



**WOLKITE UNIVERSITY**  
**COLLEGE OF BUISNESS AND ECONOMICS**  
**DEPARTMENT OF MANAGMENT**

**ASSESSING THE ROLE OF EFFECTIVE LEADERSHIP FOR  
EMPLOYEE PERFORMANCE (IN CASE OF COMMERCIAL BANK OF  
ETHIOPIA GUBREYE BRANCH)**

**A research paper submitted to department of management for the  
partial fulfillment of the requirement of Bachelor of art (BA) in  
management**

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DEC, 2020

WOLKITE, ETHIOPIA

## Declaration

I, the undersigned, declare that this study entitled “**Assessing the role of effective leadership for employee performance (in case of commercial bank of Ethiopia Gubreye branch)**” 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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**“Assessing the role of effective leadership for employee performance (in case of commercial bank of Ethiopia Gubreye branch)”**

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## **Acronyms**

CBE= commercial bank of Ethiopia

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## **Abstract**

The main objective of this study assesses the role of effective leadership for employee performance in commercial bank of Ethiopia gubrye branch. Effective Leadership is one of the basic problems of many organizations. The literature review enables us to understand the various theories on leadership and its role in employee performance. The study used to descriptive type of research design and also in order to gather relevant information uses both primary and secondary data. The tool of data collection is questionnaire. The studies use census survey because the target population is small in number. The data annualize by using quantitative and qualitative method of data analysis. Data collected through questionnaire is presented with table, chart and percentage further, was interpreted accordingly. Finally, the researchers conclude and recommend basic finding.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

‘Leadership is critically important because it affects the current or future condition of the organization. Any organization requires effective leaders who can positively influence their followers by increasing employee performance and organizational commitment in order to achieve organizational performance’. According to (Kiue, 2010)

Leadership defined as the influence that particular individual (leaders) exerts up on the goal achievement of other subordinate in an organization context. Leaders have an ability to see how different aspect of a situation fit together and influence each makes a goal leader, or what condition affect leadership ability should be valuable in improving group performance. (Gary rukl 2006).

According to (Yukl2005), numerous studies on the theory of leadership can be summarized into five broad theories, namely, trait, behavioral, contingency or situational approach, contemporary integrative approach, and power and influence approach. Early studies on leadership (frequently categorized as „trait“ studies on leadership) concentrated on identifying the personality traits which characterized successful leaders (Mahoney et al., 1960).

Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Durbin 2004). It is the result of the philosophy, personality and experience of the leader. There are several leadership styles such as: autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, and transactional and laissez faire leadership (Mosadeghrad, 2003a). Leadership style has been the deciding factor of more than one facet of employee behavior in organizations. The most common styles are the Laissez-Faire, Authoritarian, and Democratic (Bass, 1990)

Effective Leadership plays a central part in understanding group behavior for it’s the leaders who usually provides the direction towards goal attainment. Therefore, more accurate capability of Leaders is vital ingredient in the success of organization. Leaders with high commitment could be the development of an environment that provides organizational effectiveness. Since effective

leaders have been demonstrated to be predictive of attitudes and performance In organization, the questions was raised regarding whether other leadership behaviors would also be predictive in the same way or not. (Casio...2010)

In a competitive business environment, organizations rely upon their effective leaders to facilitate the changes and innovations required to maintain competitive advantage. Leaders are perceived as persons who can single handedly create order out of chaos, navigate organizations through unthinkable environmental turbulence, bring mightiness out of mediocrity, and thrive where lesser mortals will quickly fade away. Effective Leadership has been altered over time, with the change in employee requirements resulting in a demand for change in the relationship between a leader and his subordinates. Leaders have been found to influence followers in many ways, including coordinating, communicating, training, motivating, and rewarding (Yukl, 1989).

Effective leadership performance on employee performance developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. Effective leadership is helpful in ensuring effectiveness of organizations where they have been employed through employee performance organizational performance (Cummings and Schwab, 1973)

An effective leader connects with people and understand the task to be done those skill required to perform them and the environment in which people work. A leader to effective with people requires a host of abilities such as helping employees to work as a team, motivating them to do their best, promoting satisfying relationship among employee and responding to their request (Peter G. Northouse 2009).

## **1.2 Statement of the problem**

According to, Fred Luthans 2002, throughout the history the difference between success and failure, whether a war, a business, a protest movement, or a basketball game, has been attributed to a leadership. In 2002, a survey done by Gallup indicates that most employees believe that is the leader, not the company that guides the culture and creates situations where workers can be happy and successful. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom and Davis, 1993).

Successful leaders anticipate change vigorously exploit opportunities; motivate their followers to higher level of productivity correct poor performance and lead the organization towards it is objectives. Confronting inadequate performance by group members is challenging and emotionally courage process that requires much of leaders. If is not easy, but it is necessary part of leadership. Effective leaders are proactive and confronts problem when they occur. In problem situation leaders has to communicate with low performance group member and explain their behavior hinder the group form meeting its goals (Lafasto and Latson, 2001).

Sometimes the obstacle facing people it is the task itself. When a task was unstructured, ambiguous to complete task and performance appraisal system. Another factor affects employee performance. Example, leadership style and leader's ability to lead employees and decision-making process affect employee's performance in a given organizations. (Peter G. Northouse2009).

Ismail 2017 conducted study on the effect of leadership style on employee performance in the case of ministry of education.

Liya (2018) conducted study on the effect of leadership style on employee's performance at wegagen bank. Most of the past researcher tried to examined If there is relationship between leadership style and employee performance but no studies were examined the problems related to leadership that affect performance of employees. Therefore, the researcher intends to assess the role of effective leadership for employee performance in the case of commercial bank of Ethiopia Gubrye branch.

### **1.3 Basic Research Question**

Since there were problems of effective leadership those influences for employee performance. the study answers the following basic research question

The following was basic research question

1. What kind of leadership style does the commercial bank of Ethiopia gubreye branch follows?
2. How leaders motivate employees in decision making process?
3. What are the problems related to leadership that affect performance of employees?
4. What benefits does the bank obtained from practice of effective leadership?

