

**THE ROLE OF LEADERSHIP STYLE TO ENHANCING  
EMPLOYEE PERFORMANCE (IN CASE OF WOLKITE  
UNIVERSITY ACADEMIC STAFF)**



**COLLEGE OF BUSINESS AND ECONOMICS  
DEPARTMENTS MANAGEMENT**

**RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE BACHELOR OF ARTS  
DEGREE IN MANAGEMENT**

**SUBMITTED BY: BAYELIGN ASRATIE**

**ADVISOR: EDMEALEM .E (MBA)**

**JUNE, 2019**

**WOLKITE ETHIOPIA**

## **DECLARATION**

I hereby declare that the research entitled on “the role of leadership style to enhancing employee’s performance at wolkite university in academic staff " is my own work, that it has not been submitted for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been correctly reported. It is being submitted for BA degree in management at Wolkite University.

**Student's Full Name: Bayelign Asratie**

**Date:** \_\_\_\_\_

**Sign:** \_\_\_\_\_

## **CERTIFICATION**

It is certified that this research project titled “the role of leadership style to enhancing employee’s performance at wolkite university in academic staff is based on original research work carried out by Bayelign Asratie under my supervision and that it has not been submitted for the award of any degree in this or any other University.

Name of Advisor: Edmealem Esubalew (MBA)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Approval sheet of the research**

As an examining member of the final research defense program we certify that we have read and evaluated the research prepared by Bayelign Asratie entitled: “the role of leadership style to enhancing employee’s performance at wolkite university in academic staff”, and recommended that it is accepted as fulfilling the research requirements for BA degree in management.

---

**Examiner**

---

**Signature**

---

**Date**

## **Abstract**

*The research was conducted under the title of the role of Leadership style to enhancing employee performance in Wolkite University academic staff. The main objective of the study was to assess the role of leadership style to enhancing employee performance. Lack of team work, low coworker relation, and less incentive and reward of employees were some of the problems. The study would be used multi-stage sampling technique. The study relied on multi-stage sampling techniques in selecting in a total of 256 employees would be taken as sample from the total population that account 759. The researcher used primary data source. The primary data collected through Questionnaire containing open and close-ended items. The data obtained through closed-ended questionnaires were analyzed using frequency, percentages. The information obtained through open-ended questionnaires were organized to supplement the quantitative data. Findings from the data analysis revealed that democratic leadership style were better to employee performance. It was also noted that the role of leadership raising self-confidence of employees was found to be much more emphasized leadership role than the other roles of leaders. Furthermore, type of leadership style does Wolkite University follow the study revealed that Democratic type of leadership style. Less transparency in the organization, less promotion for employee referring to their position, lack of commitment, lack of motivational skills, lack of shared responsibility amongst instructors. Lack of team work, Traditional and rigid leadership structure of the university were the major problem in the organization. On the other hand, the study showed that Creating transparency among staff workers, through group discussion about different issues that exist in staff, by staff training concentrations to give valuation then, according to performance of employees give training in the country or abroad. Supervise by recording according to their performance, By bottom-top decision, participatory decision, work supervision, individual work plan and technical supports as required as it are Ensure mutual respect among instructors in the university, Ensure well- built relation amongst college deans department heads and instructors were the major recommendations forwarded in the study.*

**Key word: Democratic, Employee performance, Leadership style**

## **Acknowledgement**

First I would like to thank you almighty God. Second I would like to express my sincere gratitude to my advisor Edmealem Esubalew (MBA) for his technical and professional support. Next I would like to express our heartfelt thanks to those who have not been mentioned their name but contribute a lot to this achievement, and I would like to express my thanks for wolkite university academic staff employees for their support to give this data, a specially for my friends who provide technical support in line with the research.

# Table of Contents

Abstract.....	i
Acknowledgement.....	ii
Table of Contents.....	iii
List of table.....	v
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>1. Introduction</b> .....	<b>1</b>
<b>1.1. Background of the study</b> .....	<b>1</b>
<b>1.2. Statement of the problem</b> .....	<b>2</b>
<b>1.3. Research Questions</b> .....	<b>3</b>
<b>1.4. Objectives of the study</b> .....	<b>4</b>
<b>1.4.1 General objective of the study</b> .....	<b>4</b>
<b>1.4.2. Specific Objectives</b> .....	<b>4</b>
<b>1.5. Significance of the Study</b> .....	<b>4</b>
<b>1.6. Scope of the Study</b> .....	<b>4</b>
<b>1.7. Limitation of the study</b> .....	<b>5</b>
<b>1.8. Organization of the paper</b> .....	<b>5</b>
<b>CHAPTER TWO</b> .....	<b>6</b>
<b>Literature Review</b> .....	<b>6</b>
<b>2.1. Leadership and Leadership Style</b> .....	<b>6</b>
<b>2.2. Leadership styles</b> .....	<b>6</b>
<b>2.2.1. Transactional Leadership Style</b> .....	<b>7</b>
<b>2.2.2. Transformational Leadership Style</b> .....	<b>8</b>
<b>2.2.3. The Autocratic leadership Style</b> .....	<b>9</b>
<b>2.2.4. Bureaucratic Leadership Style</b> .....	<b>9</b>
<b>2.2.5. Charismatic Leadership</b> .....	<b>10</b>
<b>2.2.6. Servant Leadership</b> .....	<b>10</b>
<b>2.2.7. Democratic Leadership Style</b> .....	<b>11</b>
<b>2.2.8. Laissez-Faire Leadership</b> .....	<b>12</b>
<b>2.3. Leadership theories</b> .....	<b>12</b>
<b>2.3.1. Great-Man Theory</b> .....	<b>12</b>
<b>2.3.2. Trait Theory</b> .....	<b>12</b>
<b>2.3.3. Behavioral theory</b> .....	<b>14</b>
<b>2.3.4. Theory X and theory Y</b> .....	<b>14</b>

2.3.5. Contingency or Situational theory.....	15
2.3.6. Participative Theories.....	15
2.6.7. Transformational and Transactional Theory.....	16
2.4 Role of leadership.....	17
2.5. Employee Performance.....	18
2.6. Performance and Leadership.....	19
CHAPTER THREE.....	20
Research Methodology .....	20
3.1 Research Design .....	20
3.2. Target Population .....	20
3.3. Sampling Technique .....	20
3.4 Sample Size Determination .....	21
3.5. Research Time Horizon .....	23
3.6. Type and Source of data.....	23
3.7. Data collection methods.....	23
3.9. Ethical Considerations.....	24
CHAPTER FOUR.....	25
Data Analysis And Interpretation .....	25
4.1. Introduction.....	25
4.2. General Characteristics of the Respondents.....	25
4.3. Analysis' of leader ship style related issues and employee performance .....	27
4.4 Participating equally in decision making.....	32
4.5. Methods of Decision Making.....	34
4.6. Importance of leadership in organization.....	35
CHAPTER- FIVE .....	38
Summary, Conclusions, And Recommendations .....	38
5.1 Summary.....	38
5.1.1. Leadership style that is better to employee's performance.....	39
5.1.2. The role of leadership in enhancing employee's performance.....	39
5.1.3. Type of leadership style is exercised in your organization .....	40
5.2. Conclusion .....	41
5.3 Recommendations .....	43
Bibilography .....	44
Appendix.....	vi

## List of table

<b>Table 4.2.1 sex distribution of the respondent.....</b>	<b>25</b>
<b>Table 4.2.2. Age distribution of respondent.....</b>	<b>26</b>
<b>Table 4.2.3. Education background of the respondent .....</b>	<b>26</b>
<b>Table 4.2.4.work experience of respondents.....</b>	<b>27</b>
<b>Table 4.3.1. Respondent’s response on type leadership style.....</b>	<b>27</b>
<b>Table 4.3.2 leader accomplish or perform their duty and responsibility properly .....</b>	<b>28</b>
<b>Table 4.3.3 response on techniques of the leader try to improve the performance of employee .....</b>	<b>29</b>
<b>Table 4.3.4. Response on the extent of leader to understand employees need and problems .....</b>	<b>30</b>
<b>Table 4.3.5. Employees’ Views on the Role of Leadership in enhancing Their Performance.....</b>	<b>31</b>
<b>Table 4.4.1 Respondent’s Response Decision Making of the Organization.....</b>	<b>32</b>
<b>Table 4.4.2.the leader control the performance of employees.....</b>	<b>33</b>
<b>Table 4.5.1. Respondent’s attitude toward the method of decision making .....</b>	<b>34</b>
<b>Table 4.6.1.Respondents Response on Importance of Leadership in the Organization.....</b>	<b>35</b>
<b>Table 4.6.2. Type of leadership style that is better to employee effectiveness .....</b>	<b>36</b>

# CHAPTER ONE

## 1. Introduction

This chapter covers the background of the study, statement of the problem, objectives of the study, significance of the study, delimitations of the study, limitations of the study definition of key terms, and organization of the study.

