

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES
MOTIVATION**

[IN CASE OF WOLKITE POLYTECHNIC COLLEGE]



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**A RESEARCH PAPER SUBMITTED TO THE DEPARTEMENT
OF MANAGEMENT IN PARTIAL FUFILMENT OF THE
REQUIRED FOR B.A DEGREE OF MANAGEMANT**

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Table of contents

| Contents | page |
|--|------|
| ACKNOWLEDGEMENT | i |
| Table of contents | ii |
| List of Table | iii |
| Abstract | iv |
| CHAPTER ONE | 1 |
| 1. INTRODUCTION | 1 |
| 1.1 Background of the Study | 1 |
| 1.2 Statement the problem | 2 |
| 1.3 Objectives of the study | 2 |
| 1.4 Research Questions | 3 |
| 1.5 Significance of the study | 3 |
| 1.6 Scope of the study | 3 |
| 1.7 Operational Definitions | 4 |
| 1.8 Limitation of the study | 4 |
| 1.9 Organization of the study | 4 |
| CHAPTER TWO | 5 |
| 2. REVIEW LITERATURE | 5 |
| 2.1 Theoretical review literature | 5 |
| 2.2 Empirical Literature Review | 11 |
| 2.3 Research Gaps | 13 |
| CHAPTER THREE | 15 |
| 3. RESEARCH METHODOLOGY | 15 |
| 3.1 Research Design | 15 |
| 3.2 Source of data | 15 |
| 3.3 Data Collection Method | 15 |
| 3.4 Target Population and Sample Size | 15 |
| 3.5 Data Analysis methods | 16 |
| CHAPTER FOUR | 17 |
| 4. DATA ANALYSIS AND INTERPRETATION | 17 |
| 4.1 Demographic data analysis | 17 |
| 4.2 Data presentation about type and problems of leadership in Wolkite polytechnic college | 20 |
| 4.3 data presentation about employees motivation assessment | 24 |
| CHAPTER FIVE | 28 |
| 5. CONCLUSION AND RECOMMENDATION | 28 |
| 5.1 Conclusion | 28 |
| 5.2 Recommendation | 28 |
| REFERENCE | 30 |
| Appendix | 33 |

List of Table

| | |
|--|----|
| Table 1 : respondents of marital status | 18 |
| Table 2 : Respondents of educational level | 19 |
| Table 3 : Respondents of monthly salary | 19 |
| Table 4 Respondents of work experience | 20 |
| Table 5 : Type of leadership style in the organization | 20 |
| Table 6 : problem of leadership | 21 |
| Table 7 : Source of leadership problem | 21 |
| Table 8 : problem of employee's motivation | 22 |
| Table 9 : source of employee's motivation problem | 22 |
| Table 10 : motivation in the organization | 22 |
| Table 11 : mechanisms to motivate employees | 23 |
| Table 12 : level of employees motivation | 23 |
| Table 13 : which types of leader ship style good employee's motivation | 24 |
| Table 14 : feedback of manager on employee performance | 24 |
| Table 15 : manager leadership style affect employees motivation | 25 |
| Table 16 :leaders ability to communicate goals and expectations | 26 |
| Table 17 : work aligns with personal goals and values | 27 |
| Table 18 : manageable of work load | 27 |

LIST OF FIGURE

| | |
|--|----|
| Figure 1 : chart of respondent's sex | 17 |
| Figure 2 : Graph age of respondents | 18 |

Abstract

The research was conducted under the title of the effect of Leadership style on employee motivation in case of wolkite PolyTechnique College. The main objective of the study was to assess the effect of leadership style on employee's motivation in the organization. The researcher used both primary and secondary data source. The primary data were collected through only closed ended questionnaire whereas secondary data was gathered from different reference books. The data which was taken from the employees of the organization were presented and analyzed through pie-chart, tabulation and percentage.

The researcher used simple random sampling technique because in order to investigate the number of population in a simple way. The study relied on simple random sampling techniques in selecting in a total of 110 respondents for the study. It was reviled from the study that the leadership of the polytechnique predominantly exhibited participative leadership characteristics.

Major finding shows that the main source of leadership problem that affect employees motivation was lack of good leadership style.in addition Interestingly the study shows that 45.91% of the employees receive between 3000-4000 birr of monthly salary therefore, employees were dissatisfied.

