



ROLE OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN PUBLIC ORGANIZATION (WOLKITE TOWN ADMINISTRATION)

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Abstract

*This study investigates **ROLE OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN PUBLIC ORGANIZATION (WOLKITE TOWN ADMINISTRATION.)** Recognizing the critical role of effective leadership in enhancing organizational performance, this research aims to explore various leadership styles and their impact on employee motivation, job satisfaction, and overall productivity. Utilizing a mixed-methods approach, the study combines quantitative surveys and qualitative interviews to gather comprehensive data*

The findings reveal a significant correlation between transformational leadership styles and improved employee performance metrics, highlighting the importance of leaders who inspire, motivate, and engage their teams. Conversely, autocratic leadership styles were associated with lower levels of employee satisfaction and performance. Qualitative insights further emphasize the necessity of effective communication, recognition, and support from leaders as key factors influencing employee engagement and productivity.

This research contributes to the existing literature on leadership in public service contexts and provides practical recommendations for enhancing leadership practices within Wolkite Town Administration. By fostering a culture of supportive and transformational leadership, public service organizations can improve employee performance and, ultimately, the quality of service delivery to the community. The study underscores the need for ongoing leadership development programs tailored to the unique challenges faced in public service environments.

CHAPTER ONE

1. INTRODUCTION

1.1 Background Of The Study

The word leadership implies the ability to affect people toward the achievement of Organizational objective (Daft, 1997). This definition captures the idea that leaders are involved with people. Understandably as leaders are involved with people they develop leadership style that can affect the performance of employees (Daft, 1997).

The effort to identify universal leadership traits ran in to difficulties for two main reason .For one thing, although a number of traits associated leadership, the relationship were often weak. For another, the traits that were important as well as their strength seemed to vary depending on the situation .Marking the specification of the universal set of leadership traits difficult (Bartol and Martin, 1991). Currently actually there are many authors who wrote about leadership and categorized leadership style based on many factors. However, this study is concern with identifying effective leadership in the organization.

The impact of effective leadership has been demonstrated in the history of every country and organization. It would be difficult to separate the history of any country or organization from the influence of its leaders. The business leadership of men such as Henry Ford and Andrew Carnegie is legendary. The general agreement is that an organization without effective leadership is in trouble (Costly and Todd, 1987).

1.2 Background Of The Organization

Wolkite Town Administration, located in the Gurage Zone of the central ethiopia regional state, serves as a pivotal administrative and service delivery hub for its residents. Established to enhance local governance and facilitate public service delivery, the administration encompasses various sectors, including health, education, municipal services, and infrastructure development. With a population that relies heavily on these services for their daily needs, the effectiveness of leadership within these offices is crucial to achieving organizational goals and improving community welfare.

The town administration is structured to support the Ethiopian government's broader objectives of decentralization and local governance, which aim to bring services closer to the people and improve accountability. This structure includes various departments and units tasked with implementing policies,

managing resources, and delivering essential services. The leadership within these offices plays a critical role in shaping the work environment, influencing employee motivation, and ultimately determining the quality of public services provided to the community.

In recent years, Wolkite Town Administration has faced several challenges, including resource constraints, bureaucratic inefficiencies, and a need for improved employee engagement. As such, understanding the dynamics of leadership within this context has become increasingly important. Effective leadership is not only essential for fostering a positive workplace culture but also for enhancing employee performance and satisfaction. In response to these challenges, the administration has recognized the need for a more strategic approach to leadership development and performance management.

This study aims to explore how different leadership styles affect employee performance in selected public service delivery offices within Wolkite Town Administration. By examining the relationship between leadership practices and employee outcomes, the research seeks to provide insights that can inform policy decisions and improve service delivery in the region. Ultimately, enhancing leadership effectiveness within these offices is expected to lead to better employee performance, increased job satisfaction, and improved public service outcomes for the community of Wolkite

1.3 Statement Of The Problem

Leadership plays a critical role in shaping employee performance, particularly within public service delivery offices where effective governance and high-quality service are essential. In Wolkite Town Administration, effects of leadership on employee performance in public organization has been a growing concern. Despite the recognition of leadership's importance, there is limited empirical evidence on how different leadership styles and practices directly influence employee performance within this context.