### 1.1. Background of the study

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Burns, 1978).

In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society, (Celestine \_ Anyango, 2015).

Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). “It is a vital issue in every organization primarily because the decisions made by the leaders could lead to success or business failure”. Notably, it has been widely accepted that effective organizations require effective leadership and that employee performance together with organizational performance will suffer in direct proportion to the neglect of this, (Fiedler and House 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behavior facilitates the attainment of the follower’s desires, which then results in effective performance (Maritz, 1995; Fiedler & House, 1988; Ristow, A., Amos, T. and Staude, G. (1999) . Paracha, A. Qamar, A. Mirza, Inam-ul Hassan, and H. Waqas, (2012) is in support of this “Leaders play essential role in accomplishment of goals and boost employee’s performance by satisfying them with their jobs”.

The challenges of coping with today's uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee's performance. Shafie, B., Baghersalimi, S. & Barghi, V.(2013) explains the importance of leadership in organizations and especially on human beings who are apparently the biggest asset of any firm; "The main drivers of organizations are usually employees, they give life to the organizations and provide goals" (Shafie et al., 2013). It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organizations in realizing their set objectives. Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels.

Leadership involves complex activities to be performed for the utilization of resources towards the desired objectives of an organization. Leadership is the process of planning, organization, leading and controlling the work of organization member and of using organizational resources to achieve the intended organizational goals. Leadership is concerned with the process of carrying out organizational functions and utilization of the resource of all kinds to achieve the desired objections of an organization (Adane, 2002).

## **1.2. Statement of the problem**

According to Bantie, Meseret, and Yigremew (2004), leadership plays essential roles in achieving individual, group and organizational goals. The existence of trained and skilled personnel and favorable organizational systems are also at the heart of organizational performance and attainment of objectives.

The behaviors of leaders and employees could play key roles in directing others to achieve organizational goals and objectives. To be more specific, to the effective and efficient achievement of set organizational goals, leaders have responsibility to give training, reward, promote and create

conducive working environment to the employees. Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. The idea of effective leadership is also adopted in the world of technology. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective, Iqbal N, Anwar S, Haider N (2015).

Every organization whether it is profit or non-profit seeking needs human resource to carry out activities which help the organization to achieve its goals, and these human resources (employees) performance's like ,employees competence, effectiveness and efficiency will be required in doing different works . But organizations will be affected by several factors. Those factors affect the performance of the leadership style of the organization will be poor innovations, low achievements, inability to meet performance targets. This problem happened due to lack of strategic interventions of specific leadership style 'John B and Gold J (1999).

Wolkite University is one of the prominent university in Ethiopia, and it has to be endowed with many responsibilities as a result of its growth. The main one being providing a skilled and competent manpower that contributes towards the economic development endeavors of our country to ensure the economic and social well-being of the society and implementation of the growth and transformation plan set by the government. However, there is a problem in Academic staff which includes Less transparency in the organization, there is top-down decision making, less promotion for employee referring to their position, lack of commitment, lack of motivational skills, lack of shared responsibility amongst instructors, Lack of team work, Traditional and rigid leadership structure of the university were the major problem in the organization.

Therefore, the study would be conduct to investigate the role of leadership style to enhancing the performance of employee in the academic staff of Wolkite University.

### **1.3. Research Questions**

The study would be answer the following questions;-

1. Which leadership styles is better to the employee effectiveness?
2. What is the role of leadership in enhancing employee's performance?
3. Which type of leadership style does Wolkite University follow?

## **1.4. Objectives of the study**

### **1.4.1 General objective of the study**

The general objective of the study was to assess the role of leadership style to enhancing employee's performance with specific emphasis on wolkite university academic staff.

### **1.4.2. Specific Objectives**

Specifically, the research would be try to achieve the following objectives.

1. To identify leadership styles that is better to the employee effectiveness.
2. To explore the role of leadership in enhancing employee performance.
3. To identify the type of leadership style does the Wolkite University follow.

## **1.5. Significance of the Study**

This study would be contribute many benefits for the organization, for new researcher, for the researcher:

**For the organization:**-After conducting this research the organization will be beneficiary in that provide information concerned with the role leadership style to enhancing employee performance.

**For the new researcher:** - Other researchers can take this study as reference materials for further study.

**For the researcher:** - The researcher get a good experience and enables in acquiring academic fulfillment for graduation.

## **1.6. Scope of the Study**

The study would be delimited in geographically, methodologically and conceptually and time. Geographically, Due to time and resource constraints the research would be delimited in only Academic staff in Wolkite University. Conceptually, the research would be focus on assessment of leadership style on employees' performance. Methodologically, the research would be used multi-stage sampling method. Timely, the research would be restrict from September to Jun.

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

- Some respondents were not voluntary to respond properly for the questions they were asked.
- Some of the respondents were not interested to fill open ended questions on the questionnaire.
- One the biggest limitation is sampling techniques. Stratified sampling method is that the most complicated and expensive due to if passes through first homogenous group is determined in the entire population and after that it divided in two set of strata (sub population groups).

## **1.8. Organization of the paper**

This study was organized into five chapters. Chapter one provides background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, and limitations of the study were included. In the second Chapter relevant review of the related literature was incorporated. The third Chapter presented research design and methodology. The fourth Chapter dealt with presentation, analysis, and interpretation of data. Finally the last Chapter included the summary, major findings, conclusions, and recommendations.

# CHAPTER TWO

## Literature Review

### 2.1. Leadership and Leadership Style

Leadership is wide spread process, which calls for authority, responsibility and delegation of power, (Talat 2015). Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives. Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all.

According to Kumar (2014) “leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent”. These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led. Wammy & Swammy (2014) see leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals and therefore a leader is a person who delegates or influences others to act so as to carry out specified objectives. Leadership is the influencing process of leaders and followers to achieve organizational objectives through change Lussier and Achua (2009). In Sundi (2013), “Leadership is the ability to convince and mobilize others to work together as a team under his leadership to achieve a certain goal” .Memon (2014) defines leadership as process by which an individual influences the thoughts, attitudes and behaviors of others by taking responsibility for setting direction for the firm, others to see and visualize what lies ahead and figure out how to archive it.

### 2.2. Leadership styles

Since the 19th century, there have been two approaches to the definition of leadership, which are trait and process approaches. The trait approach has over the century proposed the idea that leadership is inherent while the process approach shows that leadership is a transactional event,

which is modern and more logical. As cited in Northouse, 2007, there exist uncountable classification systems in trying to figure out what leadership really is. These systems have theoretically tried to define and interpret leadership in a logical way of reasoning. According to Northouse, he outlined four different criteria pertaining to leadership, and they are: process orientation, influence, group context, and goal attainment. (Northouse, 2007).

Before proceeding to the leadership style that exists, the definition of leadership has to be understood. However, there are countless definitions of leadership by different gurus. This writer prefers one of the recent and acceptable definition by North house, he defines leadership as a process in which a person influences a group of individual to achieve a common goal. Considering this definition, some major words standout, and they are: process, influence and goal. Referring to leadership as a process negates old assumptions that leadership is inherent. Also mentioning influence is noteworthy as it is practically impossible to make effective changes without the power of influence. And finally, goals are the motivation or driving force behind every organization or institution. These facts makes this definition concise yet comprehensive and acceptable. (Northouse, 2007).