The research recommend that the management has given its due attention to the motivation situation and discusses openly what the reason behind them and to give the solution for those problem. In addition to paying to attractive salary give other benefits like providing health safety training career development program and comfortable work environment. By giving those solution the wolkite polytechnic college raise the satisfaction level of employees.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Leadership and motivation are the driving force behind most human endeavors. Many successful business organizations such as Microsoft, Barclays, Apples, etc have a history of great leadership. According to Yukul (1994), leadership is a process of having remarkable influence on the subordinate in which s/he is motivated to achieve a specific target and beyond the group maintain cooperation and achieve a stated objective. The basic principle of leadership is about influencing relationship between leaders and followers which generate interest and effective behavior forwards reaching defined organizational goals and objectives (Bennis and Nanus, 1985 Burns, 1978)

Leadership is an interpersonal process involving within the exercise of influence within a social system such as group family, community or organization; it is also focusing what leaders actually do. Leadership is important functions of management which helps to maximize motivations and to achieve organizational goals, leadership of organization mainly involve modeling the vision, forming team, influencing them and aligning people to achieve the desired goals (Randall B,Dunham and Jon L,Preic,2000).

Most people probably think of motivation as dealing with choices about what we do and how much efforts we put into doing it. According to Kanfer (1990),motivation is anything that provides direction, intensity, and persistence to behavior, and another definition the term motivation as a behavior probability; it is likelihood an individual will Initiate and contains exhibiting certain behaviors (Miller and Rollnick, 1991).

There is a need to distinguish between leaders and managers or supervisors. even though managers or supervisors are in position of leadership, they are most necessary leaders until they are seen by their subordinates as a leaders, managers who is not a leader only relies on his positional power to get a things done while a managers who is a leader uses his personal influences or charisma to get work done .Even if it is absent the subordinates would continue to

work. In summary leaders are thought to do the right things, whereas managers are thought to do things right (Bennis, 1985; Zaleznik, 1983).

1.2 Statement the problem

In any given discipline, the success of a venture can nearly always be traced directly back to the vision and will of leadership. Therefore, having effective leadership style for the organization to retain competent employees is crucial to its survival. Brockner et al(1992), recommended that the ability of an organization, to successfully implement business strategies, to gain a competitive advantage and optimize human capital, largely depends among other factors on the leadership style that encourages employees motivation.

In corporate world leadership is undoubtedly the most important action that hands to be considered if you want to do collectively, a right man commanding the right condition position at the right time can do wonders every leadership style has its own way of behavior and methods of getting work done, some style may be prepared by subordinates (Mcshane, 1949).

Wolkite polytechnic College is one of the prominent colleges in Central regional states of Ethiopia, and it has been endowed with many responsibilities as a result of its growth to college level. The main one being providing a skilled and competent manpower that contributes towards the economic development endeavors of our country, work in collaboration with stakeholders 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 technical college which includes absence of good leadership style, lack of high skilled and motivated employee, low coworker relation, and less incentive and reward of employees.

Therefore, the researcher was conducted the study to fill the gaps between the ideal concept of leadership styles on employee's motivation in the organization and the reality that implemented in wolkite poly technical college.

1.3 Objectives of the study

1.3.1 General objective of the study

The general objective of the study was to assess effect of leadership style on employee's motivation the case of wolkite polytechnic college.

1.3.2 Specific objectives of the study

Specifically the study was tried to achieve the following specific research objectives.

- To assess the type of leadership style that motivates employees in wolkite Polytechnic College.
- To assess the level of employees motivation in the organization.
- To identify the problems related to leadership style and employees motivation.
- To assess the mechanism of the organization to create employees motivation.
- To draw conclusion and forward possible recommendation for the organization and future researchers.

1.4 Research Questions

- Which type of leadership that motivates employees in wolkite polytechnic college?
- What are the levels of employee's motivation in the organization?
- What are the problems related to leadership style and employees motivation in wolkite polytechnic college?
- Is there a mechanism that organization to create employees motivation?

1.5 Significance of the study

This study give significance to the organization, employees and students about the benefit of leadership style on employee's motivation. This research aimed at improving employee's motivation through the various leadership styles. It was also aim highlighting relationship between leadership style and employees motivation. It would serve as reference material to other researchers in order to contribute the advancement of knowledge in management and other fields.

1.6 Scope of the study

The scope of the study was restricted to the effect of leadership style on employee's motivation the case of wolkite polytechnic college. The study was basically tried to address the management function with the purpose of achieving organizational goals. Since the management function are too broad to cover by this study. The scope was limited to the effect of management function problems particularly in leadership style aspect and the line which this study is conduct on pipeline of between October and June 20017 E.C

1.7 Operational Definitions

Leadership: -is a complex social process rooted in aspect of values, skills knowledge as well as ways of thinking of both leaders and (Hersey and Blanchard, 1984)

Transformational leaders: - focus on developing their followers by tapping them of their potentials, inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviors (Bass et al, 2000).