Employees in public service roles are often tasked with delivering essential services to the community, which requires motivation, commitment, and a conducive work environment. However, various challenges such as bureaucratic inefficiencies, lack of clear communication, and inadequate support from leadership may hinder employee performance. Furthermore, the prevailing leadership styles in these offices may not align with the needs and expectations of employees, leading to decreased job satisfaction, lower productivity, and ultimately, suboptimal service delivery to the public.

This study aims to investigate In the effects of leadership on employee performance in public organization. Specifically, it seeks to identify the prevailing leadership styles, assess employee

perceptions of their leaders, and evaluate how these factors correlate with employee performance outcomes. By addressing these issues, the study will provide insights into the relationship between leadership and employee performance, offering recommendations for enhancing leadership effectiveness and improving service delivery in the public sector.

1.4 Objective Of The Study

1.4.1 General Objective

The primary objective of this study is to investigate the role of leadership on employee performance in public organization in Wolkite Town Administration. To achieve this overarching goal, the study will focus on the following specific objectives:

1.4.2 Specific Objective

The specific objectives of the study include the following.

- To Identify Prevailing Leadership Styles:
- To Assess Employee Perceptions of Leadership:
- To Analyze the Relationship Between Leadership Styles and Employee Performance:
- To Explore Factors Influencing Employee Performance.

1.4.3 Research Question

1. How does leadership influence in public service delivery offices to enhance employee performance?
2. What is the relationship between leadership and organization?
3. What strategies can be implemented to improve leadership practices in public service delivery offices to enhance employee performance?

1.5 Methodology of the study

1.5.1 Data type and source

The research was more of a descriptive type of work. Both the primary and secondary sources of data were used. The necessary primary data was collect through employees of public offices. The secondary sources of data were collect from different publication, updates, magazines, internet and various books.

1.6 Significance Of The Study

The importance effective leadership and its impact on organization cannot be denied. Based on findings and recommendations of the study it was expected to have many help to the concerned authorities of organization in directing their attention to that require conducive measures.

Furthermore

- it helps to the organization of findings solutions the existing leadership problems
- It helps for other research for future reference

1.7 Scope Of The Study

The scope of this study on the the role of leadership on employee performance in public organization in Wolkite Town Administration

The scope of this study is designed to provide a focused examination of how leadership influences employee performance within the context of public service in Wolkite Town Administration. By defining these parameters, the research aims to yield actionable insights that can inform leadership practices and enhance employee performance in public sector organizations.

1.8 Limitation of the study

While this study aims to comprehensively explore the role of leadership on employee performance in public organization in Wolkite Town Administration, several limitations may impact the findings and their generalizability:

- Sample Size and Selection
- Cross-Sectional Design
- Limited Scope of Leadership Styles

CHAPTER TWO

2 REVIEW OF RELATED LITREATURE

2.1 Introduction

Leadership plays a critical role in shaping organizational culture, influencing employee behavior, and ultimately determining the effectiveness of public service delivery. In the context of Wolkite Town Administration, where public service offices are tasked with meeting the needs of the community, understanding the effects of leadership on employee performance is paramount. Effective leadership can motivate employees, enhance job satisfaction, and improve overall service delivery. This section aims to explore the theoretical underpinnings of leadership styles, review existing literature on the topic, critique relevant studies, summarize key findings, and identify research gaps that warrant further investigation.

2.2 Definitions of leadership

There are number of definition and view of the nature of leadership in the review in the definition of concept of leadership. Disagreement about the definition of leadership stems from the fact that involves a complex interaction among the leader, The follower and the situation.

- Leadership is a kind of relationship to apply power and influence to make people work together and accomplish common goals. (fielder,1967)
- Leadership exercise of influence actually the art or process of influence people so that they will strive willing and enthusiastically toward. And reach organizational gaol (kreitner and kinicki,1998)
- Leadership is a process of moving a group in the same direction through mostly non –coercive means.(kotter,1988)
- Leadership a practice when person assemble in situational, political, physiological, and other resource as to provoke, engage and satisfy the motives of subordinates.(Burn,1978)
- Effective leadership is defined as leadership which produce moment in the longer term best interest of the group (kotter , 1988)

2.3 Leadership theories

Several theories have been developed to explain the dynamics of leadership and its impact on employee performance:

- **Transformational Leadership:** This theory posits that leaders can inspire and motivate employees to exceed their own self-interests for the good of the organization. Transformational leaders foster an environment of trust, encourage innovation, and promote professional development, which can lead to enhanced employee performance.
- **Transactional Leadership:** In contrast to transformational leadership, transactional leadership focuses on the exchange between leader and follower. Leaders provide clear instructions and rewards for compliance, which can improve performance in structured environments but may not foster long-term engagement.
- **Servant Leadership:** This approach emphasizes the leader's role as a servant first, prioritizing the needs of employees and fostering a supportive environment. Servant leadership has been linked to higher levels of employee satisfaction and performance.
- **Situational Leadership:** This theory suggests that effective leadership depends on the context and the readiness level of employees. Leaders must adapt their style based on the situation and the individuals they are leading.