## **1.4 Objectives of the study**

### **1.4.1 General objective**

The general objective of this study was assessed the role of effective leadership for employee performance of commercial bank of gubreye Branch.

### **1.4.2 Specific objectives**

- To identify what types of leadership style does the commercial bank of Ethiopia gubreye branch follow.
- To understand the importance of leadership within the commercial bank of Ethiopia gubreye branch.
- To explore the problem that affect performance of employees that was related to leadership.
- To identify the way of leaders to motivate employees.

## **1.5 Significance of the study**

- This study would vital for commercial bank of gubreye Branch in order to set important information about employees and understand their problem.
- To forward the concerned bodies to look for the problems for employees and manager advise council and give direction for employee
- It would serve as a base for other researchers who were interested to conduct research on this area in depth.
- Also, it would enhance the ability and to skill conduct further research and researcher would again more experience.

## **1.6 Scope of the study**

These studies have geographical and conceptual delimitation. The study focuses on the role of effective leadership for employee performance only commercial bank of gubreye Branch and

conceptually these studies are emphasized. And only on leadership variable that affect employee performance.

### **1.7 Limitation of the study**

There are some limitations its research the researcher would face as a challenge while conducting this study. The limitation stated as follow

- Lack of experience of the researcher as it is the first time the assessment taken.
- The study was geographical delegation its only focus on commercial bank of Ethiopia gubreye branch
- The bank manager unwillingness to me.

### **1.8 Organization of the proposal**

This research paper has five chapters. The first chapter contains the introduction part, which comprises background of the study, statement of the problem, research question, and objective of the study, significance, scope, and limitation of the study. Second chapter includes related literature which comprises introduction; theoretical, empirical literature and summary of literature review, third chapter on paper include methodology of the study which contains introduction, study area, research design, data type, source and methods of data collection, population and sample design and methods of data analysis, fourth chapter include data presentation, canalization, and interpretation, and the last chapter on research paper include conclusion and recommendation.

## **CHAPTER TWO**

### **REVIEW RELATED LITERATURE**

#### **2.1 Introduction**

This chapter review literature related to leadership this chapter main objective is to know leadership and which leadership type is effective for employee performance. It looks at what different authorities have observed and recommended to about leadership and leadership type effective for employee performance and shows the gaps that a left unfilled by past scholars as well as reflecting the attempts to bridge these gaps. The review is presented under themes that have been developed from the objectives defined in chapter one. Content of this chapter is theoretical and empirical literature

#### **2.2 Theoretical literature**

##### **2.2.1 Defining leadership**

Leadership is “process of influencing the activities of an individual or a group in efforts toward goal accomplishment” (Hersey and Blanchard 1979).

Leadership is associated with stimulants and incentives that motivate people to reach common objective (SENGE 1990).

According to (kotter 1990) without leadership, the probability of mistake occurring increases and the opportunities for the success become more and more reduced for thus the same author and in the context, leadership allows cooperation, dimension conflict contribute to creativity and has an integrating role, as it keeps people united even when not physical so on.

**Leadership is a trait:** means that each individual brings to the table certain inherent qualities that influence the way he or she leads some leaders are confident, some are decisive and still other are outgoing and sociable, saying that leadership is a trait places a great deal of emphasis on the leader and on the leader’ special gifts. It follows the often-expressed belief “leaders are born, not made.” Some argue that focusing on the trait makes leadership an elitist enterprise because it implies that only a few people with special talent will lead. (Riggio and conger 2007).

**Leadership is ability:** in addition to being thought of as a trait. Leadership is also conceptualized as ability. A person who has leadership ability is able to be leader. That is, has

the capacity to lead. While the term “ability” frequently refers to a natural capacity, ability can be acquired. (E.H.Schein, 1992)

**Leadership is a skill:** skilled leader are competent people who know the means and methods for carrying out their responsibilities. (Stogdill 1950 p. 3)

**Leadership is behavior:** leadership is also behavior; it is what leader does when there are in a leadership role. The behavioral dimension is concerned with how leader act toward others in various situation. (Hemphill and coons, 1957)

**Leadership is a relationship:** another and somewhat unusual, way to think about leadership is a relationship from this perspective; leadership is centered in the communication between leaders and followers rather than on the unique qualities of the leader. (Stogdill 1974)

### **2.2.2 Leadership styles**

There are many different leadership styles. Each leader has his or her unique style. Effective leaders will vary their methods based on the context, the individual concerned and the desired outcome. The ability to adjust the leadership style is based on those variables is directly correlated with the leadership effectiveness and ultimate success (Peter G. Northouse, 2009).

### **2.2.3 Types of leadership styles**

#### **2.2.3.1 Autocratic leadership style**

Autocratic leadership style is defined by the fact that the leaders is making all of the decisions and the following are simply there to follow orders and to execute without deviating from the decision. It characterized by individual control over all decision and little input from group members. Typically, more choice based on their own ideas and judgments and rarely accepts advice from followers. Autocratic leadership involves absolute, authoritarian control over a group. Their participation in the decision-making process is nonexistent (Peter G. Northouse, 2009).

Autocratic leadership style may serve at low stage of economic and social development where lower levels needs of physiological and social satisfaction still dominates. (Akpala 1990)

According to Ile 1999, the approach known “autocratic leadership style” results in particularly all authority centering in the leader. The leaders do as enforce decisions by the use of rewards and

the fear of punishment rewards go to those who do as they are told to do. Communication tends to be primarily in one direction, from the leader to followers.

According to Akpala 1990, an advantage of autocratic leadership is the speed with which decisions can be made. The leader does not have to obtain group members approval before deciding. A potentially off setting disadvantage may be the effect of autocratic leadership upon morale. Members may resent the way decisions are made and thus support them as little as possible also leaders that choose to use a leadership style that merely orders or indicates may have employees that are less committed that are relieved of responsibility effectiveness of autocratic leadership is often short lived.