Transactional leadership: - is based more on ‘exchange ‘between the leader and follower, in which followers are rewarded for meeting specific goals or performance criteria (Trottier et al, 2008, Bass et al, 2003).

Laissez faire leadership style: - is the leader as an extreme passive leader who is reluctant to influence subordinates considerable freedom to the point of handing over his/her responsibilities (James and Collins, 2008).

Motivation:-is the process that accounts for an individual passion, direction, and persistence of effort toward attaining a goal, meaning the result of interaction between an individual and a situation (Robbins,Judge,Odendaal and Roodt,2009).

1.8 Limitation of the study

In undertaking this study the researcher expected the following limitation among them-shortage of time to conduct this research, limited information, lack of willingness of the respondents, researcher also new for the research study of lack of experience on the area, and lack of computer accessories.

1.9 Organization of the study

The research was dividing in to five chapters. The chapter one introduction contains background of the study, statement of the problem, objective of the study, scope of the study, limitation and organization of the study.

The second chapter was literature review, there were discuss various literature on the assessment of leadership style on employees motivation .In chapter three was described the research methodology, research design, sample size and population, data collection instruments and data analysis procedures.

chapter four contain the result of research and description of data presentation, analysis and interpretation and the last chapter five contain the conclusion and recommendation.

CHAPTER TWO

2. REVIEW LITERATURE

2.1 Theoretical review literature

2.1.1 Definition of leadership

Leadership is a social relation between two or more people in which the leader influence the social knowledge, goal, acceptance and action of follower (field report, 1995).Leadership is the process of influencing and providing on environment for employees to achieve organizational objectives (McShne, 2000).Every leadership style has its own way of behavior and methods for getting work done, some style may be prepared by subordinates (MC Shane, 1949).

Leadership is act of influencing and directing in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives (Chester Bernard, 1968).

2.1.2 Leadership styles

There are different types of leadership styles exist in work environments. The culture and goals of an organization determine which leadership style are the firms best. Some companies after having several leadership styles within the organization, they depend up on the necessary tasks to complete and department needs .

2.1.2.1 Participative leadership style

Participative leadership style is often called the democratic leadership style. Participative leadership values the inputs of team members and peers, but the responsibility of making the final decision results within the participative leader Participative leadership boosts employee moral because employees make contribution to the decision making process. When companies need to make changes within the organization, the participative leadership helps employees accept changes easily the process. This style meets challenges when companies need to make a decision in a short period.

Democratic or participative leadership style has the following characteristics;

- Share decision making authority with subordinates.
- A leader appreciates suggestions from subordinates.

- The leader shows high concern for both task and people.
- Leaders are not sensitive about their authority.
- Motivates subordinates.
- New ideas change proposed by a group is respected.

2.1.2.2 Transactional leadership style

Transactional leadership focuses on middle and first line manager who help the transformational leader take their unit through the three acts. Transactional leader motivates subordinate by rewarding them for high performance and reprimand or push low performers. The manager possesses power to review results and train or current employees when team member fail to meet goals. Employees receive rewards such as bonus when they accomplish goals.

2.1.2.3 Laissez Faire Leadership Style

A laissez faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fail the laissez faire leadership style. This leadership style hinders the production of employees needed supervision. The laissez faire style produces no leadership effort from managers which, lead to poor production, lack of control and increase costs.

Laissez faire leadership style has the following features;

The leader gives full decision making authority to the group and shows little interest in the work process or its results.

- Leader exercise little control over the group, subordinates
- Individuals may have little interest in their work
- Moral and teamwork are generally low.
- Laissez faire leadership style can apply in organizations with highly and well trained professional.

2.1.2.4 Autocratic Leadership Style

Autocratic leadership style allows managers to make decision alone without the input of others. Managers possess total authority and impose their will on employees. This leadership benefits employees who requires close supervision, creative employees who arrive in group functions exist in this leadership style.

The following are the common characteristics of Autocratic leadership;

` The leader makes the decisions and closely supervises employees

- Highly conscious of his or her position
- They are sensitive about their authority, one-way communication.
- They are willing to delegate a very little decision making authority.
- Orders are issued to be carried out with no questions allowed and no explanations.
- The leader believes that pay is just a reward for working hard the only reward that will motivate employees.
- supervise subordinates 'work attitudes more closely (Van Der Vliert 2006:42)

2.1.2.5 Transformational Leadership Style

The transformational leadership style depends on high level of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiently through communication and high visibility.