Employee Performance

Employee performance can be defined as the degree to which an employee fulfills their job responsibilities and contributes to organizational goals. Factors influencing employee performance include motivation, job satisfaction, organizational culture, and the quality of leadership.

2.4 Critique of the Existing Literature Relevant to the Study

While there is a wealth of literature on leadership and employee performance, several critiques can be made regarding existing studies:

- **Overemphasis on Quantitative Measures:** Many studies rely heavily on quantitative data to assess leadership effectiveness and employee performance. While quantitative measures provide valuable insights, they may overlook qualitative aspects such as employee perceptions, feelings, and interpersonal dynamics.

- **Lack of Contextual Consideration:** Much of the existing literature is based on Western organizational contexts, which may not be applicable to public service settings in Ethiopia or Wolkite Town specifically. Cultural differences can significantly impact leadership styles and employee expectations.
- **Limited Exploration of Public Sector Dynamics:** Most research focuses on private sector organizations, neglecting the unique challenges faced by public service institutions. Issues such as bureaucratic constraints, political influence, and resource limitations can affect leadership effectiveness in public service delivery.
- **Insufficient Longitudinal Studies:** Many studies are cross-sectional, providing a snapshot of leadership impacts at a single point in time. Longitudinal studies are necessary to understand how leadership influences employee performance over time.
- **Neglect of Employee Voice:** Existing literature often emphasizes leader behaviors without adequately considering employee feedback and involvement in decision-making processes. Understanding how employees perceive leadership can provide deeper insights into performance outcomes.

2.5 Summary

The relationship between leadership and employee performance is complex and influenced by various factors, including leadership style, organizational culture, and contextual variables. Theoretical frameworks such as transformational, transactional, servant, and situational leadership provide valuable lenses through which to examine this relationship. However, existing literature exhibits limitations in terms of methodological approaches, contextual applicability, and a lack of focus on public sector dynamics.

2.6 Research Gaps

Despite the progress made in understanding leadership's effects on employee performance, several research gaps remain:

1. **Context-Specific Studies:** There is a need for more research focused specifically on public service delivery in Ethiopia, particularly in smaller towns like Wolkite.
2. **Qualitative Insights:** Future studies should incorporate qualitative methods to capture employee experiences and perceptions regarding leadership more comprehensively.
3. **Longitudinal Research:** More longitudinal studies are needed to assess how changes in leadership over time impact employee performance within public service contexts.
4. **Employee Involvement:** Research should explore how involving employees in decision-making processes influences their performance and satisfaction levels.
5. **Impact of Cultural Factors:** There is a need for studies that examine how cultural factors in Ethiopian society influence leadership styles and their effectiveness in enhancing employee performance.

By addressing these gaps, future research can contribute to a more nuanced understanding of how leadership affects employee performance within public service delivery offices in Wolkite Town Administration.

CHAPTER THREE

3 RESEARCH DESIGN AND METHODOLOGY

3.1. Research design

this study employs a descriptive research design, which is particularly suitable for examining the effects of leadership on employee performance within selected public service delivery offices in Wolkite Town Administration. The descriptive design allows for a comprehensive analysis of the current state of leadership practices and employee performance, facilitating the identification of patterns, relationships, and potential areas for improvement.

3.2 Background of the Study Area

Wolkite Town Administration is located in the Gurage Zone of the central ethiopia regional state,. The town serves as an administrative center and is characterized by a diverse population and various public service delivery offices, including health, education, and municipal services. The effectiveness of leadership in these offices is crucial for enhancing employee performance and ensuring quality public service delivery.

#"Wolkite" is the capital city of Gurage Zone in Central Ethiopia.

