaction. Investigate if democratic, transformational, or autocratic leadership styles have a favorable association with organizational performance ($r = 0.156, 0.265, 0.064; P < 0.001$), respectively. This suggests that these three leadership styles encourage people to perform better and in line with expectations. In organizations, certain leadership styles must be promoted.

As stated by Bhargavi and Yaseen (2016) there is an obvious link between leadership and the employee 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 appositve relationship

between the leadership styles and the organizational performance because the reliability statistic which was given by the SPSS was 0.522. Widayanti & Putranto (2015) conducted research in PT.TX Bandung, Indonesia, on Analyzing the Relationship Between Transformational Leadership and Transactional Leadership Style on Employee Performance. The researcher employed a sample size of 92 people. The goal of this study is to determine the relationship between transactional and transformational leadership and employee performance, as well as the significance of this relationship. Primary and secondary data are used in this study. The Multifactor Leadership Questionnaire (MLQ), based on the Slovin Theory technique, was used to collect primary data. Secondary data was gathered through the office's performance evaluations. Data quality was assessed using validity and reliability tests. Because there are multiple independent variables, multiple regression analysis is utilized to find the link. Data was sent for pass the classic assumption tests such as multi co linearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis.

The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

2.3. Proposed Conceptual Framework

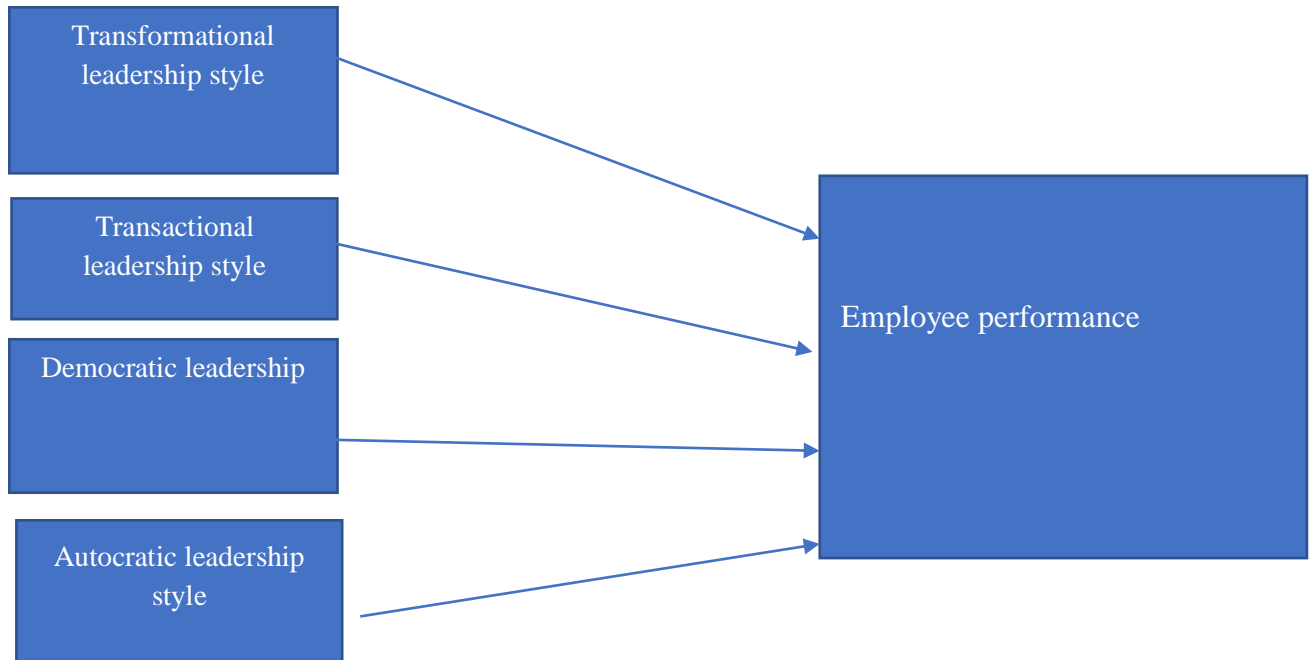


Figure 1: Conceptual framework

The figure above indicates that transformational, transactional, democratic and autocratic leadership styles are the independent variables while the dependent variable is employee performance measured with customer satisfaction, goal achievement, and quality of service.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The goal of this study is to look into the impact of leaders' leadership styles on employee performance. It provides answers to queries about how certain leadership styles influence employee performance. The following approaches are proposed in order to answer the research questions provided and achieve the study's objectives.