Some characteristics s of autocratic leadership includes

1. Little or no input from group members
2. Leaders make the decision
3. Group leaders dictate all the work methods and process
4. Group members are rarely trusted with decisions or important tasks.

### **2.2.3.2 Democratic leadership styles**

Democratic leadership styles also known as participative leadership is a type of leadership style in which allowing members of the group to share and contribute ideas. And make member of the group more participative in the decision-making process. (Peter G. Northouse, 2009)

Democratic leadership style is decision making is shared between leader and the group. Authority is decentralized and free flow of communication is encouraged. When the leader is constrained to make a decision alone the reason is explained to the group. The leader permits a climate of general controls and supervision. (Igboeli, 1990)

According to (Okinawa and ugbo, 2001) Democratic leadership style is also known as participative or supportive leadership style involves some kind of joint action between leaders and subordinates. In essence, the leader consults with subordinates on proposed actions and

decisions and encourages participation from them. He also welcomes ideas and criticism from the group he is leading.

Democratic leadership style, the leader suggests possible actions with his recommendations but awaits the reactions of the group before putting them into effect. In some situations, participative or supportive leadership is merely a manipulate approach because behind the open discussion, the manager pulls the string. Such a leader discussion, he himself decides what action to take. This what goes on in what is called joint consultative industry. (Ile 1999)

Some characteristics of democratic leadership

1. Creativity is encouraged and rewarded
2. Member of the group feel more engaged in the process
3. Group members are encouraged to share ideas and opinions even though the leaders retaining the final say over decisions.

### **2.2.3.3 Laissez-faire leadership style**

According to (Eren, 2010) Laissez-faire leadership style involves giving group member the freedom to make their own decisions. Laissez-faire leadership also known as delegated leadership style.

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

According to (Griffin, 1993) Laissez-Faire Leaders give group members the freedom to make their own decision in any process as leaders play no leadership role to subordinates.

Laissez- Faire Leaders need the less of management authority, leave responsibility to subordinates to decide goals, plans, and programs by their own within the source of possibility.

In other words, laissez faire leaders do not take the responsibility and give subordinates the authority to use (Eren, 2010).

Laissez-Faire Leaders do not form any control mechanism on group members, and they are completely free to take any decision (Vugt et. al., 2004)

Some characteristics of laissez- fair leadership style

1. Very little guidance from leaders
2. Complete the freedom for followers to make decisions.
3. Leaders provide the tools and resources need.
4. Group members are expected to solve problems on their own.

#### **2.2.4 Problems related to leadership**

Some of the common problems that related to leadership are as follows (Zaccoro and Marks, 2000)

- I. It is not clear exactly what behavior are indicatives of leadership.
- II. Less motivation of employees such as, not enough of monetary growth, little or no appreciation, less work or too over loaded.
- III. Many problems occur because of people failing to communicate effectively.
- IV. Luck of experience
- V. Luck of confidence

#### **2.2.5 The importance of leadership**

The importance of leadership is a key ingredient to successful business, so understanding the importance is a key in business success. Leadership has so much influence in our lives because often it determines whether we enjoy particular experience, year of personal experience as a carrier military office showed me that the army leadership manual the importance leadership

best. A leader is anyone who inspires and influence people to accomplish organizational goal they motivate other pursue actions and focus thinking for the greater (Tukl, 2006).

The following points are the importance of leadership

1. Initiates action-leaders is a person who starts the work by communication the policies and plan to the subordinates from where the work actually starts.
2. Motivation- a leader proves to be playing an incentive role in the concerns working, he motivates the employee with economic and non-economic rewards and they are by gets the work from the subordinates.
3. Providing guidance- leaders has not only supervised but also play guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform these works effectively and efficiently.
4. Creating confidence- confidence is the important factor which can be achieved through expressing the work effect to the subordinates explaining them clearly the role and giving the guidelines to achieve the goals effectively.
5. Building morale- moral denotes willing cooperation of the employee towards their work and getting them in to confidence and winning their trust. Leaders can be a morale booster by achieving full cooperation, so that perform with best of their abilities as they work to achieve goals.
6. Builds good work environment: helps in sound and stable growth therefore, human relation should keep in to mind by a leader he should have personal contracts with employees and should listen to their problem and solve them. He should treat employees on humanitarian terms.
7. Co-ordination can be achieved through re-concealing personal interest with organizational goals, that synchronization can be achieved through proper and effective coordination which should be primary motivate of a leader. (Rukl, 2006).

### **2.2.6 Ways of leaders motivate employees**

Most successful leaders will tell you that the primary motivation is to “Change the World” and to build something lasting, not to make a lot of money. The following is the way of motivate employee ([www.forbs.com/site/martinzwilling/2012/01/10](http://www.forbs.com/site/martinzwilling/2012/01/10))

1. Energize your team: - instead of being the types of leaders who sucks the energy away from threes; resolves to be the kind of leaders who strive to bring passion positive energy to the work place very day.
2. There is more to life than work-great leader has deep reserves of the physical spiritual and emotional energy and that energy is usually failed by a strong and supportive relationship with the people they love, regulate exercise and a healthy life style and setting aside time for reflection.
3. Put your people first- no organization is better than the people who run it. The fact that you are in the people business. The business of herring. Training and managing people to deliver the product or service you provide. If the leader you need to attend to you people with a laser-life focus.
4. Act with integrity- in a time when news reports are filled with the stories of private and public leaders who have acted in appropriately and have gone against the best interest of their employee or constituents, showing you or employee that you value integrity can help motivate them and create a sense of pride for your organization.
5. Be a great communicator- leadership is influencing other and this cannot be achieved without effective communication.
6. Be a great listener- the most effective leaders are the one who take the time to listen not just to their team members. Words but to the priceless hidden meaning beneath then, remember that during that times and band, sometimes your employees just need someone to take to communicate to them that you are always weighting with open ear.