The following are transformational leadership style;

- Demonstrate qualities that motivate respect and pride from association with him or not.
- Communicates values, purpose and the importance of the organization.
- Examines new perspective for solving and completing tasks; and
- Focus on development and the monitoring of followers and attends to their individuals needs (Eagly, Johansson-Schmidt and Engen 2003:573).

2.1.3 Leadership Theories

This section discusses the various theories of leadership: namely trait, behavioral, situational, great man, and contingency theories. The characteristics and components of these theories are considered alongside.

2.1.3.1 Trait theory of leadership

The trait approach was popular up to 1940s. according to Turner and Muller (2005) trait theory assumes that people inherit certain qualities and traits that make them better suited to leadership. The abilities traits demonstrate hard management skills, personally traits on the other hand addresses issues such as self confidence and emotional variables, the physical appearance which include size and appearance, and extraversion are all traits that could potentially be linked to great leaders.

2.1.3.2 Great man theory of leadership

Great man theories assume that the capacity for leadership is inherent that great leaders born not made these theories often portray great leaders as heroic mythic and distained to rise to leadership when needed. Boldden et al (2003) arose from the great man theory as the way of identifying the way characteristics of successful leaders.

The term “great man” was used because leadership was thought of primarily as a male quality. The gender issues were not on the table when the great man theory was proposed. Moreover, most leaders and researchers were also male and concerns about male centric biases were a long away from being realized.

2.1.3.3 Contingency theory of leadership

Contingency theories of leadership focuses on particular variables related to the environment that might determine which particular style of leadership best suited for the situation. According to this theory no leadership style is best in all situations success depends up on a number of variables including the leadership style, qualities of the followers and aspects of the situations (ibid).

2.1.3.4 Situational theories of leadership

Situational theories propose that leader chooses the best course use action based upon situational variables. It is now being recognized that effectiveness of one or other or the other leadership theories depends on the situation (ibid).

2.1.3.5 Behavioral theories of leadership

It assumes that effective leaders adopt certain styles or behaviors. In effect that effective leader can be made .most of the best known theories characterize leaders against one or two parameters, and place them on a one-dimensional continuum or in a two-dimensional matrix (Blake&Mouton, 1964).

This leadership theory focuses on the action leaders’ not on mental fatalities or in external states. According to this theory people can learn to become leaders through teaching and observation (ibid).

2.1.3.6 Participative theories of leadership

Participative leadership theories the ideal leadership is one that takes the input of others in to account. These leaders encourage participation and contribution from group members feel more

relevant and committed to the decision making process. In participative theories however, the leader retains the right to a low the input of others (ibid).

2.1.3.7 Management theories of leadership

Management theories are also known as transactional theories, focuses on the role of supervision, organization and group performance. These theories base leadership on a system of rewards and punishment. Management theories are used in business, when employees are successful. They are rewarded when theories focuses up on the connections between leader and follower. Transformational leaders motivate and inspire people by helping group member see the importance and higher good of the task. These leaders are focused on the performance of group members but also want each person to fulfill his or her potential. Leaders with this style often have higher ethical and moral standards (ibid).

2.1.4 Theory of Motivation

Motivation is the driving force in pursuing and satisfying one's needs (Kontodimopoulos, Paleologou & Niakas 2009). It is anything that affects behavior in pursuing a certain outcome. Motivation is also defined as the process that accounts for an individual's passion, direction, and persistence of effort toward attaining a goal, meaning the result of the interaction between an individual and a situation (Robbins, Judge, Odendaal & Roodt 2009). Motivation focuses on and includes the processes that guide the general strength and direction of a person's action over time. This duration is of great important because although motivated behavior takes place only in the present, its direction is toward the future (Bernard, Mills, Swenson& Walsh 2005).

Startless (1994) define motivation as a reported urge tension in a given direction to achieve certain goal. Steiner (1995) also define motivation as an input state that energies activities or moves motivation, and direct or channels behavior toward goals. Need cause tension, which in turn leader to efforts and effort bring about satisfaction, thus terminating the tension and the need if need is not satisfied as a result of effort and continues to cause tension, the individual either make repeated effort or substitutes one need for others(R.D.Agarwal,1982).