3.2 Research Design and Strategy

This study used an explanatory research design to look into the impact of leadership styles on employee performance. Cause and effect relationships between variables are explored in an explanatory research design. This research also looked into the impact of leadership style on employee performance as a cause. Furthermore, it is an inferential study that uses regression analysis to infer correlations between the study's variables. It also used a descriptive analysis to disclose the state of the study's variables in the selected organization. In order to answer research questions and satisfy objectives, this study used quantitative data analysis methods (descriptive statistics and regression analysis) in both circumstances.

3.3 Population and Sample Size

Elfora Agro Industry PLC has a total workforce of 1,108 people spread over Ethiopia is comprised as a population. Individuals working in the case organization constitute the study's unit of analysis. A sample of 118 employees is chosen from the whole population. The sample size is computed using Cochran's (1977) sample size calculation formula:

$$n_o = \frac{(t)^2 * (s)^2}{(d)^2}$$

Where, n_o = the sample size

$$t = \text{alpha level} = (0.05) = 1.96$$

$$s = \text{estimated population standard deviation (range of scale divided by 6} = 5/6 = 0.83$$

$d = \text{margin of error} \times \text{scale ranges} = 5 \times .03 = .15.$

$$n = \frac{(1.96)^2 (0.83)^2}{(0.15)^2} = 118 \text{ employees}$$

Therefore, a total of 118 employees are to be selected to participate in the study.

3.4 Sampling Selection Technique

Respondents were chosen at random from Elfora Agro PLC's various departments. The first respondent was chosen at random from a list of employees, and the remaining respondents were chosen using systematic random sampling of the first responder. This sampling approach was chosen because it meets the requirements of the study's regression analysis. In regression analysis, the data must come from a randomly selected sample that ensures that all members of the population have an equal chance of being included in the sample.

3.5 Data Collection Instrument

The core data for this study were obtained directly from respondents using a self-administered questionnaire, using a survey method of data collecting. The questionnaire uses a five-point Likert scale, which spans from strongly disagree (represented by 1) to strongly agree (represented by 5). The measurement instruments are tested for their reliability using their Cronbach alpha value to address contextual variances in the dependability of the items, despite the fact that they were adopted from previous studies.

3.6 Method of Data Analysis

The results of this study were generated using SPSS Version 27 software. Tables, graphs, and descriptive comments are used to present the findings. Following the generation of findings from the data, descriptive and inferential analysis were used to analyze the data. The mean and standard deviation will be used in the descriptive statistic to determine the status of employees in relation to the factors under consideration. That is, the company's leadership styles and the level of employee performance in the instance organization.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, the result obtained from Elfora Agro-Industry PLC employees using a questionnaire survey are presented and analyzed. This section is basically divided into two main sections. The first section is to present the results of descriptive analyses and the second section presents the regression analysis results. The presentation of the results is followed by discussions of the information gathered from the respondents and making use of evidence from literature to support them. Generally, this section is organized in the following manner: First, profile of respondents was presented and analyzed. Second, data collected through questionnaires were analyzed.

4.2 Response Rate

The purpose of this study was to see how leadership styles affected employee performance in the Elfora Agro Industry. Employees of the EAI were polled for information. In this case, 130 questionnaires were distributed, with 118 being returned, resulting in a 90% response rate. According to Mugenda (1999), a 50 percent response rate is adequate, a 60 percent response rate is good, and a response rate of more than 70 percent is rated very favorably, therefore a 90 percent response rate is excellent.

4.3 Profile of Respondents

The necessary information for this study was obtained from employees of different positions at Elfora Agro Industry, Addis Ababa.