7. Be problem solver: - post a sign above your office door that reads “Do not bring me the problem. Bring me solution”. Then set above the task of guiding each person on your team toward the goal of becoming a top-notch problem solver during this crucial period.
8. Lead through experience and competence, not through title or position. Monitor your employees, incur rage team, make partners out them and your organization is sure to benefit. If you want to service the tough economy. That is exactly the kind of leadership you need for your organization.

### **2.2.7 Types of decision making for the leader**

According to (Craig E Johnson 2001) Leader gives direction to people to follow. He is responsible for ensuring that his decision provides the right direction to the organization. Be it in a business or in other organization decision making is an important component of eldership skills. The different type of decision making that a leader typically encounters are:

1. Authoritative: - in authoritative type of decision making the leader is the sole decision maker which subordinates follow. The leader has all the information and expertise required to make a quick decision. If it is important that the leader is a good decision maker as it is, he was having to own up to the consequence of this decision. Though effective, in case the leader is an experienced individual, it can harm the organization if the leader insists on an authority's decision making even when there is expertise available within the team.
2. Facilitative: - in facilitate type of decision making, both the leader and his subordinates work together to arrive at a decision. The subordinates should have the expertise as well as access to the information required to make decision.
3. Consultation: as the name suggests, consultative decisions are made in consolation with the subordinates. However, the fact remains that unlike in the facilitative decision-making style, in consultative decision making it is the leader who hold the decision-making power. A wise leader tends to consult his subordinates when he thinks that they have valuable expertise on the situation at hand.

4. Declarative: - as per the trait that characterize effective leadership. Determined leaders are aviary focused and attentive to task. They know where there are going and how they intend to get there.

## **2.2.8 Trait of effective leadership**

### **A. Intelligence**

Intelligence is an important trait of related to effective leadership. Intelligence includes having good language skill perceptual skills and reasoning ability. This coronation of assets makes people good thinkers and makes them better leaders. (Peter G Northouse 2009)

### **B. Confidence**

Bienne confidence is another important trait of an effective leader confident people feel self-assured and believe they can accomplish their goals Ruther than feeling uncertain they feel strong and secure about their position. They do not second guess themselves, but rather move forward on project with a clear vision (Conger and Riggio 2007).

### **C. Charisma**

Of all the trait related to effective leadership, charisma gets the most attention charisma reapers to a leader special manage tic charm and appeal and can have a huge effect on the leadership process charisma is a special personality characteristic that gives a leader the capacity to do extraordinary thing (conger and Riggio 2007)

### **D. Determination**

Determination is another trait that characterizes effective leadership. Determined leaders are aviary focused and attentive to task. They know where there are going and how they intend to get there.

Determination is the decision to get the job done it includes characteristics such as imitative persistence and drive people with determination re willing to assert themselves, they are practice and they have the capacity to persevere in the face of obstacles. Beine determined includes showing dominance at times especially in situation where other need direction. (Bass 1998)

## **E. Sociability**

Another important that for leaders is sociability it refers to a leader's capacity to establish pleasant social relationship people want to sociable leaders with whom they can get along leaders who sociability is friendly, outgoing courteous, fitful and diplomatic. (Dubrin 2004)

## **F. Integrity**

Another most important, effective leaders have integrity characterizes leaders who possess. It's the qualities of honesty and worthiness. People who adhere to a strong set of principle and take responsibility for their action are exhibiting integrity leader with integrity inspire confidence in other because they can be trusted to do what they say they are going to do. They are going to do. They are Loral dependable and transparent (peter G. Northouse. 2009)

## **2.3 Empirical Literature**

Many researchers have studied leadership style from different perspective and in different Social political and economic environment. The following ones are very match related and useful for this study: In (Bass's 1998) current definition, leadership is an interaction between one or more members of a group. In another more recent definition, leadership is a relationship between leaders and followers where they influence each other and they intend real changes and outcomes that reflect their shared purposes (Daft, 2005). It means that situations, contexts, culture, working environment, new laws and regulations, information overload, organizational complexities and psycho-socio developments remarkably impact the leadership concept thereby, making it commensurate to the changing organizational dynamics (Amabile, Schatzel, Moneta & Kramer, 2004)The role of leadership style on corporate profitability has been studied considerably by different researchers(Nicholls, 1988; Simms, 1997). Assuming "the essence of leadership is influence", leadership could broadly be defined as "the art of mobilizing others to want to struggle for shared aspirations" (Kouzes &Posner, 1995). Transformational leaders encourage subordinates to put in extra effort and to go beyond what they (subordinates) expected before (Burns, 1978).

As the performance of an employee is dependent on the quality of the workforce at all levels of organization (Temple, 2002), it is essential to discuss the concept of individual performance.

(Millcorvich and Bondream1997) define employee performance as the degree to which employee's 27accomplish work requirements. To them employee performance in effect reflects the efficiency of the organization. People are an organization's greatest assets: individuals and organizations have learned about the importance of the role of people in an organization, and how the success of an organization depends on its people (Bartlett and Ghoshal, 1995).

According to (Bass 1997), in the modern business environment, much research has proved that leaders make a difference intheir subordinate's performance, and make a difference as to whether their organizations succeed or fail. (Kotter1988) argues for the ever-increasing importance of leadership in organizations, because of significant shifts in the business environments, such as the change in competitive intensity and the need for more participation of the total workforce. Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions, and relationships. (Cummings and Schwab 1973) mention the connection between leadership traits or leadership behaviors and employee performance.

However, they stress that the literature was not based on empirical evidence and therefore has become discredited over time (Cummings and Schwab, 1973; Fiedler and House, 1988). There is agreement in the literature (Maritz, 1995; Bass, 1997) that leadership is a critical factor in the success or failure of an employee; excellent leader begin with excellent leadership, and successful organizations therefore reflect their leadership.