2.1.4.1 Types of Motivation

Motivation is a fundamental instrument for regulating the work behavior of employees (Olusola 2011). The motivation to work, whether intrinsic or extrinsic, is critical in the lives of employees

because it forms the essential reason for working in life (Ololube 2006). Intrinsic motivation is regulated by personal enjoyment, interest or pleasure (Lai 2011) and it involves the performance of an activity for the inherent satisfaction of an activity. Extrinsic motivation refers to doing something because it is inherently stimulating or enjoyable (Ryan & Deci 2000). Balhaji (2008:3) identifies the following characteristics of motivation:

- Motivation is based on human needs and is generated within an individual;
- Motivation is whole, not piece-meal. Thus, an individual cannot be motivated by fulfilling certain of his/her needs partially;
- Motivation is a continuous process; as soon as one need is satisfied, new ones arise;
- Motivation causes goal directed behavior; a person behaves in such a way that he or she can satisfy his or her goals or needs; and
- Motivation is a complex process: there is no universal theory or approach to motivation and individuals differ in what motivates them. Thus, a manager has to understand a diversity of needs and has to use a variety of rewards to motivate them.

Consequently, successful organizations use positive strategies to motivate their employees to be able to compete in the market. It is indeed against this observation that Manzoor (2011) reveals that if employees of an organization are not motivated to perform their duties, no organization can progress or achieve success.

2.1.4.1.1 Intrinsic motivation

The concept of intrinsic motivation was first discovered as a result of experimental studies by White (1959) where he found that animals engage in exploratory, playful and curiosity-driven behaviors even in the absence of reinforcement or reward. Therefore, intrinsic motivation reflects the inherent tendency to seek out novelty and challenges, to extend and exercises ones capabilities, to explore and to learn (Ryan and Deci, 2000-b)

Intrinsic motivation derives from within the person or from the activity itself and the motivation is not drive based or a functional of external control (Deci and Ryan, 1985). A person will work on a task because he /she finds it enjoyable . As a result the ideal incentive system is in the work content itself which must be satisfactory and fulfilling for the employees (Osterloh and Frey, 2000).

2.1.4.1.2 Extrinsic motivation

Extrinsic motivation is the motivation to engage in an activity as a means to an end. Individuals who are extrinsically motivated work on task because they believe that participation will result in desirable outcomes such as; reward or the avoidance of punishment (pintrich and schunk, 1996). The motivation comes from outside the individual (external).A task can be little or no interest, but the external reward will be a motivator for the person to continue the task. Examples of external rewards are money and good grade. Extrinsic motivation is also called drives (Reiss, 2004).

Motivation also positive or negative; a positive motivation is involve the possibility if increased motivates satisfaction while negative motivation involves the possibility of decreased motive satisfaction. Positive satisfaction is generally based on reward. According to Megginson(1981) positive motivation is a process of attempting to influence other to do your will through the possibility of gain or reward peoples. The real and positive motivation is responsible for placement of high standard performance information adequate for self control and participation of the workers as a responsible citizen in the plant community (Pitter Drucher, 1969).

2.1.3.2 Importance of Motivation

Motivation is the pull mechanism it has, its own benefits, the receipt of awards, due recognition and pries for work well done defines lead to good team sprit cooperation and telling of happiness. The importance of motivation is summed up as follows (MakijokumarSarlear, 2000).

- High performance level: motivated people put a high performance as compared to other employees .
- Reduce employee turnover and absenteeism attractive motivational schemes bring about satisfaction to employees and by their commitments to organization increase and they are not easily temped away by after from competitors .
- Sense of belonging a proper system of motivation schemes promoted classer identification between enterprise and workers. The workers being to feel that the enterprises are their interest and there is no different between them .

2.2 Empirical Literature Review .

This literature review synthesizes empirical research on how different leadership styles influence employee motivation, drawing from multiple studies across various organizational contexts. The review focuses on transformational, transactional, and laissez-faire leadership styles as identified in the Full Range Leadership Model (FRLM) developed by Bass and Avolio .

2.2.1 Transformational Leadership and Employee Motivation

Transformational leadership has consistently emerged as the most effective style for enhancing employee motivation across multiple empirical studies. This leadership approach focuses on inspiring and intellectually stimulating employees while providing individualized consideration.

A study conducted in an Indian oil company found that transformational leadership was the dominant style and positively correlated with moderate to high levels of employee motivation . The research utilized Bass and Avolio's Full Range Leadership Development Model and Work Motivation Scale, revealing that transformational leaders who articulated clear visions and provided intellectual stimulation significantly enhanced employee dedication and commitment.