Table 4.1: Demographic Characteristics of Respondents

Respondents Characteristics	Categories	Frequency	Percent
Sex	F	49	41.5
	M	69	58.5
Age	21 to 30 years	34	28.8
	31 to 40 years	48	40.7
	41 to 50 years	33	27.9
	51 to 65 years	3	2.5
Work Experience	Below 2 years	0	0.0
	3 to 8 years	74	62.7
	9 to 14 years	44	37.3
Educational background	Diploma	19	16.1
	BA/BSc	74	62.7
	MSc	25	21.2

The gender composition of respondents shows that 69 (58.5%) of the total respondents are males and 49 (41.5%) are females. According to the age distribution of the respondents' results, the bulk of the respondents are between the ages of 31 and 40 (40.7 percent), followed by those between the ages of 21 and 30 (28.8 percent). In terms of educational background, 62.7 percent of the study's participants (or respondents) have a BA/BSc, while 21.2 percent have an MSc (See Table 4.1).

Finally, based on the respondents' service year in the case organization, the above shows that 62.7 percent of respondents have 3 to 8 years of work experience, followed by 37.3 percent with 9 to 14 years of work experience. None of the respondents have less than two years of experience.

Over all, majority of the respondents have sufficient experience to be involved and provide Leadership style and Employee performance related information that are relevant for this study.

Table 4.2 Results of Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Performance	3.0817	1.52813	118
Transformational Leadership	3.0898	1.31629	118
Transactional Leadership	2.9867	1.40927	118
Democratic Leadership	3.0266	1.29913	118
Autocratic Leadership	3.0351	1.37124	118

Table 4.2 shows the total findings for Employee performance, which show that the mean is 3.0817 and the standard deviation is 1.52813, which is more than the average value of 2.5 on a five-point Likert scale. It is clear from this that Employee Performance is above average with a small standard deviation.

With a mean score of 3.0898 and a standard deviation of 1.31629, participants in this study scored higher than average for Transformational Leadership.

Furthermore, with a mean of 2.9867 and a standard deviation of 1.40927, the organization has a slightly lower Transactional Leadership level but still more than average. Participants in this study responded that the company has a higher-than-average Democratic Leadership, with a mean value of

3.0266 and a standard deviation of 1.29913, as shown in the above table.

Similarly, according to research participants, the organization has above average level of Autocratic Leadership, with a mean of 3.0351 and a standard deviation of 1.37124. As seen in table 4.2, all of the variables have a low standard deviation (1.53), indicating that the responses are closer to the average and have fewer variability. This demonstrates that the mean accurately represents the responses.

Over all, the company has transformational, transactional, democratic and autocratic leaderships of more than the average value. Moreover, employee performance at Elfora Agro-industry PLC. is of more than average value.

The effect of Leadership styles on employee performance is further analyzed through regression analysis in the following sections.

4.4 Regression Analysis Results

The cause-and-effect link between Leadership Styles and employee performance was evaluated using a multiple regression model in this study. Both the existence of a significant association and the direction of the relationship between leadership styles and employee's performance is tested in the regression analysis.

4.4.1 Reliability of the Instruments

Reliability in the current study is measured using Cronbach's alpha value. Alpha value of > 0.7 is acceptable ensuring reliability of instruments. As a result, all the variables in this study have a value greater than 0.7 and therefore acceptable.

Variables	Cronbach's Alpha	Number of Items
Transformational Leadership	.96	5
Transactional Leadership	.96	7
Democratic Leadership	.97	7
Autocratic Leadership	.96	6
Employee Performance	.99	14
a. Dependent Variable: Employee Performance		
b. Predictors: (Constant), Transformational leadership, transactional leadership, Democratic leadership, autocratic leadership		

4.4.2 Multicollinearity Test

A situation in which two or more independent variables in a multiple regression model are highly correlated is an issue of multicollinearity. Multicollinearity is checked through variance inflation factor (VIF) and tolerance static (1/VIF). The collinearity statistics, are shown in the table below.