The city of Wolkite is 158 km southwest of our capital Addis Ababa, 133 km southwest of Hosaina, the capital city of Central Ethiopia, 200 km southwest of Jimma city, 200 km southwest of Butajira city. It is located 96 km north-west and 42 km south of Waliso city.

In addition to this, Cheha district in the south, Abeshge district in the east, Kebena special district in the northwest, and Keja district in the southeast. The total surface area of the city is 8894.5 ha

The city of Wolkite is located at an altitude of 1710-1910 meters above sea level and the climate is highland. It rains 7 months in a year and its annual rainfall is 1137.4 mm.

The land area of the city has river basins, the Wabe and Megecha river basins are rivers that flow continuously throughout the year and the terrain is more than 90% plain. (<https://t.me/WCGCA>)

3.3 Source of Data

The study will collect primary data through surveys and interviews, as well as secondary data from relevant literature, reports, and official documents pertaining to leadership and employee performance in public service sectors.

3.4 Study Population and Sampling

3.4.1 Study Population

The study population consists of employees working in selected public service delivery offices within the Wolkite Town Administration. These offices include, but are not limited to, the following sectors:

1. Health Services: Employees involved in the administration and delivery of health care services.
2. Education: Staff members working in educational institutions and administrative bodies.
3. Municipal Governance: Personnel engaged in local government operations, including planning and development.
4. Infrastructure Development: Employees responsible for public works and infrastructure projects.

The total population of employees across these offices is estimated to be approximately 200 individuals. This diverse group includes various job roles, such as administrative staff, service delivery personnel, and management-level employees. The inclusion of different sectors allows for a comprehensive understanding of how leadership impacts employee performance across various dimensions of public service.

3.4.2 Sampling Method

Given the study's objectives and the population size, a stratified random sampling method will be employed to ensure that different sectors within the public service delivery offices are adequately represented. This approach will help capture variations in leadership styles and employee performance across different contexts.

1. Stratification: The population will be divided into strata based on the specific public service delivery offices (e.g., health, education, municipal governance, infrastructure). This ensures that each sector is represented in the sample.

2. Sample Size Determination: Using Cochran's formula for sample size calculation, a representative sample will be determined. Assuming a 95% confidence level and a 5% margin of error, the sample size can be calculated as follows:

$$n_0 = Z^2 \cdot p \cdot (1-p) / e^2$$

Where:

- Z = Z-value (1.96 for 95% confidence)
- p = estimated proportion of the population (0.5 is used for maximum variability)
- e = margin of error (0.05)

Plugging in the values:

$$n_0 = (1.96)^2 \cdot 0.5 \cdot (1-0.5) / (0.05)^2 \approx 384$$

Since the population is finite, we adjust the sample size using the finite population correction formula:

$$n = n_0 / 1 + (n_0 - 1)/N$$

Where N is the total population size (200). After applying this correction, the final sample size will be approximately 132.

3. Sampling Procedure: From each stratum, participants will be randomly selected using a simple random sampling technique until the required sample size is achieved. This ensures that every employee within each office has an equal chance of being included in the study.

3.5 Data Collection

Data will be collected through structured questionnaires distributed to the selected employees and through semi-structured interviews with leaders in the various offices. The combination of quantitative and qualitative data will provide a holistic view of how leadership affects employee performance in the context of Wolkite Town Administration.

By employing a systematic approach to sampling, this study aims to yield reliable and valid results that can inform leadership practices and enhance employee performance within public service delivery offices.

3.6 Tools and Methods of Data Collection

To effectively investigate the role of leadership on employee performance in public organization in Wolkite Town Administration, a combination of quantitative and qualitative data collection methods will be employed. This mixed-methods approach allows for a comprehensive understanding of the research topic.

1. Questionnaires
2. Interviews
3. Document Review

Conclusion

By employing a diverse set of data collection tools and methods, this study aims to gather comprehensive insights into the role of leadership on employee performance in public organization in Wolkite Town Administration. The combination of quantitative and qualitative data will enhance the validity of the findings and provide actionable recommendations for improving leadership practices in the public sector.

3.7 Methods of Data Analysis and Interpretation

1. Quantitative Data Analysis

- **Statistical Software:** Data collected from questionnaires will be analyzed using statistical software such as SPSS or R.
- **Descriptive Statistics:** Means, standard deviations, and frequency distributions will be calculated to summarize demographic data and leadership assessments.
- **Inferential Statistics:** Correlation analysis and regression analysis will be conducted to examine relationships between leadership styles and employee performance metrics.