Similarly, research in Ethiopian healthcare settings demonstrated that transformational leadership with idealized influence increased the odds of high employee performance by 70% (AOR=1.70; 95% CI: 1.12, 2.64), while intellectual stimulation increased these odds by 60% (AOR=1.60; 95% CI: 1.04, 2.48) . These findings suggest that transformational behaviors directly motivate employees by appealing to their higher-level needs and values.

The motivational mechanisms of transformational leadership operate through four key dimensions:

- Idealized influence (role modeling strong ethics and values)
- Inspirational motivation (articulating an appealing vision)
- Intellectual stimulation (encouraging creativity)
- Individualized consideration (personalized attention to needs)

2.2.2 Transactional Leadership and Employee Motivation

Transactional leadership, based on contingent rewards and management-by-exception, shows mixed results in its motivational impact. The Indian oil company study found transactional

leadership to be moderately effective at motivating employees, though less so than transformational approaches .

In Ethiopian sports organizations, transactional leadership showed a positive but weaker correlation with job satisfaction and performance compared to transformational leadership . The study involving 463 participants revealed that while transactional approaches provided short-term motivation through clear performance-reward linkages, they lacked the enduring motivational effects of transformational styles.

Interestingly, the Ethiopian hospital study found no significant association between transactional leadership and employee performance levels , suggesting its motivational effects may be context-dependent. Transactional leadership appears most effective for routine tasks requiring compliance rather than creative or complex work demanding intrinsic motivation.

2.2.3 Laissez-Faire Leadership and Employee Motivation

Empirical evidence consistently demonstrates the detrimental effects of laissez-faire leadership on employee motivation. In Ethiopian sports organizations, laissez-faire leadership negatively correlated with both job satisfaction and performance . The study attributed Ethiopia's declining athletic performance partly to the prevalence of this hands-off leadership style in sports organizations.

However, the Ethiopian hospital study yielded an unexpected finding: laissez-faire approaches were associated with increased odds of high performance (AOR=2.49; 95% CI: 1.71,3.62) . This anomaly may reflect unique contextual factors in healthcare settings or methodological differences in performance measurement. Generally, research agrees that laissez-faire leadership creates motivational deficits by failing to provide direction, support, or feedback .

2.3 Research Gaps

Based on the empirical literature reviewed, several significant research gaps emerge in the study of how leadership styles affect employee motivation. These gaps represent opportunities for future research to deepen our understanding of this critical organizational relationship.

✓ Contextual and Cultural Limitations

Most research has been conducted in Western contexts, with limited examination of how cultural factors might influence the leadership-motivation relationship .

✓ **Understudied Negative Effects and Boundary Conditions**

While most research focuses on positive outcomes, there is limited examination of when and why leadership styles might have neutral or negative effects on motivation

✓ **Insufficient Longitudinal Research**

The literature is dominated by cross-sectional studies that cannot establish causal relationships or examine how these relationships evolve over time

These gaps represent significant opportunities to advance both theoretical understanding and practical application of leadership approaches to enhance employee motivation

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Design

This study used descriptive type of research design with the approach of quantitative to assess the effect of leadership style on employees motivation because this design was important to the study and aimed to describe and finding out the prevalence of phenomena.

3.2 Source of data

To specified objectives the researcher used both primary and secondary source. From the primary source of data collection the researcher used questionnaires for the respondent of the college, and from the secondary source such as; published documents, journal and magazine.

3.3 Data Collection Method

The researcher used questionnaires in order to gather the data from employees and deans of the college. The researcher used closed ended question as a tool or instrument to collect data, the data was gathered by distributing the questionnaires to employees.

3.4 Target Population and Sample Size

There were 193 employees in wolkite Polytechnic College. The researcher Was considering only teachers of the college to achieve the objective of the study. There were 152 employees in the college, out of these population 110 of them would be taken as a sample using a simple random sampling technique for the purpose of this study this sample size determined by using the formula developed by Wolfer(2007).

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

Where n=sample size

N=number of population

E=Level of precision and have a value of 0.05(5%) then the sample size:-

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

$$n = \frac{152}{1 + 152(0.05)^2}$$

$$=152/1+152+0.0025$$

$$n=110$$

3.5 Data Analysis methods

The data for this particular study was analyzed by simple descriptive tools like percentage, table and frequencies. For this provide relevant data the researcher was use tables to present and analyze the finding. Once necessary analysis would be accomplished the presentation of the data would follow after analyzing and presenting the data; findings, conclusion and recommendation was made on the data gathered through questionnaire of close ended questions from the respondents.