Table.4.3: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Transformational Leadership	.748	1.337
	Transactional Leadership	.617	1.620
	Democratic Leadership	.627	1.595
	Autocratic Leadership	.611	1.636
a. Dependent Variable: Employee Performance			
b. Predictors: (Constant), Transformational Leadership, Transactional Leadership, Democratic Leadership, Autocratic Leadership			

According to Field (2005), if the biggest VIF is larger than 10 or the tolerance threshold is less than 0.2, there is a risk of multicollinearity. The VIF values in the current study are all less than 10 and the tolerance statistics are all greater than 0.2. Therefore, there is no issue of multicollinearity between variables in this study since tolerances are greater than 0.2 and VIF are less than 10.

4.4.3 Normality Test

The normality test is performed to see if the error term is distributed across the data values. The current study used histogram and normal probability plots of visual assessment of normality. The residual appears to be normally distributed as depicted in Figure 4.1 and figure 2

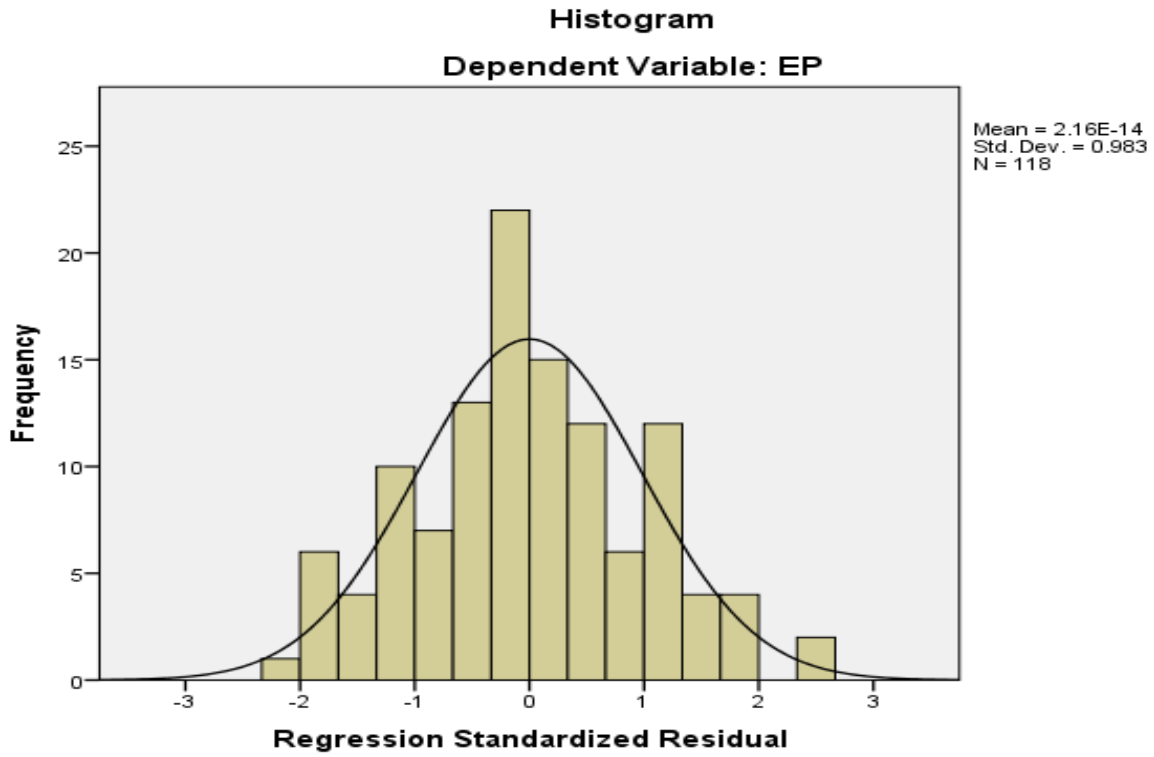


Figure 4.1: Histogram

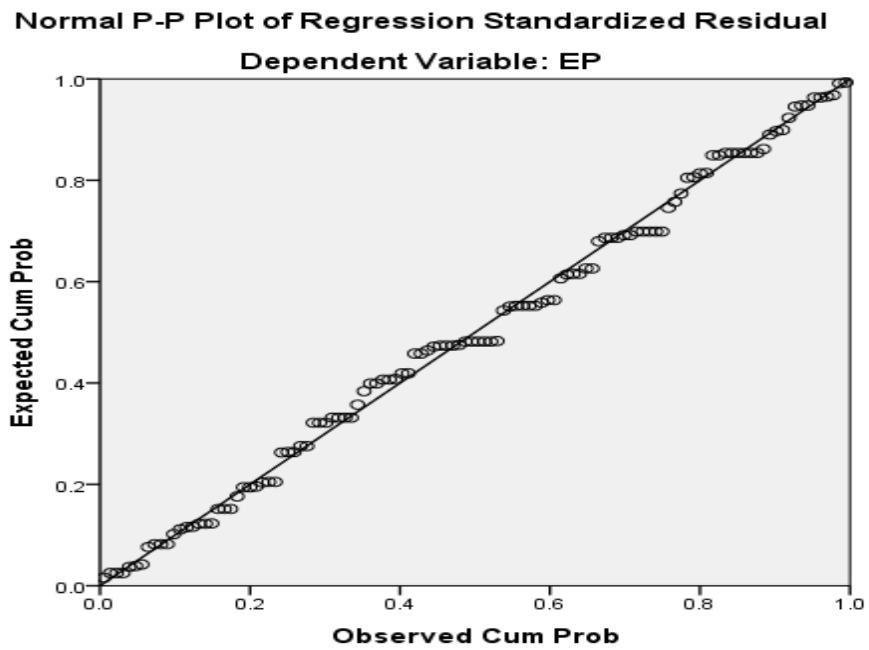


Figure 4.2: P-P plot

4.4.4 Model Fit

In testing the model fit in this study, R^2 and ANOVA are used to measure model fit, the model's ability to predict the outcome variable. The model summary and ANOVA tables below show the results of the model fit.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997a	.994	.994	.12107
a. Predictors: (Constant), Transformational Leadership, Transactional Leadership, Democratic Leadership, Autocratic Leadership				

As the study results in table 4.5 revealed, the R^2 (the amount of variance in the outcome explained by the model) is 0.994. With this it is possible to conclude that the four independent variables (transformational Leadership, Transactional Leadership, Democratic Leadership and Autocratic Leadership) can explain 99.4 percent of the variation in 'Employee Performance'. Other variables not included in this study account for the remaining 0.6 percent of variance. The higher R^2 value indicates that the model is fit.