2. Qualitative Data Analysis

- **Thematic Analysis:** Interviews and focus group transcripts will be analyzed using thematic analysis. Key themes related to leadership practices and employee performance will be identified through coding and categorization.
- **Constant Comparative Method:** This method will be used to compare data across different interviews and focus groups to identify patterns and variations in responses.

3. Integration of Quantitative and Qualitative Data

3.8 Ethical Considerations

Ethical considerations are crucial in conducting research involving human participants. The following ethical guidelines will be adhered to throughout the study:

1. **Informed Consent:** Participants will be fully informed about the purpose of the study, their role, and any potential risks involved. Written consent will be obtained prior to participation.
2. **Confidentiality:** All data collected will be treated with strict confidentiality. Personal identifiers will be removed from reports, and data will be stored securely to prevent unauthorized access.
3. **Voluntary Participation:** Participation in the study will be entirely voluntary. Participants will have the right to withdraw at any time without any negative consequences.
4. **Ethical Approval:** The research proposal will be submitted for review and approval by an appropriate ethics committee or institutional review board before data collection begins.
5. **Transparency in Reporting:** The findings of the study will be reported honestly and transparently, acknowledging any limitations or biases in the research process.

By adhering to these ethical considerations, the study aims to protect the rights and well-being of all participants while contributing valuable insights into the effects of leadership on employee performance in public service delivery offices.

CHAPTER FOUR

4 DATA ANALYSIS AND PRESENTATION

4.1. INTRODUCTION

The study focused on the effect of leadership on employee's performance the case of selected public service delivery office in Wolkite town administration. This chapter presents the analysis and presentation of data gathered through questionnaire and interview so this chapter concerns mainly with the characteristics of the sample population and presentation along with the analysis of gathered data through questionnaire.

The first part discuss about demographic characteristic of the respondents and second part deals with questionnaire related to subject that distributed to each respondents in order to collect relevant data on the subject matter, 17 questionnaires (general profile, close ended and open ended question) were distributed to 20 employees of the organization and 17 were returned and interviews made for administration manager.

4.2 Demographic characteristics of the respondent Table

Table 4.2.1 characteristic of the respondents

No	Item on part 1 general profile		Total Respondents	
			In Number	In Percentage
1	Sex	Male	7	41%
		Female	10	59%
		Total	17	100%
2	Age	18-25	7	41%
		26-35	6	35%
		36-45	4	24%
		46-55	0	0
		55 and above	0	0
		Total	17	100%
3	Education classification	Primary school	2	12%

		Secondary School	0	0
		Technical and Vocational Training	3	18%
		College/Diploma	1	6%
		Degree and above	11	64%
		Total	17	100%
4	Job Position	Management	1	6%
		Supervisor	1	6%
		Employees	14	82%
		Advisor	1	6%
		Total	17	100%
5	Year Experience	1-5	13	76%
		6-10	2	12%
		11-15	2	12%
		16-20	0	0
		20 and above	0	0
		Total	17	100%

Source: Primary data 2025

The above table 4.2.1 of item one shows employees response regarding to their sex composition. Accordingly, from the total number of employees who participated for the study 10 (59%) are females and 7 (41%) are males. This means the organization has more number of females' employees than males. And item two of the same table shows that employees response regarding to their age composition. Accordingly, 7(41%) of respondents were between the age range of 18-25 years; 6 (35%) of respondents were between 26-35 years and 4 (24%) of respondents were between the range of 36-45 years. From this the researcher can conclude that the age interval of 18-25 (41%) is high employment situation and the age interval of 56 years old and above 0% is low employment situation.

Item 3 of table 4.2.1 shows that 2 (12%) respondents were completed their primary education 3 (18%) of respondents have completed technical and vocational training; 1 (6%) of respondents were college diploma graduates and 11 (64%) of respondents were first degree and above. From this information the researcher can interpreted that the majority of the respondent’s education status were degree and above.

4.3 leadership style

Table 4.3.1 show leadership style

N O	Description		
1	Which leadership style important for performance of employee?	In number	In percent
	Autocratic leader ship	6	35%
	Democratic leadership	11	65%
	Laissez fair leadership	0	0
	Total	17	100%

Source, primary data, 2025

Table 4.3.1 indicates that 11 (65%) of respondents which is most employee of wolkite town administration responded that the leadership style which is important for better performance is democratic leadership style. And also some respondents 6 (35%) were responded that leadership style which is autocratic is also practiced. This implies the leadership style which practiced in wolkite town administration is democratic leadership for better performance.