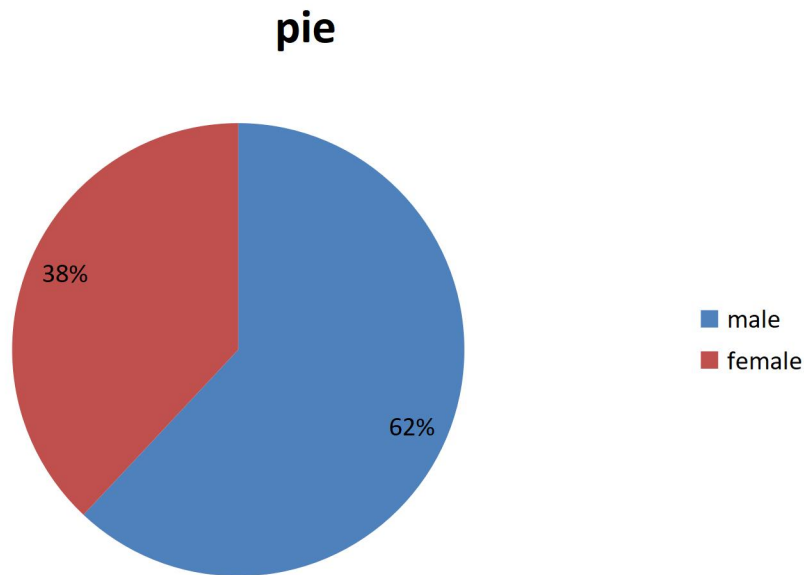
CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter tries to cover information obtained and gathered from the respondents to describe the necessary information obtained from the target population of the respondents 110 questionnaire were distributed to employees from distributed 110 questionnaires 98 of them were returned. Hence the analysis part were based on the returned questionnaires i.e. 98 questionnaires (89.1%).questionnaires were returned.

4.1 Demographic data analysis

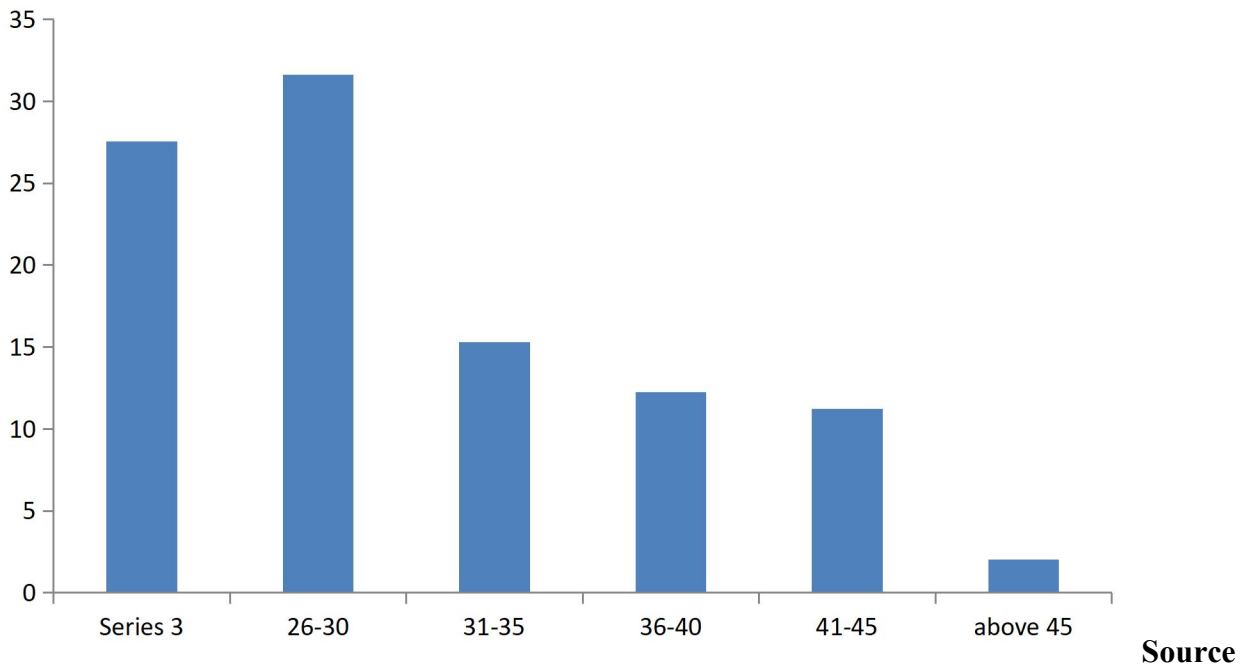
Figure 1: **chart of respondent's sex**



Sources survey questionnaire (2017)

The above chart 1: shows that 62% of the sample size were "male" in employees and 38% of the sample sizes were "female" employees. This indicates that the number of "male" employees were greater than "female" employees in the organization thus, majority of the respondents were male.