An understanding of various leadership styles will let the researcher make the very best recommendation for the case company. Like leadership theories, there are also several leadership styles that are been practiced. Below are the listed styles of leadership:

### **2.2.1. Transactional Leadership Style**

Transactional leadership incorporates some of trait and behavior theories. Avolio (2003) suggested that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Transactional leadership is the one where by the leaders and the subordinates agree on the targets to be met and the measurement metrics performance. There are mutual agreement on rewards and punishments if one successfully meets organizational goals or fails to meet organizational goals. It is pointed out that transactional leadership style is one leadership style that emphasizes on transaction between leaders and subordinates (Yulk, 2007). Transactional leadership motivates and influencing subordinates by exchanging reward with a particular performance. In a transaction the leaders promise to give rewards when subordinate are

able to complete their duties in accordance with agreements. This is to say that subordinates are motivated to work so as to reach the organization goals. It was also noted from Posner (1995), Burns (1978) and Avolio (1999) that transactional leadership does not encourage creativity among employees, it does not enhance accountability among employees.

### **2.2.2. Transformational Leadership Style**

This seeks to transform of visionary. It becomes collective vision where subordinates work to realize the vision into reality. In other words, transformational process can be seen through a number of transformational leadership behaviors as: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, entertaining new ideas, leading with vision Bass and Avolio, (2003). Yukl (2007) states that application of transformational leadership style can improve performance because transformational leadership style wants to develop knowledge and employees potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his mindset to achieve organizational goals. Butler (1999) states that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Suharto (2005) suggests that more frequent transformational leadership behaviors implemented will bring significant positive effect to improve psychological empowerment quality of subordinates. Transformational leader that gives attention to individual will be capable to direct vision and mission of organization, providing motivational support, and creating new ways to work effectively

### **2.2.3. The Autocratic leadership Style**

Autocratic leaders are classic “do as I say” types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows Michael (2010).

### **2.2.4. Bureaucratic Leadership Style**

Bureaucratic leaders follow rules rigorously, and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (Shaefer, 2005). The drawback of this type of leadership is that it is ineffective in teams and organizations that rely on flexibility, creativity, or innovation (Santrock, 2007).

### **2.2.5. Charismatic Leadership**

Leadership is a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles (Bell, 2013). Often called a transformational leadership style, charismatic leaders inspire eagerness in their teams and are energetic in motivating employees to move forward. The ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement. The negative side of charismatic leadership is the amount of confidence placed in the leader rather than in employees. This can create the risk of a project or even in an entire organization collapsing if the leader leaves. Additionally, a charismatic leader may come to believe that s/he can do no wrong, even when others are warning him or her about the path s/he is on; feelings of invincibility can ruin a team or an organization. Charismatic leadership is rooted in the personal and Behavioural characteristics of the leader. Such leaders are able to inspire and enthuse their subordinates through their articulation of an organizational vision (House, 1977). Subordinates identify with the vision and accept the leader's values as their own. Conger and Kanungo (1987) propose an attribution approach to charisma; that is, subordinates attribute charisma to a leader, based on their perceptions of the leader's behaviour. Charismatic leaders are able to motivate subordinates to produce superior performance without the use of formal authority or power (Kirkpatrick & Locke, 1996; Shamir, House & Arthur, 1993). In some respect, given that charisma is conceptualized as a personal characteristic of the leader, the emergence of charismatic leadership might be viewed as a revival of the trait approach to leadership.

### **2.2.6. Servant Leadership**

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature, (Robert K. Greenleaf in 1970).Greenleaf said that "the servant-leader is servant first." By that he meant that that the desire to serve, the "servant's heart," is a fundamental characteristic of a servant-leader. It

is not about being servile, it is about wanting to help others. It is about identifying and meeting the needs of colleagues, customers, and communities.

### **2.2.7. Democratic Leadership Style**

Democratic leadership style is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group (Mullins, 2002), the manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager would characteristically lay the problem before the subordinates and invite discussion. In this respect the manager's role is to be a conference leader rather than that of decision taker. The manager allows the decision to emerge out of the process of the group discussion, instead of imposing it on the group as a boss. This leadership style is appropriate only in instances where the nature of the responsibility associated with the decision is such that group members are willing to share with their manager, or alternatively the manager is willing to accept responsibility for decisions, which he or she has not made personally.

The point of focus is sharing: the manager shares decision-making with the subordinates. Even though he or she invites contributions from the subordinates before making a decision, he or she retains the final authority to make decisions (consultative). The manager may also seek discussion and agreement with teachers over an issue before a decision is taken (consensus). He or she may allow the subordinates to take a vote on an issue before a decision is taken (democratic). He or she coaches subordinates and negotiates their demands (Dubrin 1998). This leadership is viewed as an important aspect of empowerment, teamwork and collaboration. It has been observed that an organization is more effective when those who will be affected by the organization's decisions are fully involved in the decision-making process. It is believed that subordinates share a sense of responsibility for the organization when they are allowed to participate actively in decision-making (Prerez, Milstein, Wood and Jacquez 1999)

Democratic leaders make the final decisions, but include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions.

## **2.2.8. Laissez-Faire Leadership**

Laissez-faire leaders abdicate responsibilities and avoid making decisions, they may give team's complete freedom to do their work and set their own deadlines. Laissez-faire leaders usually allow their subordinate the power to make decisions about their work (Chaudhry & Javed, 2012). They provide teams with resources and advice, if needed, but otherwise do not get involved. This leadership style can be effective if the leader monitors performance and gives feedback to team members regularly. The main advantage of laissez-faire leadership is that allowing team members so much autonomy can lead to high job satisfaction and increased productivity. It can be damaging if team members do not manage their time well or do not have the knowledge, skills, or motivation to do their work effectively. This type of leadership can also occur when managers do not have sufficient control over their staff (Ololube, 2013).

Coined from the French phrase that means “allow to act”, this leadership style allows employees to work on their own with little interference. (Leadership Styles Choosing the Right Style for the Situation, 2012)

## **2.3. Leadership theories**

This section discusses the various theories of leadership: namely great-man, trait, behavioral, Theory X and theory Y, Contingency or situational, Participative, Transformational and Transactional Theory. The characteristics and components of these theories are considered alongside.

### **2.3.1. Great-Man Theory**

This theory is based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. Leadership was considered an art, for which some fortunate people had an inbuilt genius; the rest of us could only engage in admiring post-game analyses. It assumes that the capacity for leadership is inherent – that great leaders are born not made (Maxwell, 2009). These theories tend to describe great leaders as heroic, mythic, and designed to rise to leadership when needed. The term “Great Man” was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership (Babatunde, 1999).

### **2.3.2. Trait Theory**

The Trait Approach arose from the “Great Man” theory as a way of identifying the key characteristics of successful leaders. It was believed that through this approach critical leadership traits could be isolated and that people with such traits could then be recruited, selected, and installed into leadership positions. This approach was common in the military and is still used as a set of criteria to select candidates.

Although there was little consistency in the results of the various trait studies, however, some traits did appear more frequently than others, including: technical skill, friendliness, task motivation, group task supportiveness, social skill, emotional control, general charisma, and intelligence. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (Ekvall & Arvonen, 1991). Max Weber termed charisma as “the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers”. This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research that maintained that only minor variances exist between followers and leaders (Burns, 2003).

The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory, as an inaccessible component, falling into disfavor. In the late 1940s, scholars studied the traits of military and non-military leaders respectively and exposed the significance of certain traits developing at certain times.

### **2.3.3. Behavioral theory**

This theory suggests that good leaders are trained rather than being born (Anderson & Bower, 1973). There are the set of programs which impart the skills which are believed to impart the good skills to shape the good leader. This theory suggests that trained leaders are better than born leaders hence contradicting to trait theory which suggests that born leaders are better than trained leaders. People do not work in isolation they always observe the conduct of others and observe the occasions on which it is rewarded or punished. They can therefore benefit from observed consequences and sometimes from their own experiences (Bandura, 1971)

### **2.3.4. Theory X and theory Y**

Douglas (2013) pointed out that in theory X employees are mainly motivated by receiving monetary gifts like money and other fringe benefits (Douglas, 2013). It was further pointed that many of human beings prefer to be directed and avoid responsibilities but prefer to have security. Due to this unsatisfactory attitude most employees' characteristics should be controlled and directed through punishments in order to sensitize them to have the habit of achieving organizational objectives. Generally, theory X is much associated with management styles but not leadership styles known as scientific management (Ford, 2010) It was also pointed in theory Y that managers believe that employees are cooperative, self-motivated, hardworking and good attitude towards accomplishments of various organizational assignments (Douglas, 2013). Workers have positive contributions towards achieving organizational goals and targets. In this theory it is believed that external controls and threat of punishments are not the good means of controlling employees' characteristics. Employees always learn under proper conditions, under the condition of modern industrial life and the intellectual potentialities of the average human being are partially utilized. The main purpose of theory Y is to encourage integration, create situation in which an employee can achieve organizational goals. It deliberately attempts to link improvement in managerial competence with the satisfaction of higher level ego, self-esteem and self-actualization needs. Theory Y leads to creation of an environment which will encourage commitment to achieve organizational goals. Theory Y is mostly associated with humanistic relations approach (Mayo, 2009).