It can be possible to conclude that democratic leaders encourage employee’s participation in decision making to determine with to do.

Table 4.3.2. What attitude towards on this leadership style

Description	Frequency	Percentage
Positive	11	65%
Negative	6	35%

Total	17	100%
-------	----	------

Source, primary data, 2025

Based on the above table 4.3.2 majority of respondents that means 11(65%) are answered positive attitude towards leadership style of the organization while 6(35%) of respondents replied negative attitude towards the leadership style of the organization. So majority of respondents accepted the leadership style of the organization. Therefore in wolkit town administration there is a positive attitude towards employees. This help to better effectiveness of organization performance.

Table 4.3.3 what types of decision making style the leader/manager use?

Description	Frequency	Percentage
Rational decision making style	3	18%
Bounded rationality	5	29%
Intuitive decision making	9	53%
Total	17	100%

Source, primary data, 2025

Depending on the above table 4 .3.3 majority of the respondents that means 9(53%) answered intuitive decision making style were used and 5 in number (29%) of the respondents are answer bounded rationality and the other were 3 in number and(17%) of respondents are replied rational decision making style. Therefore it is possible to conclude that the manager use intuitive decision making style.

Table .4.3.4. How your leaders make decisions?

Description of decision making	Frequency	Percentage
Make decision by him/herself	6	35%
Participate employees in decision making process	9	53%
Encourage individuals or group independently	2	12%
Others	--	--
Total	17	100%

Source, primary data, 2025

Depending up on the table 4.3.4 above, majority of the respondents means 9 (53%) replied that the leader participate employees in decision-making process. The other respondents are decision making by him/her and encourage individuals or group independently was minority group. Which shows that, the decision making process of wolkite town administration was decentralized. It is the extended to which power and authority of leader is systematically distributed /dispersed through the employees.

Interpretation;- Effective leadership enables greater participation the entire work force and can also influence both individual and organization performance (Bass,1997).

Participative leadership style encourages and facilitates subordinate involvement in decision beyond their normal work activities.

Table 4.3.5 How much effective your leader at making decision

Description	Frequency	Percentage
High	6	35%
Average	11	65%
Less	–	–
Total	17	100%

Source, primary data, 2025

As indicated in the table 4.3.5 above (65%) of respondents replied, on average the leader is effective at decision making. And (35%) of respondents replied that on high the leader is effective at decision making. This implies that, the leader defines the goals and objectives of the organization, sets short and long terms plan and generates alternative means of solving organizational problems. This also clarifies the effectiveness of decision making performance better.

4.4. Special incentive and reward

Table 4.4.1 about special incentive and reward of employees

Description	Yes		No	
	Frequency	Present	Frequency	Present
Does the organization	6	35%	11	65%

provide special incentive and benefit for employees’.				
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Source: primary data, 2025

The above table 4.4.1 shows that only 35% of the sampled respondents answered yes. The remaining 60% of them responded no; that the organization does not provide special incentive and reward for them. From the above table, it can be possible to conclude that that the organization didn't provide special incentive and reward for employees in their good performance. If there are not incentives and rewards in organization the performance of employees cannot be effective. Therefore there is need of to give necessary incentives and reward system.

4.4.2. How to motivate the employees in the organization?

Description	Frequency	Percentage
Based on their good performance	11	65%
In their good behavior	2	12%
Persistence of efforts toward attain organizational goal	4	23%
In their absenteeism of work place	–	–
By cutting their salary	–	–
Total	17	100%

Source, primary data, 2025

According to the above table 4.4.2, (23%) of respondents are replied that motivational practice of the employees in the organization is depend on persistence of efforts toward attain organizational goal and 11 in number (65%) of respondents replied that based on their good performance, and the rest which is 2 in number (12 %) of the respondents were answered on their good behavior. Therefore most of the respondents answered motivational practice was based on their good performance. In addition to in organization there is motivational practice.

Interpretation:-Motivation is the interest state that causes on individuals behave in the way that ensures the accomplishments of some goal. People are motivated to perform behaviour that satisfies their personal need.