Table 4.5: ANOVA Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	271.560	4	67.890	4631.662	.000b
	Residual	1.656	113	.015		
	Total	273.217	117			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Transformational Leadership, Transactional Leadership, Democratic Leadership, Autocratic Leadership						

The ANOVA section of the table above had a significant F value of 4631.662 (0.000), meaning that the combined influence of the four Leadership Styles is significant at the 99 percent significance level. This means model fit is secured at all of the standard levels of significance.

4.4.5 Coefficients of the Multiple Regression Analysis

In order to test the hypotheses about relationship between leadership styles and employee performance, the current study used linear regression models. The following table demonstrate regression results.

Table 4.6: Coefficients of Dependent and Independent Variables

Variables	Unstandardized Coefficients	Standard error	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.120	0.068		8.531	.000
Transformational Leadership	1.140	0.021	0.982	55.529	.000
Transactional Leadership	1.060	0.021	0.977	49.89	.000
Democratic Leadership	1.142	.026	.971	43.919	.000
Autocratic Leadership	-1.108	0.011	-.994	-101.164	.000

The standardized beta coefficient column illustrates the coefficient value and the direction of relationship and the sig. value shows the significance level of relationships. The following section discusses the relationships between these variables based on the results depicted at table 4.6.

Employee Performance and Transformational Leadership

From table 4.6, we can see that transformational leadership has significant and positive effect on employee performance ($b = .98, P < .01$). With a sig value of .000, the association between employee performance and transformational leadership is positive and statistically significant at 99 percent. As a result, the alternative hypothesis that states the “transformational leadership and employee’s performance have significant relationship and are positively related” is supported. That means the more leaders are transformational in their style, the better employee’s performance will be, other things are constant.