### **2.3.5. Contingency or Situational theory**

Contingency is the one through which the leader competence is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that leadership style depends on the prevailing organization situation (Cheng and Chan, 2002). It was pointed in contingency theory that there no best way for leaders to lead but it depend on the situation (Fiedler, 2009). The particular situation will determine the type of leadership style that can lead to the positive expected results. One leadership style may fit to particular situation but may not result to desired results in the other particular situation. It was further pointed out that success of leader and employees depends upon a good number of factors, including the leader's preferred leading style, the capabilities and behaviors of the subordinates and situational characteristics (Cheng, 2002). Effective leadership requires adapting one's style of leadership to situational factors, and control is conditional on three factors namely, the relationship between the leader and subordinates, the degree of the task structure and the leaders' authority and power.

### **2.3.6. Participative Theories**

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account (Prabhu, 2011). These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others (Bass, 1985).

### **2.6.7. Transformational and Transactional Theory**

Over the past twenty five years, a large body of research has emerged around transformational – transactional leadership theory. Transactional theories focus on the role of supervision, organization and group performance and they base leadership on a system of rewards and punishments for meeting particular objectives. The type of transaction, whether a reward or discipline, depends on the performance of the employee. Bass (1985) as cited by Chan (2005) theorized the transactional leaders appeal to the subordinates' self-interests. Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. Both leaders and followers focus on achieving the negotiated performance level. Transformational theories focus upon the connections formed between leaders and followers.

Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization (Bass, 1985, 1996 as cited by Murphy & Drodge, 2004). Bass (1985) theorized the transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values. Bass declared there were four types of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

## **2.4 Role of leadership**

In interacting with employees in the work environment, a manager must play four basic leadership roles: educator, counselor, judge, and spokesperson, as Richard, 1989, listed out:

### **Educator**

Managers fulfill this role by teaching employee's job skills as well as acceptable behavior and organizational values. Managers accomplish much behavioral education through the execution of their own daily work. Their work habits, attitudes and behavior serve as a role model to all who observe them. In addition to provide behavioral education, managers are ultimately responsible for the formal training of their employees. They may provide this skills training directly or arrange for it to be provide by others. Regardless of who ultimately performs the training, the manager should be knowledgeable about training principles, learning theory and training techniques to perform this role.

### **Counselor**

This role involves listening, giving advice, and preventing and solving employee's problems. In performing this role, managers are fulfilling to expectation of employees, which are awareness and concern for the individual employee and assistance in solving a problem. The counselor role does not mean the manager is expected to solve the entire employee's problem, but it does mean providing help in recognizing the basic problem, and in searching for potential solutions.

### **Judge**

Playing the leadership role of judges involves appraising subordinate's performances, enforcing policies, procedures, and regulations, settling disputes, and dispensing justices. Appraising or evaluating performance requires knowledge of the standards that are used by the organization.

### **Spokesperson**

Managers act as spokesperson for subordinates when they give their suggestions, concerns, and views to higher authorities. The leader will have to fight for changes to improve procedures and working conditions. In performing this leadership role, managers must be willing to represent subordinates view even when she/ he disagree with it.

## 2.5. Employee Performance

As the performance of an organization is dependent on the quality of the workforce at all levels of the organization (Temple, 2002), it is essential to discuss the concept of employee performance. Millcorvich and Bondream (1997) define employee performance as the degree to which employees accomplish 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). The role of human resources is absolutely critical in raising performance in an organization (Armstrong and Baron, 1998). Ultimately it is the performance of many individuals, which culminates in the performance of an organization, or the achievement of goals in an organizational context (Armstrong and Baron, 1998).

Amos, et al. (2004) states, that "the effective management of individual performance is critical to the execution of strategy and the organization achieving its strategic objectives". Performance cannot be left in anticipation that it will develop naturally, despite the employee's natural desire to perform and be rewarded for it. This desire needs to be accommodated, facilitated and cultivated (Amos, et al., 2004). In return for this performance, organizations extend themselves in various forms of acknowledgement (Foot and Hook, 1999) employee performance has become a topical issue in today's business environment, so much so that organizations go to great lengths to appraise and manage it (Armstrong and Baron, 1998). Whetten and Cameron (1998), state that individual performance is the product of ability multiplied by motivation.

Furthermore, Cummings and Schwab (1973) concur with the belief that performance is ultimately an individual phenomenon with environmental factors influencing performance, primarily through their effect on the factors are those factors over which the organization has little or no control, such as demands for job grading systems (Hellriegel, et al., 1999).

## **2.6. Performance and Leadership**

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership (Wall, Solum and Sobol, et al, 1996). Fiedler and House, (1988) indicate that organizational performance will suffer in direct proportion to the neglect of this.

Ultimately it is the individual employee who either performs, or fails to perform, a task. In order for an organization to perform, an individual must set aside his personal goals, at least in part, to strive for the collective goals of the organization (Cummings and Schwab, 1973). In an organizational context, the very nature of performance is defined by the organization itself (Cummings and Schwab, 1973). Employees are of paramount importance to the achievement of any organization. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999).

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. Leadership is a critical factor in the success or failure of an organization; excellent organizations begin with excellent leadership, and successful organizations therefore reflect their leadership, (Maritz, 1995; Bass, 1997). Leaders are effective when the influence they exert over their subordinates works towards achieving organizational performance (Jones and George, 2000). Furthermore, leadership is often regarded as the single most critical success factor in the success or failure of an institution (Bass, 1990).

## **CHAPTER THREE**

### **Research Methodology**

#### **3.1 Research Design**

In this study, descriptive type of research design be used. The reason for selecting descriptive type of research design is that it is clear that the researcher is simply describe the available data which already exist and also the study describe characteristics of particular events. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group (Kothari, 2004)

#### **3.2. Target Population**

There are 1167 employees' in wolkite university academic staff from this 708 employee are on job and 459 employee are study leave. The researcher consider only on job employee to achieve the objective of the study. There are 708 employees in the staff, out of these population 256 of them taken as a sample.

#### **3.3. Sampling Technique**

In this study the researcher used multi -stage sampling techniques. That means first the researcher used stratified sampling techniques to categorize the target population into different group by college, secondly again the researcher used stratified sampling techniques to categorize the target population into different group by department, and would be select respondents by using simple random sampling technique from each strata. Questionnaires distributed for selected respondents. The reason for selecting stratified sampling technique that homogeneous population, it is simple to categorize in to different groups, and it is systematic error free and reduce bias.

### 3.4 Sample Size Determination

The sample size in this study was drawn from the total population of wolkite University academic staff. Academic staff has a total population of 708. Generally the sample size in this study was estimated from the below equation as explained by Yamane (1967).

$$\text{Sample size (n)} = \frac{N}{1+N(e)^2}$$

Where the following are defined;

n = Sample size

N = Total population

e = Standard error (1-10%)

1 = constant

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{708}{1+708(0.05)^2} \quad n = 256$$

In this study which was taken academic staff the following values were used to compute the sample size; N = 708 and e = 5%, giving sample size of 256 people. From the above formula 163 of engineering, 56 of computing, 121 of natural and computational science, 118 of medicine and health, 91 of agriculture, 70 of business and economics, 69 of social science and humanities and 20 of school of law making the total of 256 respondents.

$$\text{Engineering and technology (n)} = \frac{163}{708} \times 256 = 59 \text{ sample}$$

$$\text{Computing and informatics (n)} = \frac{56}{708} \times 256 = 20 \text{ sample}$$

$$\text{Natural and computational science (n)} = \frac{121}{708} \times 256 = 44 \text{ sample}$$

$$\text{Medicine and health science (n)} = \frac{118}{708} \times 256 = 43 \text{ sample}$$

$$\text{Agricultural and life science (n)} = \frac{91}{708} \times 256 = 33 \text{ sample}$$

$$\text{Business and economics (n)} = \frac{70}{708} \times 256 = 25 \text{ sample}$$

$$\text{Social science and humanities (n)} = \frac{69}{708} \times 256 = 25 \text{ sample}$$

$$\text{School of law (n)} = \frac{20}{708} \times 256 = 7 \text{ sample}$$

**Total = 59 + 20 + 44 + 43 + 33 + 25 + 25 + 7 = 256** Sample size would be select from the total population, by using the formula developed by yemane (1967).