#### **2.4. Summary of Literature Review**

Under this chapter cover theoretical and empirical literature on the theoretical part definition leadership, leadership style, types of leadership, problem, importance and ways of leader motivates employees.

On the empirical part previous researchers what says about my research. Drawbacks of previous workers or research and I avoided my research

According to (Millcorvich and Bondream 1997) employee performance as the degree to which employees accomplish work requirements to them employee performance in effect reflects the

efficiency of the organization. on my research I will avoid this assumption because of effective leader lead his employee's employee performance as the degree of effective leader and an effective leader effectively lead his employees reflect the efficiency of the organization.

According to (Temple, 2002) the performance of an organization is dependent only the quality of the workforce at all level of the organization. On this research avoid this assumption because of performance of organization is dependent on effective leadership and employee performance and on Temple draw back he argues depend on only quality of work force so avoid this assumption because many internal and external force

# **CHAPTER THREE**

## **METHODOLOGY**

### **3.1 Introduction**

This is the main part of the research because it is frame work or it show how the study going to be conducted so the main objective to show research proposal how to going on

Under this chapter it covers describe the study area, research design, data type, source and methods of data collection, population and sample design and methods of data analysis.

### **3.2 Research design**

This study would be on employee performance descriptive type because descriptive research type to describe current data. So, researcher could be describing the collected data by questionnaire in the case area. The main objective of this study assessing the role of effective leadership for employee performance and describe the characteristics of population.

The research design looks at the reasons why the situation behaves the way it does and also what the weakness and strength are.

### **3.3 Data Type, source and methods of collection**

The researcher would use primary and secondary source of data. The primary source of data was employees and manager of the organization. The secondary source of data was books, relevant documents and websites.

#### **3.3.1. Data Type**

In the study to assess the role of effective leadership style for employee performance. primary data was used. The primary data for this study were the reasons of employee and manager of the bank. In addition is to different documents and related literature regarding leadership and employee performance as secondary data.

### **3.3.2 Source of Data**

#### **3.3.2.1 Primary source**

The primary source of data was collected through questionnaire from employees and manager of CBE gubreye branch

#### **3.3.2.2 Secondary source**

The secondary data was collected from books, relevant document and websites.

### **3.3.3 Methods of data collection**

The researcher uses both primary and secondary method of data collection. The primary method of data collection would use by preparing open and close ended questionnaires. The secondary methods of data collection used are books, relevant documents and websites.

## **3.4 Population and sample design**

### **3.4.1 Sampling design**

The researcher used census survey study because the numbers of workers are less than 50 employees

### **3.4.2 Target population**

Total population of CBE gubreye branch are 22 employees, thus employees were actual chances to be in could in the research. because the research could be conducted census study.

## **3.5 Method of data analysis**

After collecting the required data through questionnaires, it was analyzed and presented by using descriptive methods, by using par graphs, tables, pie chart, and percentage.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

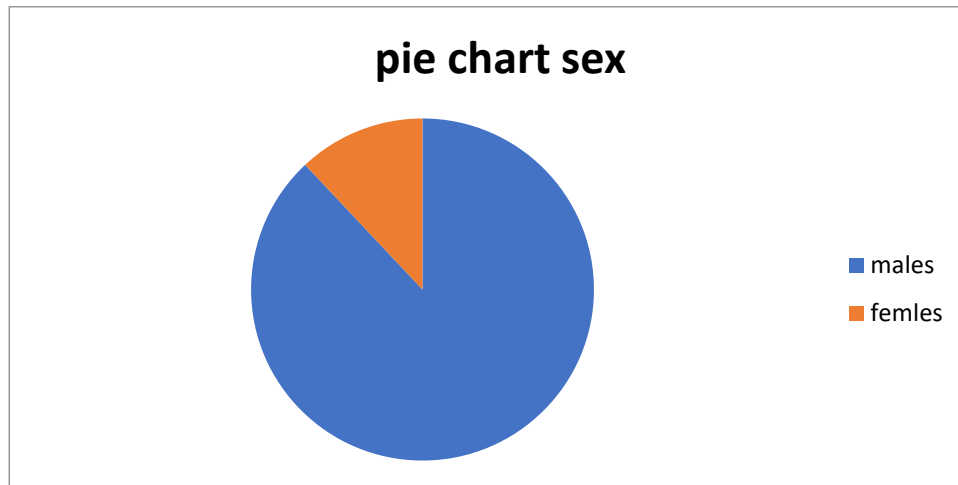
This chapter deals with the data presentation were collected from the respondents through questionnaires and presented by tabulation, pie – chart and percentage and then analysis done. The analysis carried out by expressing the presented data in a well-organized manner mostly in words and numbers. Finally, interpretation is done.

The interpretation part is the final outcome of each analysis and information from other source like the answer of the employees at the time of questionnaire. Generally, in this chapter the researcher presents the collected data, analysis and finally provides interpretation. The analysis carried out by 22 respondents because 4 questionnaires were not returned.