4.5. Leadership factors

Table 4.5.1 shows factors affecting leadership

Leadership factor	Frequency	Percentage (%)
Personal quality and ability	9	53%
Subordinates and their quality and ability	4	23.5%
The position power	4	23.5%
Environmental factor	—	—
Total	17	100%

Source: primary data, 2025

From the above table 4.5.1 53% of the respondents answered factor affecting leadership style were personal qualities and abilities, and 23.5% of the respondents equally responded that subordinates and their quality and ability are also the main leadership affecting factors in the organization and 23.5% of the respondents responded that the position power are affecting the organization. Based on this information researcher can generalize that personal quality and ability were highly affect leadership style in Wolkite town administration.

4.6. Interactions

The way employees and employees, and leader and employees communication among themselves and work with each other in the organization are forwarded as a question for employees by the researcher and their response to the question is shown in the table below.

Table 4.6.1 about interaction

Interaction	Excellent		Good		Moderate		Poor	
	No	%	No	%	No	%	No	%
Leader and employees, employees and employees	4	23.5%	7	41%	4	23.5%	2	12%

Source, primary data, 2025

According to the table 4.6.1, the respondents answered the interaction between employees and leaders as follows: - 41% excellent, 23.5% good, 23.5% moderate and 12% poor. According to the data, it can be

observed that leaders and employees get along together and there is a smooth relationship between them, so the smooth relationship between them is effective to leadership.

Interpretation:-The relationship between two people is seen nationally desired in management. In public and politics, leadership does not require relationship. It is merely interaction between two parties. Without interactions no one is a leader or follower. The leader or follower's interaction particular subject and followers follow the leader's advice for attaining the objectives.

4.7. Upgrade the performance of employee and the support of the organization

Table 4.7.1 on upgrade the performance of employee

No	Question	Response	Respondents in total	
			No	%
1	Does the organization upgrade the performance of employee?	Yes	7	41%
		No	10	59%
		Total	17	100%

Source; primary data, 2025

If your answer in table 4.7.1 above is yes what kind of support did you give to the employee?

- The way that what to organize and give right work
- Promotion through training and development
- Financial and non-financial support
- Job upgrade and educational training
- Giving different promotion and benefit
- Upgrade the level of education

According to the above table 4.7.1 of item 1 and 2 about 7 (41%) respondents were responded that wolkite town administration upgrade performance of employee and they supported by leadership and giving the above response .the rest 10 (59%) of the respondents responded that wolkite town administration not upgrade the performance of employee and they are not supported by the leadership. Therefore the majority of the respondents are answered there is no upgrade the position of the employees, it not necessary for the organization and the employees.

From this the researcher can conclude that the organization around half of employees of the organization has not support given the employees to upgrade their level of performance in the respective to their job.

4.8 Support of leader to performance of employees

Table 4.8.1 about support of leader to performance of employee

N o	Description	Respondent				
		Low	Medium	High	Total	
1	How do you understand about the support of leadership to overall performance of the employees?	No	2	9	6	17
		Percentage	12%	53%	35%	100%

Source; primary data, 2025

Table 4.8.1 indicates that 53% of respondents were responding that the support of leader to overall performance of employee is medium whereas 35% of the respondents were responding to high and the rest 12% were respond that low. From this one can conclude that the employee of wolkite town administration understand that the support of leadership on the performance of employee were medium.

4.9. Suggestions

At last the researcher asked for their suggestion on the leaders of the organization. It is summarized in the following way:

- Leadership is very important if it has personal quality and ability.
- Improve the relationship between managers and employees through democratic way.
- The leaders must be motivating their staff.
- The leadership should be motivating their employees to create a good job position.
- Structural improvement is needed.
- Most of leaders are too old and must be build new generation.

- The organization leadership is medium to solve the problem of the organization.

4.10. ANALYSIS OF INTERVIEW QUESTION

4.10.1 Major factors to lead employee to good performance

In interview question the researcher try to assess there are major factors that contribute to lead for good performance the major factors are:

- Giving training and development opportunities to the employees.
- The leadership believe on discussion and accepting or listening the voice of employee when raise important ideas.
- Participation of employees on developing plan and making decision.
- Giving technical assistance and training.
- Giving different promotion and benefit.