Engineering and Technology College there are 163 employee out of this 59 employee would be taken as sample which means architecture 7 , chemical engineering 4 , civil engineering 7, construction technology management 8, electrical engineering 9, fashion design 3, food processing engineering 4, garment 5, mechanical engineering 5, Hydrolics and water recourse 3 textile engineering 4 employees.

Computing and Informatics College there are 56 employee out of this 20 employee would be taken as sample which means information system 4, software engineering 4, and information technology 4, and computer science 8 employees.

Natural and computational sciences college there are 121 employee out of this 44 employee would be taken as sample which means biology 6, biotechnology 5, physics 4, statics 8, mathematics 11 and sport sciences 3 employees.

Medicine and health Sciences College there are 118 employee out of this 43 employee would be taken as sample which means midwifery 4, nursing 7, medicine 21, public health 7, and medical laboratory 4 employees.

Agricultural and Life Sciences College there are 91 employee out of this 33 employee would be taken as sample which means natural resources management 8, wildlife and ecotourism 4, plant

sciences 4, animal production technology 5, agri-business value chain management 4, horticulture4, agro economics 4 employees.

Business and Economics College there are 70 employee out of this 25 employee would be taken as sample which means accounting 10, economics 5, management 7, and marketing management 3 employees.

Social science and humanities there are 69 employee out of this 25 employee would be taken as sample which means English 6, theater 4, psychology 3, governance 3, pedagogy 2, and civics 7 employees.

School of law there are 20 employee out of this 7 employee would be taken as sample.

### **3.5. Research Time Horizon**

To answer the research questions, the researcher was used cross-sectional study designs that were commonly used in Business Research. Because it was useful in obtaining an overall picture as it stands at the time of the study. Since it involves only one contact with the study population, it was comparable cheap to undertake.

### **3.6. Type and Source of data**

Data obtained from Primary source. The methodology in primary data collection include Questionnaires. Primary data are those that are collect a fresh and for the first time and thus happen to be original in Character (Kothari, 2004).

### **3.7. Data collection methods**

Data were obtained from Primary sources. The methodology in primary data collection included Questionnaires. Primary data are those that are collected a fresh and for the first time and thus happen to be original in Character (Kothari, 2004). The primary data collection enabled the researcher to obtain first-hand information. Primary data were obtained from respondents at Wolkite University .Using the questionnaires the researcher obtained data from the respondents.

### **3.8. Data Analysis and interpretation**

To analyze the data obtained from primary sources, the researcher used different data analyzing techniques. The technique based on the nature of the collected data and the research questionnaires. The data obtained from the close-ended items of the questionnaires analyzed quantitatively by using frequency count and percentage. The data from the open-ended items of the questionnaires analyzed through tabulation and statement form.

### **3.9. Ethical Considerations**

Ethics is one of the major considerations in research. Hence this study was conducted in a good manner while considering personal values. A researcher only deals with the subject matter whereas it observed and keeps all issues outside the study at the field. The responsibility of ensuring that a respondent is respected was the order of the day and thus personal matters were avoided to the great extent. Therefore the study has incorporated the following ethical considerations.

- ❖ Respondents were clearly communicated about the objective of the study before they were asked to give their answer.
- ❖ Respondents were not asked about their name, race and religion etc.
- ❖ The questionnaire was distributed after getting the consent of the instructor

# CHAPTER FOUR

## Data Analysis and Interpretation

### 4.1. Introduction

This chapter deals with analysis and presentation of the collected data from the respondents who are employees of Wolkite University in academic staff. As stated in the introductory part, from the total of 759 employees the researcher take a population of 256 employees through the use of multi-stage sampling techniques the researcher distributes questionnaires to collect relevant information which helps for the study. Out of 256 questionnaires distributed 13 questionnaire were not returned due to certain problems

### 4.2. General Characteristics of the Respondents

The function of the descriptive analysis is to illustrate the quantitative description in a manageable pattern. There is a lot of data measurements and large amount of the respondents in a research. Therefore, descriptive analysis can simplify the big volume of data in a simple way. Descriptive analysis is used to measure the basic feature of the data that we gathered from the respondents' demographic information and these data is carried out from the first part in this questionnaire survey. These data are self-explanatory data, which mean the researcher can explain based on the frequency, and percentage distribution.

**Table 4.2.1 sex distribution of the respondent**

No	Item	Frequency	Percentage
1	Sex of respondents		
	Female	28	11.52%
	Male	215	88.48%
	Total	243	100%

Source: own questionnaires survey, 2019

In the above table (4.2.1) item 1 shows that 215(88.48%) of instructors were male and the remaining 28(11.52%) were female. Therefore, the majority of the respondents in the sample areas of the study were males. Besides, colleges the university were predominantly males.

**Table 4.2.2. Age distribution of respondent**

No	Item	No of respondent	Percentage
2	Age of respondents		
	26-30	76	31.2%
	31-35	58	24%
	36-40	47	19.34%
	41-45	34	14%
	45-50	23	9.46%
	Above 55	5	2%
	Total	243	100

Source: own questionnaires, 2011

As shown the above table, 76(31.2%) of the respondents were the age between 26-30 years, 58(24%) of respondent were the age between 31-35 years, 47(19.34%) of the respondents were also the age between 36-40 years, 34(14%) of them were 41-45 years old, 23(9.46%) of respondent were the age between 46-50 years and the rest 5(2%)of the respondent were above 55 years old. This implies that most of the respondent's age is between 26-30 ages in this organization

**Table 4.2.3. Education background of the respondent**

	Item	No of respondent	Percentage
3	Education background		
	Frist degree	48	19.75
	Second degree	186	76.54%
	PhD	9	3.71%
	Total	243	100

Source: own questionnaires survey, 2019

With regard to their educational back ground, 48 (19.75%) of respondents were first degree holders, 186(76.54%) of the respondents were second degree holders, and the remaining 3(3.71%)of the respondents were PHD holder, as it is indicated above, most of the respondents were second degree and, thus it is significant for leadership to have well experienced and educated

people because of, as being educated people we can have more knowledge , better thoughts and wide understanding for our employment and people for their demand and impression , this facilitates us how to become a good leader.

**Table 4.2.4. work experience of respondents**

	Item	No of respondent	Percentage
4	Work experience		
	Less than 1 year	23	9.46%
	1-5 years	145	59.67
	6-10 years	57	23.46%
	More than 10 years	18	7.41%
	Total	243	100%

Source: own questionnaires survey, 2019

From the above 4.2.4 regarding work experience of employees in the organization 23(9.46%) of the respondents less than one year, 145(59.67%) of the respondents were said that between 1-5 years, 57(23.46%) of the respondents between 6-10 years and the remaining 18(7.41%) of the respondents were said that more than 10 years. This implies that majority the instructors served for 1-5 years

### 4.3. Analysis' of leader ship style related issues and employee performance

**Table 4.3.1. Respondent's response on type leadership style**

No	Item	No of respondent	Percentage
1	Which type of leadership style is exercised in your organization		
	Democratic leader ship style	131	54%
	Autocratic leader ship style	16	7%
	Laissez-faire leader ship style	35	14%
	Situational leader ship style	61	25%
	Total	243	100%

Source: own questionnaires survey, 2019

Based on the above 131(54%) of the respondents said that the organization have democratic leadership style, 16(7%) of them of the respondents demonstrate they follow by Autocratic leadership style 35(14%) of them were laissez-fair leadership followers, and 61(25%) of respondents have responded as the leadership style in the organization have been situational leadership style, and also the rest 6% of the respondents have not responded. As it indicated the above data most of the employee follows by the Democratic type of leadership style, which the leader puts himself as a member of the employee and discussed possible decisions with them, he seeks consensus before coming to a decision and everyone is supposed to take ownership in the final decision.