The remaining 18 were used for canalization and interpretation

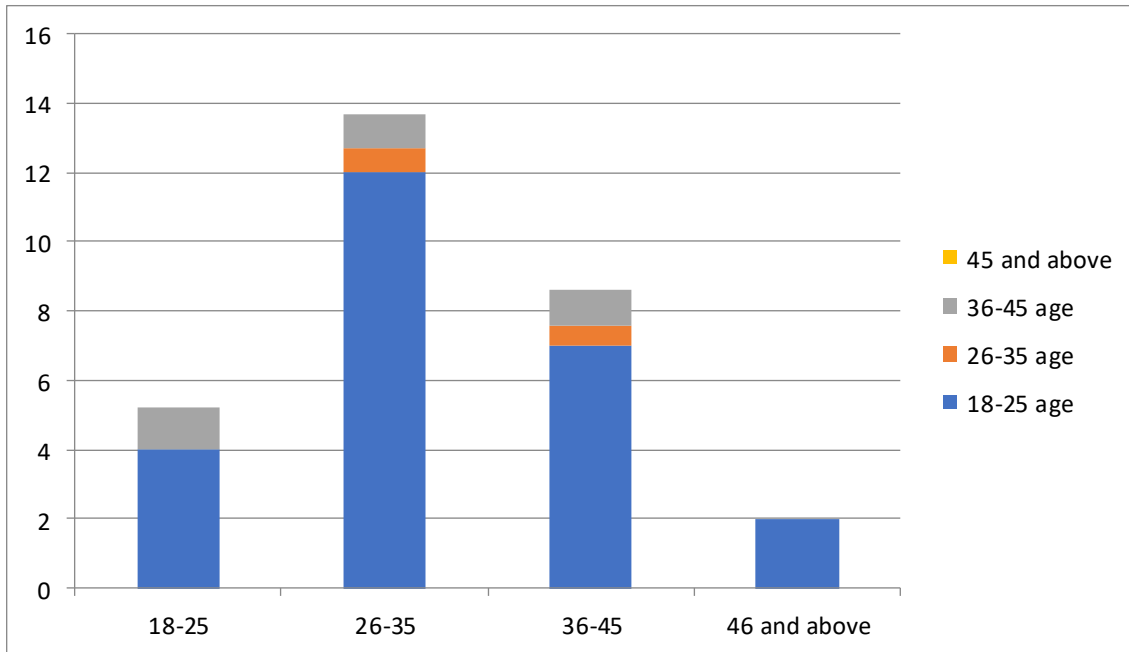
#### Demographics characteristics of the respondent

Demographic is a dominate factors to effective leadership in the organization it includes age education and work experience



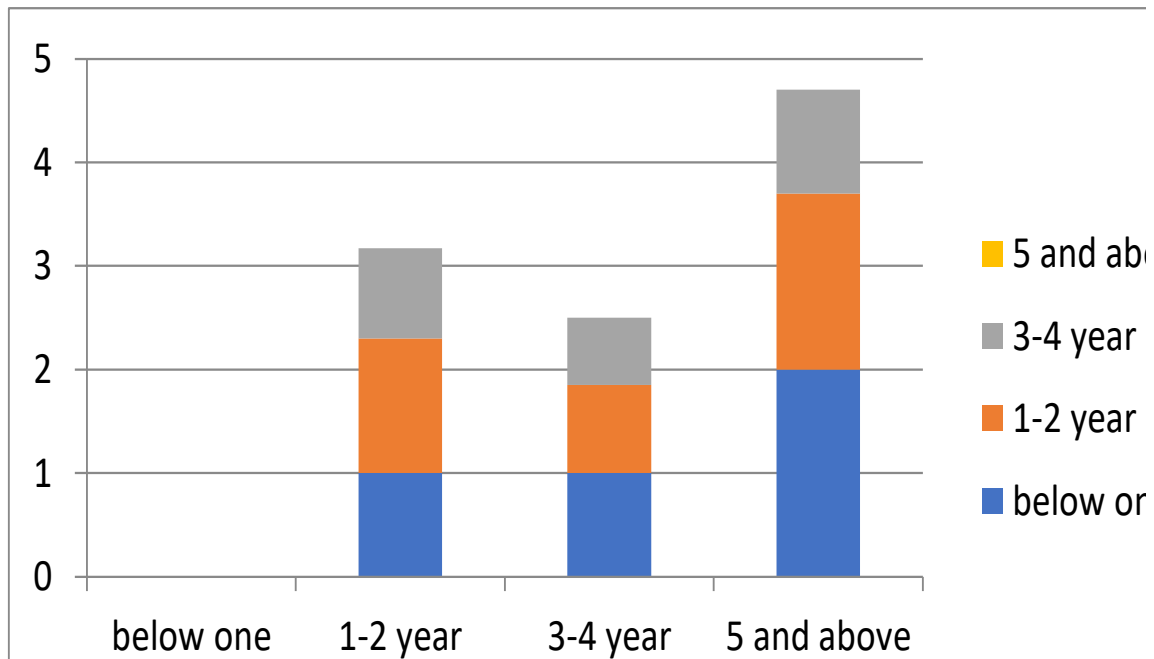
Source questionnaire2020

In the above pie chart ammonites' total respondents 16(88 %) of respondents were males and 2(12 %) of respondents were females. The most of the respondents are female, yet quite larger number and representative number of male's participants proportional both sex's participated in the of this study this indicates that male's employees were dominated in the organization.



Source questionnaire 2020

Based on the above graph 3 (17 %) of respondents are between 18-25 and 9 (50%) of respondent ages were between 26-35 ages and 5 (28 %) of respondent ages were between 36-45 age 1 (5 %) of respondent age were between 46 and above. Most of the respondents of this study young and ones working time an adult level that have plenty more years of a bank. These indicate that age 26-35 dominated this age in the bank.



Source questionnaire 2020

Based on the above Graphs the total respondents 8(44 %) of respondent work experience is above 5 years 4 (22%) of respondent work experience is 3-4 rerun experience 6(34 %) of respondents of work experience is 1-2 years most of employees were above 5 years. There is no below one year and the respondents are adequately representative samples who can clearly explain the bank at its best.

Table 4.1 education

No	Item	Respondents	
		Prefund	Percentage
1	High school certificate	0	0
2	College Diploma	1	6%
3	First degree	15	82%
4	Second degree	2	12 %

Source questionnaire 2020

Based on table 4.1 1 (6 %) of respondents were college diploma and 15 (82 %) of respondents were pints degree and 2 (12 %) of respondents were second degree generally in the organization third is no high school (certificate and most employees. the respondent’s general characteristics also shows that quite most of respondents were first degree and dominated in the organization

Table 4.2 mortal status

No	Item	Respondents	
		Required	Parentage
1	Married	10	56 %
2	Un married	8	44 %
3	Divorced		

Source questionnaire 2020

According to table 4.2 10 (56 %) of respondent’s wince married and 8(44 %) of respondent were single but there are no Divorced respondents the results of the study has also proved that relatively proportional sizes of the respondents are married and slightly some most of respondents single.