Employee Performance and Transactional Leadership

Table 4.6, showed can see that transformational leadership has significant and positive effect on employee performance ($b = .977$, $P < .01$). With a sig value of .000, the association between employee performance and transactional leadership is significant at 99 percent. As a result, the alternative hypothesis that the two variables have a statistically significant association and positive association is supported. That means, the more the leader makes the leadership style transactional, the more employee's performance will be. That is because leaders use reward, the peculiar characteristics of transactional leaders, that motivate employees towards better performance. As a result, the alternative hypothesis that states the "transformational leadership and employee's performance have significant relationship and are positively related" is supported.

Employee performance and Democratic Leadership

The result at table 4.6 showed that democratic leadership has significant and positive effect on employee performance ($b = .97$, $P < .01$). With a sig value of .000, the association between employee performance and democratic leadership is positive and statistically significant at 99 percent. Consequently, the hypothesis that states "democratic leadership and employee's performance have significant relationship and are positively related" is supported. That means the more leaders are democratic in their style, the better employee's performance will be, other things are constant. This might be because democratic leaders give more freedom and decentralize decision to lower-level employees for better actions for problems.

Employee Performance and Autocratic leadership

Table 4.6, showed can see that transformational leadership has significant and positive effect on employee performance ($b = .994$, $P < .01$). due to the fact that the association between employee performance and transactional leadership is significant at 99 percent and negative, the hypothesis that proposed "autocratic leadership and performance of employees is significant and negative" is supported. That means, a leader who is autocratic in leading style is likely to make the performance of employees low. This might be because the autocratic behavior of a leader reduces motivation of employees not to exert extra effort and improve performance.

Summary of Hypotheses Testes

	Hypotheses	Decision
H1	Transformational Leadership and Employee Performance have a statistically significant and positive relationship.	Hypothesis accepted
H2	Transactional leadership and employee performance have a statistically significant and positive relationship.	Hypothesis accepted
H3	Democratic leadership and employee performance have a statistically significant and positive relationship.	Hypothesis accepted
H4	Autocratic leadership and employee performance have a statistically significant and negative relationship	Hypothesis accepted

CHAPTER FIVE

SUMMARY, CONCLUSION AND SUGGESTION

5.1. Summary of findings

The objective of this study is to assess the practice of different leadership styles and level of employee's performance at ELFORA agro-industry PLC through descriptive study and to test the effect of the four leadership styles on employee's performance through regression analysis. The basic findings of this study are presented below.

Findings from **descriptive study**:

- Transformational leadership has above average result indicating the presence of transformational leadership at
- transactional leadership has above average result indicating good practice of this leadership style at ELFORA agro-industry PLC.
- Democratic leadership has above average result indicating good practice of this leadership style at ELFORA agro-industry PLC.
- Autocratic leadership has above average result indicating leaders also use this leadership style at ELFORA agro-industry PLC.

Findings from **regression Results**

- Transformational Leadership and Employee Performance have a statistically significant and positive relationship.
- Transactional leadership and employee performance have a statistically significant and positive relationship.
- Democratic leadership and employee performance have a statistically significant and positive relationship.
- Autocratic leadership and employee performance have a statistically significant and negative relationship

5.2. Conclusion

From the findings of this study, we can conclude that managers at ELFORA agro-Industry PLC uses different leadership styles in managing their employees. The results show above average practices for all the leadership style at the company. Moreover, the relationship between the three leadership styles (Autocratic leadership style, transformational and transactional leadership style) and employee's performance was found to be significant and Positive. The relationship between autocratic leadership and employee's performance found to be significant and negative. All the hypotheses in the current study are supported.

5.3. Recommendations

There are problems related to performance at ELFORA agro-industry PLC. The descriptive result showed that employee's performance is almost around the average indicating problems. Moreover, the regression analysis demonstrated that there are significant relationships between the four leadership styles () and the performance of employees. Therefore, we can expect the performance problem at the company may be from its leadership styles. Based on this the following recommendations are forwarded.

- Managers need to improve employee's performance
- To improve the performance of employee's managers at the company need to understand the connection between leadership styles and employee's performance, so that they choose appropriate leadership style that improver performance.

More specifically,

- Leaders at the company should have more transformational, transactional and democratic leadership styles since they have positive association with performance of employees.
- They need to reduce autocratic leadership style since the result showed a negative association between this type of leadership style and employee's performance.