**Table 4.3.2 leader accomplish or perform their duty and responsibility properly**

No	Item	No of respondent	Percentage
2	Dose the leader accomplish or perform their duty and responsibilities properly		
	Yes	81	33.33%
	No	162	66.67%
	Total	243	1005

Source: own questionnaires survey, 2019

From the above table 81(33.33%) of the respondent were said that the leader accomplish or perform their duties and responsibilities properly

The manifestation of the leader accomplish or perform their duties and responsibilities properly

- The leader responsible for motivating employees to wards goal achievement,
- Provide an important work direction guidelines,
- Design training program to improves employees performance,
- Conduct regular and timely performance evaluation

But 162 (66.67%) of the respondents were said that the leader does not accomplish or perform their duties and responsibilities

The manifestation of the leader doesn't accomplish or perform their duties and responsibilities

- The leader instead of doing their responsibility they are more engaged in political activity.
- The leader does not provide timely feedback for the existing problems and employees question.
- No good relation with subordinate
- No contact with follower timely
- Do not accept and implement complain
- The leader do not consider the leader responsibility.
- sometimes the leaders were not open to receive employees idea and comment,
- lack of interest to answer the staff questions,
- Unable to create attractive work environments for employees and unable to give fair training to employees. This implies that leader were not properly accomplishing their duties and responsibilities.

**Table 4.3.3 response on techniques of the leader try to improve the performance of employee**

No	Item	No of respondent	Percentage
3	By what techniques the leader try to improve the performance of employee in the organization		
	By providing proper work direction	67	27.57%
	By providing training	83	34.16%
	By punishment	78	32.10%
	By giving additional incentives	15	6.17%
	Total	243	100%

Source: own questionnaires survey, 2019

As it is shown on the above table 67(27.57%) of the respondent said that the leader improve employees performance by providing proper work direction, 83(34.16%) of the respondents were said that the leader improve employees performance by providing training, 78(32.10%) of the respondents were said that the leader improve employees performance by punishment and the remaining 15 (6.17%) of the respondent were said that the leader improve employee performance

by giving additional incentives. This implies that managers apply to improve employee performance by providing training 83(34.16%).

**Table 4.3.4. Response on the extent of leader to understand employees need and problems**

No	Item	No of respondent	Percentage
4	To what extent do your leader understand employees need and problem?		
	Very well	0	
	moderate	94	38.68%
	Low	68	27.98%
	Very low	81	33.34%
	Total	243	100%

Source: own questionnaires survey, 2019

From the above table 4.3.4, 94(38.68%) of the total respondents were said that the degree of leader in understanding and solving employees need and problems were moderate, 68(27.98%) of the respondents were said that the degree of leader in understanding and solving need of employees is at low level and the remaining 81(33.34%) of the respondents said that the degree of leader in understanding and solving employees need and problems were very low. 81(33.34%) of the respondent said that very low this implies that the readiness of the leader in understanding need and problem is very low. Generally, 94(38.68%) of the respondent is said that moderate, this implies that the readiness of the leader in understanding and solving employees need and problems moderate. As the respondents replied that the impacts of poor or very poor understanding of the leaders in solving employees needs and problems are it affect employees loyalty on their boss, decrease employees interest to perform their duties well, sometimes it creates grievance between the leader and subordinate, it affect effective communication of leaders and employees.

**Table 4.3.5. Employees' Views on the Role of Leadership in enhancing Their Performance**

No	Item	Description	No of Respondent	Percentage
5	The role of leadership in enhancing employees' performance	Encouraging employees to be self-confident in and conscious for their work	117	48.15%
		Training employees to accomplish their work	73	30.04%
		Supervising daily the activities of employees	53	21.81%
		Total	243	100%

Source: own questionnaires survey, 2019

As depicted in the above table 4.3.5. Item 8, it is the view 48.15% employees that the leadership should encourage employees to be self-confident in and conscious for their work. They believe this way the employee's performance could be raised. While, 30.04% of respondents indicated that leaders have the role of training employees so as to accomplish their work. The supervisory roles of leaders were also emphasized by 21.81% of the employees concerned. From this it can be inferred that the majority of respondents wants the leader to encourage employees to be self-confident in and conscious for their work.

**Table 4.3.6. respondent response the effectiveness of employee on your organization**

No	Item	No of respondent	Percentage
5	How do you see the effectiveness of employees in your organization?		
	Very good	67	27.57%
	Good	135	55.56%
	poor	41	16.87%
	Very poor	0	-
	<b>Total</b>	<b>243</b>	<b>100%</b>

Source: own questionnaires survey, 2019

As indicated on the above table 4.3.5, 67(27.57%) of respondents said that the effectiveness of employees were very good, 135(55.56%) of the respondents were said that the effectiveness of employee in the organization were good and the remaining 41(16.87%) of respondents were said that the effectiveness of employees does not at desired level or it needs improvement that is poor.

The reason for poor employees effectiveness were lack availability of skilled leader, lack of finance for frequent training program and lack of availability of advanced supportive materials.

#### **4.4 Participating equally in decision making**

**Table 4.4.1 Respondent's Response Decision Making of the Organization**

No	Description	No of respondents	Percentage s
	Dose all people participate in decision making process of the organization?		
	Yes	86	35.39%
	No	157	64.61%
	<b>Total</b>	<b>243</b>	<b>100%</b>

Source: own questionnaires survey, 2019

From the above table 4.4.1, 86(35.39%) of the respondents said that all employees are participate in decision making process .157 (64.61%) of the respondents were said that all employees are not participated in decision making process and they said that not all people are participate in decision making and the impacts are sometimes the quality of decision is low and it affect individual attention to decision making. This implies that the majority of employees were not participated in decision making process so, it needs improvement.

**Table 4.4.2.the leader control the performance of employees**

No	Item	No of respondent	Percentage
6	How does the leader control performance of the employees in the organization?		
	By giving encouragement	76	31.27%
	By punishment	167	68.73%
	Total	243	100%
7	Based on the above question if your answer is By punishment, what is the effect?		
	Reduce wage or salary	102	41.97
	No promotion	81	33.34
	Decrease learning opportunity	37	15.23
	Low status in position	23	9.46
	Total	243	100%

Source: own questionnaires survey, 2019

As it is indicated on the above table 167(68.73%) of the respondents said that the leader persuade his workers to do their performance well by punishment, while the remaining 76(31.27%) of the respondents also responded that the leader control the employee performance by encouragement, so as it explained above, the majority of the respondents believes as the organization used the punishment controlling mechanism. So, due to existing leadership system in the organization, the leaders have enforced the employees without their best judgment rather by punishing.

From the above table 4.2.4, item, 7, 102 (41.97%) of the respondent stated that the leader punished them by reducing salary, 23(9.46%) of them explained there is low status in position and 37(15.23%) of the respondents confirmed by decrement of learning opportunity, the remaining 81(33.34%) believe that there is no promotion given to the employee. Therefore, the majority of the respondents said the leader punishes them by reducing salary. so, this may happen in monthly, yearly, or transference from higher position to lower thus, in order to earn the employee well income they do their work effectively and this is importance for the leaders to control the worker's exertion.

#### 4.5. Methods of Decision Making

**Table 4.5.1. Respondent’s attitude toward the method of decision making**

No	Item	No of respondent	Percentage
8	How are the decisions made in organization?		
	top-down	177	72.84%
	bottom-top	66	27.16%
	Total	243	100%
9	Based on the above if your answer is “bottom-up” what is the effect?		
	Encourage employee participation	92	37.86%
	New ideas and changes proposed by group welcomed	67	27.57%
	Encouragement of employee decision making and assumption	32	13.17%
	Create accountability	52	21.40%
	Total	243	100%
10	If the answer is “top-down” ’ what is the reason		
	Problems are only solved by manager	116	47.74%
	Subordinates usually feel what making decision is the manager	68	27.98%
	Manages has lack of self-confidence in their subordinates	59	24.28%
	Total	243	100%

Source: own questionnaires survey, 2019

As we have seen from the table 4.5.1, item 8, 177(72.84%) of the respondent had informed that decision are made from top-down while the rest 66(27.16%) of them said that decision are made from bottom-top decision making. As indicated above, most of the respondents make the decision from up-bottom. Thus, the problem should identified and decision should make the leader, by

putting the pressure to the bottom level, there should be more consultation, the leader can't undo the problem unless the bottom involvement.