Table 4.3

	Item	Respondent	
		& require	Percentage
1	How does the leader control Performance of the employees in the organization?		
	A, by given encouragement	10	56 %

	B, by Reduce salary	4	22 %
	C, by decreased lousing opportunities	3	16 %
	D. other.....	1	6%
	Total	18	100%

Source questionnaire 2020

According to table 4-3 10 (56 %) of respondents were say that leader control employee's performance by going encouragement and 4 (22 %) of respondents were by reduces salary and 3(16 %) of respondents were by decreasing lousing opportunity and 1(6%) oracle system on the software respondent generally in the organization control employees performs by toward stratum rather than punishment.

Table 4.4

No	Respondents & respondent percentage	
In the organization participate equally in decision moving process?		
Yes	5	27 %
No	13	73 %
Total	18	100 %

Source questionnaire 2020

Based on the above Table 4.4 5 (27 %) of respondents were say that employees participated equally but 13(73 %) of respondents were say that all employees not permute equally in decision make process in this case there a problem for organization because of employers not participate equally decision moving process not fair so employers want to participate equally decision moving process.

Table 4.5

No	Item	Respondents	
		Frequency	Parentage
3	What it the importance of leadership in the organization?		
	A. motivating	8	45 %
	B. creating confidence	3	16%
	C. creating guidance	5	27 %
	D. Others	2	12%
	Total	18	100%

Source Questioner 2020

Based on table 4.5 8 (45 %) of respondents were said that the importance of leadership in the organization was motivating and 3 (16 %) of respondents were for creating confidence and 5 (27 %) of respondents said that for providing guidance and 2(12%) of respondents said that for others all in the organization. Generally, leadership was in for tans of employees of the organization for motivating employees' respondents said that all are essential but motivating is more favorable in leadership on the bank because motivate employees on leader its best method.

Table 4.6

4	What kinds of leadership style follow the organization?	Frequency	Parentage
	B. Lasses-fare leadership style	1	6 %
	C. Autocratic leadership style	5	27 %

	D. Others	0	%
	Total	18	100%

Source questionnaire 2020

Based on table 4.6 from the total respondents 12(67%) of respondents said that organization follow participative leadership style and 1(6%) of respondents said that organization follow laissez-faire leadership style. Finally, 5(27%) of respondents said that organization follow autocratic leadership style generally organization follow participatory leadership style rather than autocratic and laissez-faire leadership style and laissez-faire leadership style was not follow the organization.

Table 4.7

No	Item	Respondents	
		Frequency	Percentage
5	Do you have effective leader in your organization?		
	Yes	7	38 %
	No	11	62 %
	Total	18	100 %

Source questionnaire 2020

Based on table 4.7 from the total respondents 8(44%) of respondents were said that there is effective leader in your organization and 10(56%) of respondents were said that there is no effective leader in your organization. To sum up we cannot conclude the organization have effective leader but most of respondents said that there is no effective leader in the organization there is a problem in in the bank because employers or respondents not satisfied with the bank there is a problem.

Table 4.8

6	Item	Respondent	
		& require	Percentage
	What are the problems related to leadership that affects performance of employees?		
	A, leadership styles	14	76 %
	B, job specific task proficiency	3	18 %
	C, management/administration	1	6 %
	D. other.....	0	
	Total	18	100%

Source questionnaire 2020

Based on table 4.8 from the total respondents were said the problem related to leadership affect employee performance affect by leader ship style, leadership style employers that push on manger for leadership style and 3(18%) the problem leadership affect by job specific task job specific task on related to job employers were said on job specific task not want to on customer service and management/administration one person said on problem effects on employee performance on administration of bank so in this case generally leadership style affect performance of employees by pushing manager for employees performance.

Table 4.9

7	Item	Respondent	
		& require	Percentage
	How leaders motivate in decision making process?		

	A salary increasing	6	32%
	B, by promotion	9	50 %
	C, recognition	3	18%
	D. other.....	0	
	Total	18	100%

Source questionnaire 2020

Based on table 4.9 from the total respondents 6(32%) of respondents said that leader motivates employee's decision-making process by salary increasing giving bonus and 9(50%) of respondents said that by promotion. promotion one job to another new job this new job to leader motivates employees and 3(18%) of respondents said that recognition leader motivates in decision process recognition this paper incentive leader motivate on decision making process so in this case generally leader motivate in decision making process by promotion one job to another new specific job leader motivates on decision making process.

Table 4.10

No	Item	Respondents	
		Frequency	Parentage
8	Leader motivates employees in your organization?		
	Yes	14	76 %
	No	4	24 %
	Total	18	100 %

Source questionnaire 2020

As shown the above table from the total respondents 14(76%) of respondents were said that leader motivate employees and 4(24%) of respondents were said tight leader not motivate

employees. Most of respondent's leader motivate on employees by encouragement by freely talking so it's advisable method for in this manner employers or respondents are satisfied for the manager.

Table 4.11

No	Item	Respondents	
		Frequency	Parentage
9	Are you satisfied in with the leadership style in your organization?		
	Yes	10	56 %
	No	8	44 %
	Total	18	100 %

Source questionnaire 2020

As shown table 4.11 from total respondents 10(56%) of respondents were said that employees satisfied leadership style in the organization and 8(44%) of respondents were said not satisfied leadership style in the organization so in this most of employees satisfied on the organization in this case employees are satisfied in this leadership style are best but few things to be corrected leadership style of organization favorable in this manner.

#### Open ended questionnaires interpretation

- According to from the total respondents above 76% of respondents were said that leader of the organization was motivate employees by giving encouragement and by other motivating action.
- The factors of employees of performance there are many situations affect employee's performance live self-understanding, communication, leader experience and confidence those are the main factor of employee's performance.