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Annex
ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

Dear respondents

I am kindly request you to participate on this survey questionnaire to examine the Effect of leadership styles on employee performance. The information you will provide will be used as primary data for partial fulfilment of the requirements for the **MASTERS OF BUSINESS LEADERSHIP**. Your participation in this study is completely voluntary. Your genuine response and cooperation is vital for this study and will take approximately 10 minutes. All your responses are strictly confidential and data from this research will be reported only in the aggregate. Please don't write your name anywhere on this questionnaire .Please Tick (√) where appropriate in the box. I would like to express my heartfelt gratitude in advance for your kind participation.

PART ONE: DEMOGRAPHIC DATA

1. Gender

Male Female

2. Age

3. Educational level

Certificate Diploma BA/ BSC MBA/MSc
PhD

4. How long you have worked in the company you are working now? (In years)

Part Two: Questionnaires on Leadership Style

The following sets of statements aimed at helping to assess your feelings or perceptions of the leadership style of your immediate supervisor. Please place a tick (√) or a mark (X) in the box (cell) only one choice that represents your appropriate level of agreement. Please choose only one scale

Key for scales- 1= strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= strongly Agree

NO	Transformational leadership style	1	2	3	4	5
1	The employer has care and concern for individuals work as well as his personal issue					
2	My supervise Believes that when real learning and growth take place mistake may happen					
3	My supervisor builds team sprites					
4	My supervisor is quite open and receptive to new ideas					
5	My supervisor Treats all subordinate employees like his brother					
	Transactional leadership styles	1	2	3	4	5
1	Your manager provides others with assistance in exchange for their efforts					
2	Your manager discuss in specific terms who is responsible for achieving performance targets					
3	Your manager express satisfaction when others meet expectations					
4	Your manager demonstrates that problems must become chronic before he take action					
5	Your manager make clear what one can expect to receive when performance goals are achieved					
6	Your manager concentrates his full attention on dealing with mistakes, complaints, and failures					
7	Your manager directs his attention toward failures to meet standards					
	Democratic leadership styles	1	2	3	4	5
1	Your manager allows you to set your own priorities in line with his					

	guidance.					
2	Your supervisor provides recognition/rewards when others reach their goals.					
3	Your manager seeks differing perspectives when solving problems.					
4	Your supervisor calls attention to what others can get for what they accomplish.					
5	You are not allowed to make decisions that my supervisor did not approve first.					
6	Your supervisor makes others feel good to be around him / her.					
7	Your supervisor enables others to think about old problems in new ways.					
	Autocratic leadership styles	1	2	3	4	5
1	Your supervisor avoid getting involved when important issues arise					
2	Your manager is Did not accept your comment towards him/her					
3	Your manager avoid making decisions					
4	Your manager delay responding to urgent questions					
5	Your manager use methods of leadership that are satisfying					
6	Your supervisor increase other's willingness to try harder					
7	Your supervisor work with others in a satisfactory way					

Part three: questionnaire on Employee performance

The following sets of statements aimed at helping to assess your feelings or perceptions of the leadership style of your immediate supervisor. Please place a tick (√) or a mark (X) in the box (cell) only one choice that represents the appropriate efficiency scores (employee performance percentage range). Please choose only one range.

Key for scales- 1= 0%-20%, 2=21%-40%, 3= 41%-60%, 4= 61%-80%, 5= 81%-100%

No	Employee performance	1	2	3	4	5
1	I clearly understand the vision, mission and objectives of the company					
2	The strategic plan of the ministry is consistence with its vision, mission and goals					
3	My organization’s performance measures are defined.					
4	Our performance measures focus on customer satisfaction.					
5	I always report at work in time					
6	It is not necessary to come early at work.					
7	I am motivated to work.					
8	Employees are rewarded for meeting ministries goals.					
9	My colleagues encourage me to perform					
10	I receive the needed support from my supervisor to meet my duties					
11	My performance is assessed by my supervisor on daily basis					
12	My performance is limited by the poor leadership of my supervisor					
13	I am comfortable with my supervisors leadership style					
14	The performance evaluation is done quarterly in a year					

Adapted from Wanjala, Mercy N. (2014)