As shown the above table 4.5.1, item 9, from those who made the decision bottom-up, 92 (37.86%) of the respondents said that it encourage employee participation, 32(13.17%) of them believes that it also encourages employee decisions making and assumption of Authority, 67(27.57%) of the respondents informed that new ideas and changes proposed by the employee welcomed, the rest 52 (21.40%) of the respondents believe that it creates accountability, as the most of the employee said it encourages employee decision making, it is important for staff motivation, make the staff feel free, staff capacity building for participatory leadership.

From table (4.5.1) item 10, from those who made decision from top-bottom, 116(47.74%) was stated problems are only solve by one leader, 68(27.98%) of them believed that employee usually feel that making decision is managers responsibility and the remaining, 59(24.28%) of the respondents were said managers have lack of self-confidence to their subordinates, as explained above most of the respondents informed that leader is a dictator and made all decisions in the organization ,this may cause the employee not to participate in decision making.

#### **4.6. Importance of leadership in organization**

**Table 4.6.1.Respondents Response on Importance of Leadership in the Organization**

No	Item	No of respondent	Percentage
11	What is the importance of leadership in the organization?		
	Motivating	57	23.46%
	Creating confidence	72	29.63%
	Providing guidance	114	64.91%
	Total	243	100%

Source: own questionnaires survey, 2019

As shown from the above table 4.6.1, item 11, 57 (23.46%) of the respondents said that the importance of leadership in the organization is motivating, 72(29.63%) of the respondents were said that creating confidence, and the remaining, 114(64.91%) of the respondent were said that providing guidance. This implies that the importance of leadership in the organization is more to providing guidance.

**Table 4.6.2. Type of leadership style that is better to employee effectiveness**

No	Item	Description	No of respondents	Percentage
12	Which leadership styles is better to the employee effectiveness?	Democratic leadership style	86	35.39%
		Autocratic leadership style	43	17.69%
		Situational leadership style	63	25.93%
		Laissez-faire leadership style	51	20.98%
		Other	-	-
		Total	243	100%

Source: own questionnaires survey, 2019

As presented in the above table 4.6.2.35.39% of the respondents were said that democratic leadership style is better; 17.69% of the respondents replied autocratic leadership style; 25.93% of the respondents said that situational leadership style and the remaining 20.98 %of the respondents said that laissez-faire leadership style is better to effectiveness.

Open-ended questions were prepared by the researcher for the employees (respondents) that is about the major problems of the organization related to leadership to enhancing performance of employee, the respondents that the researcher got were summarized as follows.

- Traditional and rigid leadership structure of the university
- Less transparency in the organization
- Lack of team work
- Unwillingness of instructors to participate in the decision making process
- Less promotion for employee referring to their position.
- Absence of collegial relationship amongst instructors

After the researcher asked the employees what ways could be solve those problems they faced before, the respondents responses were summarized as follows

- Creating transparency among staff workers, through group discussion about different issues that exist in staff. With implementation of problem solving methods and decision making a team. Taking corrective action and make training on good leadership, Through Staff motivation like making participatory plan. By increasing annual salary of employees in the organization.
- By staff training concentrations to give valuation then, according to performance of employees give training in the country or abroad. Supervise by recording according to their performance
- By bottom-top decision, participatory decision, work supervision, individual work plan and technical supports as required as it are.
- Ensure mutual respect among instructors in the university
- Ensure well- built relation amongst college deans department heads and instructors
- Creating Strong collegial relationship amongst instructors

## **CHAPTER- FIVE**

### **Summary, Conclusions, And Recommendations**

This chapter deals with the summary, conclusions, and recommendations made depending on the findings.

#### **5.1 Summary**

The prime aim of this study is to investigate the role of leadership style in enhancing employee performance in Wolkite University.

To achieve this aim, the following research questions were raised:

1. Which leadership styles is better to the employee effectiveness?
2. What is the role of leadership in enhancing employee's performance?
3. Which type of leadership style does Wolkite University follow?

Review of the related literature was made based on the research questions raised. The study was conducted in Wolkite University. More specifically, college of Engineering and technology, college of Computing and informatics, college of Natural and computational science, college of Medicine and health science, college Agricultural and life science, college of Business and economics, college of Social science and humanities, and School of law. Instructors were selected based on simple random sampling techniques. The opinions of these instructors were gathered using questionnaire constructed in terms of close and open-ended items.

Quantitative and qualitative methods were used in analyzing the data obtained through the instruments. In the analyses of the quantitative data, percentages, frequencies were used. In the analyses of the qualitative data, descriptive statements were used.

## Major Findings

The major findings of the study are organized in to three groups based on the three basic questions raised and presented here under according to their sequence.

### **5.1.1. Leadership style that is better to employee's performance**

- With regarding to leadership style it was found that the majority (35.39%) Democratic leadership style is better to employee performance.
- Concerning about the techniques of the leader try to improve the performance of employee in the organization, the percent of the respondent showed 34.16% by providing training.
- Regarding to the leader control performance of the employees in the organization majority of the respondent is by punishment and the respondents said the leader punishes them by reducing salary. so, this may happen in monthly, yearly, or transference from higher position to lower thus, in order to earn the employee well income they do their work effectively and this is importance for the leaders to control the worker's exertion
- With regarding to extent leader understand employees need and problem majority 94(38.68%) of the respondent is said that moderate, this implies that the readiness of the leader in understanding and solving employees need and problems moderate. As the respondents replied that the impacts of poor or very poor understanding of the leaders in solving employees needs and problems are it affect employees loyalty on their boss, decrease employees interest to perform their duties well, sometimes it creates grievance between the leader and subordinate, it affect effective communication of leaders and employees.

### **5.1.2. The role of leadership in enhancing employee's performance**

- Raising self-confidence of employees was found to be much more emphasized leadership role than the other roles of leaders.
- With regarding to the importance of leadership in the organization is majority of the respondent answered more too providing guidance.

### **5.1.3. Type of leadership style is exercised in your organization**

- Regarding type of leadership style exercised in the organization most of the employee follows by the Democratic type of leadership style, which the leader puts himself as a member of the employee and discussed possible decisions with them, he seeks consensus before coming to a decision and everyone is supposed to take ownership in the final decision.
- With respect to decisions made in organization majority of the respondent said the decision made from up-bottom the problem should identified and decision should make the leader that means problems are only solve by leader and the majority of employees were not participated in decision making process
- With regarding to the duties and responsibility of the leader does not accomplish or perform their duties and responsibilities. The manifestation of the leader doesn't accomplish or perform their duties and responsibilities ,the leader instead of doing their responsibility they are more engaged in political activity, The leader does not provide timely feedback for the existing problems and employees question, No good relation with subordinate, No contact with follower timely, Do not accept and implement complain, The leader do not consider the leader responsibility, sometimes the leaders were not open to receive employees idea and comment, lack of interest to answer the staff questions, Unable to create attractive work environments for employees and unable to give fair training to employees. This implies that leader were not properly accomplishing their duties and responsibilities.