- Based on organization employees respond above 56% of respondents were satisfied in current leader satisfied on the organization to promote and centralized system so employees are satisfied in leader and leadership style.
- Based on organization respond 53% of respondents benefit of bank obtained from effective leadership to identify overriding issues associated with measuring employee performance and to identify employer's effectiveness and efficiency which employee effective measure of degree which an employee archiving his/her interest.
- According to total respondents above 70% of respondents were said the current leadership in the organization we're not be changed because of employees said the leadership style participatory leadership style so important type of leadership style for development of the organization as well as the employees and centralized.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Summary of major finding

- ❖ The study has revealed that most of the study participants are first degree graduate
- ❖ The composition of marital status between married and single ones in the study revealed that there is somehow balanced yet most of the study participants are married and singles.
- ❖ Most of respondents of the study have served in the bank for less than decade now and given the age of the bank. It is possible to infer that the participants can better describe the current leadership style.
- ❖ As can be observed in the study some points weighted the leadership approach tends to be more of lassie fare at some point.
- ❖ The study indicatives that effective leadership and employees' performance were have positive relation in many different aspects.
- ❖ Generally, leader of the organization was motivating employees other than punishment.
- ❖ To conducted the study that affect other different factors like self – understanding, communication, leader experience and confidence those are the main factor of employee's performance.

## 5.2 CONCLUSION

The major emphasis of this study was to investigate the role of effective leadership for employees' performance Commercial Bank of Ethiopia Gubreye branch. Effective leadership has great role of employees moral and satisfaction and achieves organizational objectives.

- The study indicates in CBE of gubreye branch use participatory leadership receives certain task to perform and provide rewards or punishment to team based on performance result. The leadership style employed by CBE gubre branch tends to more of lasses' fare though there is sentiment of a transactional at times.
- The study indicates in leader motivate in decision making process by promoting its good promotion is all organization essential so employee to coming in decision making process by promotion manager should be use some times in by encouragement.
- Leadership style major affect employee performance to leadership style in the bank participatory but manger use sometimes transformational leadership employee affect the performance majorly
- The style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. The transformational leadership and the performance deliverable variables have been gauged and there has been a positive a strong and a significant relationship between transformational leadership and employee work performance. Similarly, there is a strong, positive and significant relationship between transactional leadership style and employee work performance.
- Bank obtained benefit from effective leadership to identify overriding issues associated with measuring employee performance and to identify employer's effectiveness and efficiency which employee effective measure of degree which an employee archiving his/her interest.

### 5.3. RECOMMENDATION

The following recommendations were giving based on the problems of the bank finding and beloved to solve the problems of the bank.

- Employees of the bank should be participating in decision making process because any employees' idea is essential for organization growth.
- Leader of the bank is should be followed other leadership styles like laissez-faire style not only depend participatory leadership style.
- Leader of tough bank should be control performance of employees by motivation, not by punishment some respondents were said that leader control employee's performance by reducing salary and decrease learning opportunity. But these kinds of employee's performance method are not good was.
- Employee performance is an outcome leadership practice employed by the institution, leaders often take the reward for certain or success hence, if leader fails to deliver the required level of performance hi leadership qualities are often considered as stake. Leadership style as identified in this particular study is positively related to the employee performance and the employee has considered that the style of leadership is linked directly to the success of factors. yet, the bank CBE Gubre branch, should be considerate of the performance of the bank basing its existing foundation on the style of leadership it tends to realize
- Finally, leader should be encouraged research and development program because of minimize organization problems research must be necessary. But most of employees of organization not voluntary to fill the questionnaires.

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**APPENDIX I**  
**WOLKITE UNIVERSITY**  
**College of Business and Economics**  
**Department of Management**

**Questionnaire**

These questionnaires are Prepared to the partial fulfillment of a bachelor of art in management. The main goals of this questionnaire are to assess The Role of effective leadership for employee performance in commercial bank of Ethiopia Gubreye Branch so you are kindly requested to respond it carefully and, thank you in advance for your contribution.

**Note: Writing your name is not required.**

- ❖ To show your answer put “✓” Mark within the given boxes.

**SECTION ONE**

Personal information

- 1.1 Sex: - Male  Female
- 1.2. Age: - 18-25 years  26-35 years   
36-45year  46 and above
- 1.3. Education Status: - Certificate   
College diploma   
First Degree   
Second Degree
- 1.4. Marital Status: - Married   
Unmarried   
Divorced

## SECTION TWO

This section related with the objective of the study.

1. How long have you been serving in this organization?
  - A. Below one year
  - B. 1-2 year
  - C. 3-4 years
  - D. 5 years and above
2. How does the leader control performance of the employees in the organization?
  - A. By given encouragement
  - B. By reduce salary
  - C. By decreased lousing opportunities
  - D. Others.....
3. In the organization participate equally in decision moving process?
  - A. Yes
  - B. No
4. What is the importance of leadership in the organization?
  - A. motivating
  - B. creating confidence
  - C. creating guidance
  - D. others-----
5. What types of leadership style follow the organization?
  - A. Participatory leadership style
  - B. Lasses-faire leadership style
  - C. Autocratic leadership style
  - D. Others-----
6. Do you have effective leader in your organization?
  - A. Yes
  - B. No
7. What are the problems related to leadership that affect performance of employees?
  - A. Leadership styles
  - B. Job specific task proficiency
  - C. Management/administration
  - D. Others
8. How leaders motivate in decision making process?

- A. Salary increasing
- B. By recognition
- C. By promotion
- D. Others

9 Leaders motivate employees in your organization?

A Yes

B. No

10 If your answer is Yes in question no “9” how leaders motivates in your organization? \_\_\_\_\_

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11 Are you satisfied in with the leadership style in your organization?

A. Yes

B. No

If your answer to question no “11” is yes how? \_\_\_\_\_

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If you answer is No why? \_\_\_\_\_

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12 Would you please suggest if there is anything to be changed with regarding to the current leadership style in the organization? \_\_\_\_\_

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