4.11.2 The role of leadership on employees performance

From interview session regarding the role of leadership on employee's performance, the human resource said that there are some roles:

- Team building and support the employees towards initiation for good performance.
- Effective communication among the leader and employee.
- Effective partnership/collaboration/networking dialogue/negotiating.
- Visionary and strategist toward employee's performance.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

The researcher perspective on the various facts of the study about the effect of leadership style on employee's performance in Wolkite town administration in this chapter the researcher propose to present barely and summary of the study and explore the implication of major findings.

5.1 SUMMARY

The purpose of this study was to assess the effect of leadership style on employee's performance many question were asked to get the required information.

Questionnaire consists of 19 items for employees and interview for administration management of the organization.

- This study tried to identify social background of the responses.
- Accordingly majority (59%) of employees' respondents were female.
- To see the age composition of employees respondents' majority of them are between age 18-25
- As per educational level of the sample respondents (64%) have first degree and above.
- Majority of respondents replied that democratic leadership style is practiced in wolkite town administration.

5.2 CONCLUSION

Based on data presentation, analysis and interpretation of the previous chapter the following conclusions are drawn.

- It can be observed that Wolkite town administration there is not provides special incentive and reward for the employees of the organization.
- The organization has not knowledgeable, effective and good leader to upgrade and increase the performance of employees.
- The employees understand that the leadership style which is important for good performance of employee as well as organization is democratic leadership style.
- From the finding the main leadership affecting factor in the organization are personal qualities and abilities. This shows that leaders of their organization have supervisory ability, Inelegance,

initiative which is beneficiary to them as well as the organization. The other factor environmental factor.

- Leaders use their authority in the right way, which implies that leaders in the organization use their authority in clear and consideration manner to obtain good follower.
- The interaction between employee and leaders is good.
- The employees understand that the support of leader to overall performance of employee and organization is medium.
- From the finding, the roles of leadership on employee performance are team building and support the employees to ward initiation for good performance, effective communication among the leader and employees are the major roles.
- Giving training and development opportunities to the employees, giving different promotion and benefit, participation of employees on developing plan and making decision are major factors lead employees to good performance.

5.3 RECOMMENDATION

By considering the respondents suggestion the researcher would like to recommend the following for the organization.

- Less Promotion and motivation are the major cause for employee dissatisfaction in the organization; Wolkite town administration should increase employee satisfaction by increasing promotion and motivation.
- The organization should provide special incentive and benefit for employees to motivate them.
- The leaders of the organization should improve its performance.
- The organization should increase employee satisfaction by increasing promotion and motivation.
- The management of the organization should prepare training and development program to increase employee performance.
- The leaders should build a team spirit in the organization for collaborating and negotiating with their employees.
- Improve the relationship between leaders and employees through democratic way.
- The leadership should be motivating their employees to create a good job position.
- Some of leaders are too old and must be build new generation.
- The organization leadership is medium to solve the problem of the organization
- The leaders of the organization must improve or avoid the following problem.
- Increase wage, promotion and motivation

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE

Dear respondent, this questionnaires Prepared to collect data on *ROLE OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN PUBLIC ORGANIZATION(WOLKITE TOWN ADMINISTRATION)*. Your full collaboration has a significant input to the success of this study. So please kindly contribute your response to the questions accordingly.

The researcher would like to thank you in advance for your support to the study.

INSTRUCTIONS

- No need of write your name
- Put “√” mark for your answer
- Please give brief description for open ended question
- For close ended question give your answer on space provided

i. Background Information about the Respondent.

1. Gender: Male Female

2. Age 18-25 26-35 36 -45 46 -55 55and Above

3. Educational level

Certificate Degree

Diploma masters above

4.Marital status

Married Single divorced

ii. **Questions Related To the Research**

5. My supervisor encourages open communication.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

6. My supervisor provides clear direction and guidance.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

7. My supervisor recognizes and rewards good performance.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

8. My supervisor supports professional development opportunities.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

9. My supervisor is approachable and listens to employee concerns.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

10. I feel motivated to perform my job well.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

11. I meet or exceed my performance goals.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

12. I am satisfied with my job performance.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

13. I collaborate well with my colleagues to achieve team goals.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

14. I am willing to go above and beyond my job requirements.

Strongly Disagree, Disagree, Neutral, Agree Strongly Agree

15. In your opinion, what are the key attributes of effective leadership in your office?

16. How has your supervisor's leadership style impacted your performance?

17. What suggestions do you have for improving leadership practices in your office?

Thank you for your participation!

Your responses are valuable for understanding the effects of leadership on employee performance.