## 5.2. Conclusion

Based on the major findings, the following conclusions were drawn

- It was found that leadership had quite a great deal of role to play to raise employees' organizational performance. These roles of leadership include, but not limited to, the following:
  - ❖ Counselor: Encouraging employees to be self-confident in and conscious for their work
  - ❖ Educator-Training employees to accomplish their work
  - ❖ Judge-Supervising daily the activities of employees
- Among this, the role of leaders most widely demanded in the organization under study was found to be counseling employees to be emotionally and professionally capable.
- With regarding to leadership style it was found that Democratic leadership style is better to employee performance, and type of leadership style exercised in the organization most of the employee follows by the Democratic type of leadership style. From this one can easily concluded that the leader puts himself as a member of the employee and discussed possible decisions with them, he seeks consensus before coming to a decision and everyone is supposed to take ownership in the final decision.
- The leader in Wolkite University moderately understand employees need and problems. This show that the readiness of the leader in understanding and solving employees need and problems moderate. the impacts of poor or very poor understanding of the leaders in solving employees needs and problems are it affect employees loyalty on their boss, decrease employees interest to perform their duties well, sometimes it creates grievance between the leader and subordinate, it affect effective communication of leaders and employees
- With regard to the leadership structure of the university, the majority of instructors agreed that the leadership structure of the university permitting to decision making is up-bottom. From this one can easily concluded that still the decision making power of the university tilted to the top leaders of the university and the majority of instructors accept the decision being made than participating on it.
- The major problem in the organization were also concluded as less transparency in the organization, Less promotion for employee referring to their position poor leadership ability, lack of commitment, lack of motivational skills, lack of shared responsibility amongst instructors. Lack of team work Traditional and rigid leadership structure of the university

Even though the organization have been with different problems the possible solution for the organization were concluded as follows:

- Creating transparency among staff workers, through group discussion about different issues that exist in staff. With implementation of problem solving methods and decision making a team. Taking corrective action and make training on good leadership, Through Staff motivation like making participatory plan. By increasing annual salary of employees in the organization.
- By staff training concentrations to give valuation then, according to performance of employees give training in the country or abroad. Supervise by recording according to their performance
- By bottom-top decision, participatory decision, work supervision, individual work plan and technical supports as required as it are.
- Ensure mutual respect among instructors in the university
- Ensure well- built relation amongst college deans department heads and instructors
- Creating Strong collegial relationship amongst instructors

### **5.3 Recommendations**

On the basis of the findings and the conclusion drawn, the following recommendations were put forward:

- For this study the researcher has been recommended different view point after identifying the role of leadership style on employee's performance in order to create effective and efficient leadership style. Even though no one best leadership style in everywhere, the researcher recommended as to be situational because different issues in the given organization cannot be solved at the same time.
- The researcher also recommended that the organization should also apply bottom –top decision making by involving both subordinates and leaders.
- The leader should be open to receive comment from employees and it is better to encourage employees to give opinion about their leader limitation as while as their organization.
- As indicated in the major finding of the study the effectiveness of employee's performance needs improvement, so it is better to hire more experienced workers for the organization. The organization should provide access to education and training to employees and then employee's performance will be enhanced.

## **Bibilography**

*Achua, C. F., & Lussier, R. N. (2013). Effective leadership. (5th Ed.). Canada: South Western Publishing*

*Amin, M. E. (2005). Social Science Research conceptions, methodology and analysis. Kampala: Makerere University.*

*Armstrong, M. (2004). Human Resource Management Theory and Practice. London: Bath Press Ltd.*

*Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press: New York.*

*Bass, B. M., Avolio, B. J, Jung, D, & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership.*

*Burns (1978). Leadership styles analysis, Washington, DC: HPs Press.*

*Burns, J. M., (1978). Leadership. Harper and Row: New York.*

*Cheng, C., & Chan, M. T. (2002). Implementation of School-Based Management: A Multi-Cheung Wong & Evers C. W. London: Rout ledge Falmer.*

*Conger, J. A. & Kanungo, R. N. & Associates (Eds.) (1987). Charismatic leadership: The elusive factor in organizational effectiveness.*

*Cummings, L.L. And Schwab, D.P. 1973. Performance in Organizations: Determinants and Appraisal. Glenview: Scott, Foresman And Company.*

*Durga, D., Pradeep, I. & N. R. V. Prabhu (2011) the Relationship between Effective Leadership and Employee Performance.*

*Fiedler, F. E. & House, R. J. (1988), "Leadership Theory and Research: A Report of Progress," International Review of Industrial and Organizational*

*House, R. J. (1977). A 1976 Theory of charismatic leadership. In J. G. Hunt & L. L. Larson (Eds.), Southern Illinois University: Carbondale.*

*Kirkpatrick, S. A & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. Journal of Applied Psychology.*

*Kothari, C.R. (2004) Research methods: methods and techniques. 2nd revised edition. New Delhi: New Age International (P) Limited*

*Lussier, R. N. & Achua, C. F. 2001. Leadership: Theory, Application and Skill Development. USA: South- West College Publishing*

*Michael. A. (2010). Leadership style and organizational impact.*

*Northouse, P. G. (2013). Leadership: Theory and practice. California: Sage Publications Inc.*

*Paul, J., Costley, D., Howell, J., & Dorfman, P. (2002).The mutability of charisma in leadership research.*

*Northouse, P. G. 2010. Leadership, theory and practice (5th Ed.). Sage, Thousand Oaks, CA.*

*Northouse, P. G. (2004). Leadership: Theory and Practice. (3rd Ed.). California: Sage Publications, Inc. International Journal of Business and Management.*

*Shafie, B., Baghersalimi, S. & Barghi, V. (2013) the Relationship between Leadership Style and Employee Performance. Singaporean Journal of Business Economics and Management Studies.*

*Sundi, K. (2013): Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province.*

*Yukl, G., (1998), Leadership in Organizations, Englewood Cliffs: Prentice-Hall.*

# Appendix

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

This questionnaire is designed to investigate “The Role of Leadership Style to Enhancing Employees Performance In Case Of Wolkite University in Academic Staff”. The objective of the questioners is to collect data, information and opinion for conducting the study. Thus, you are expected to be confidential and kindly requested to fill this questioners honestly to according to your wish and interest. In addition the researcher would like to be grateful to the respondents the sacrifices they paid in completing this questionnaire.

Notice:-

1. No need of writing your name.
2. Please put (X) mark in the box according to your choice.

## I: General Characteristics of the respondents

1. Sex

a) Male                       b) female

2. Age

A) 26-30                       B) 31-35                       C) 36-40                       D) 35-45   
E) 46-50                       G) Above 55

3. Educational back ground

A) First degree                       B) Second degree                       C) PHD

4 Work experience.

(A) Less than 1 year                       (B) 1- 5 years   
(C) 6-10 years                       (D) More than 10 years

**Part 2: Questions related to leadership and employees performance.**

1. Which leadership style is exercised in your organization?

- A. Democratic leadership style
- B. Autocratic leadership style
- C. Laissez-Faire leadership style
- D. Situational leadership style

If any other Specify: -----

2. Does the leader accomplish or perform their duty and responsibilities properly?

- A. Yes
- B. no

3. If your answer is yes for question number '2 please describe the manifestation:

---

---

---

4. If your answer for question number 2 is no please describe your manifestation:

---

---

---

5. What is the role of leadership in enhancing employee’s performance?

- A. Encouraging employees to be self-confident in and conscious for their work
- B. Training employees to accomplish their work
- C. Supervising daily the activities of employees

6. By what techniques the leader try to improve the performance of employees in the organization?

- A. By providing proper work direction
- B. By providing training
- C. By punishment
- D. By giving additional incentive

If any other please specify -----

7. To what extent do your leader understand employees need and problem?

- A. Very well  C. moderate   
B. Low  D. Very low

8. If your answer for question number "6" is poor or very poor, what are the impacts

---

---

---

9. How do you see the effectiveness of employees in your organization?

- A. Very good  C. Good   
B. Poor  D. Very poor

10. If you answer for question number "9" is poor or very poor, what is your manifestation:

---

---

---

11. Dose all people participate in decision making process of the organization?

- A. Yes  B. No

12. How does the leader control performance of the employees in the organization?

- a) By giving encouragement   
b) By punishment

13. Based on the above question if your answer is B, what is the effect?

- A. Reduce wage or salary  C. No promotion   
B. Decrease learning opportunity  D) Low status in position

14. How are the decisions made in organization?

- A) top-down  B) bottom-top

15. based on the above question number '14', if your answer is "B" what is the effect?

- A) Encourage employee participation   
B) New ideas and changes proposed by group welcomed  C) Create accountability   
D) Encouragement of employee decision making and assumption

16. If the answer is "A" in number '14' what is the reason?

A) Problems are only solved by manager

B) Subordinates usually feel what making decision is the manager

C) Managers has lack of self-confidence in their subordinates

17. What is importance of leadership in the organization?

A) Motivating

B) Creating confidence

C) Providing guidance

18. Which leadership styles is better to the employee effectiveness?

A) Democratic leadership style

B) Autocratic leadership style

C) Situational leadership style

D) Laissez-faire leadership style

Other-----

19. What are the major problems of the organization that related to leadership style to employee of performance?

---

---

---

20. What could be the solution to solve the problems that are the related to the role of leadership style in the organization?

---

---

---