Figure 2 : Graph age of respondents



survey questionnaire (2017)

Bar graph 2: indicates that the age group of under 25, 26-30-31,31-40,41-45 and above 45 cover 27.55%,31.63%15.30%,12.24%11.225,and 2.045 respectively. The above illustration implies that more employees of organization were "young" and this would enable the organization to have energetic work force to their organizational goal.

Table 1 : respondents of marital status

| | No of respondents | Parentage |
|-----------|--------------------------|------------------|
| Married | 49 | 50% |
| Unmarried | 44 | 44.89% |
| Divorce | 5 | 5.1% |
| Total | 98 | 100 |

Source survey questionnaire (2017)

Table 1: indicates 50% of the sample respondents were "married" and 44.89% of the sample respondents were "unmarried" and 5.1% of the sample respondents were divorce. From this we can understand that most of the employees of the organization have reasonability for their job and also give attention for their family because the majority respondents were "married".

Table 2: Respondents of educational level

| Level of education | No of respondents | parentage |
|---------------------|-------------------|-----------|
| College certificate | 3 | 3.06% |
| College | 8 | 8.16% |
| Diploma | 29 | 29.595 |
| First | 43 | 43.89% |
| 2nd degree | 15 | 15.3% |
| PhD | - | - |
| Total | 98 | 100 |

Source survey questionnaire (2017)

Table 2: indicates 3.6% of "college certificate" 8.16%of "college", 29.59% of "diploma", 43.87% of "first degree", 15.3% of "2nd degree" and none of" PhD" from this we can understand that more of the employees of the organization were well educated. So they have good awareness on their job and understand the effects of leadership on their motivation. Because most of employees were educated

Table 3 : Respondents of monthly salary

| Monetary salary | No of respondents | Percentage |
|-----------------|-------------------|------------|
| 1000-2000 | 0 | 0% |
| 2000-3000 | 27 | 27.55% |
| 3000-4000 | 45 | 45.91% |
| Above 4000 | 26 | 26.52% |
| Total | 98 | 100 |

Source survey questionnaire (2017)

Table 3: indicates 1000-2000, 2000-3000, and 3000-4000 and above 4000 are 0%, 27.55%, 45.91% and 26.52% respectively indicates the monthly salary of employees. From this we can understand that most of the employees were found in relatively bad salary group so this dissatisfy employees to do their job properly.

Table 4 Respondents of work experience

| work experience | No of respondents | Percentage |
|------------------------|--------------------------|-------------------|
| Below one year | 7 | 7.14% |
| 1-5 years | 38 | 38.77% |
| 5-10 | 34 | 34.69% |
| Above 10 years | 19 | 19.38% |
| Total | 98 | 100 |

Source; survey questionnaire (2017)

Table 4: implies work experience below one year, 1-5 year, 6-10 years, and above 10 years, are 7.14%, 38.77%, 34.6% and 19.38% respectively shows work experience of sample employees this implies most employees of the organization have work experience of above one year.

4.2 Data presentation about type and problems of leadership in Wolkite polytechnic college

Table 5: Type of leadership style in the organization

| | No of respondent | Percentage |
|-----------------------------|-------------------------|-------------------|
| Participative leadership | 48 | 48.97% |
| Autocratic leadership | 8 | 8.16% |
| Laissez faire leadership | 21 | 21.42% |
| Transformational leadership | 10 | 10.20% |
| Transitional leadership | 6 | 6.12% |
| Servant leadership | 6 | 6.12% |
| Total | 98 | 100% |

Sources; survey questionnaire (2017)

Table 5: indicates that "participative leadership" 48.97%, "Autocratic leadership" 8.16, "laissez faire leadership" 21.42%, "transformational leadership" 10.20%, "transaction leadership" 6.12% and "servant leadership" 6.12%, from this we can understand that "participative leadership style" most applicable in wolkite poly technical college.

Table 6: problem of leadership

| | No of respondents | Percentage |
|---|--------------------------|-------------------|
| Do you think is there a problem related to leadership style in your organization? | | |
| Yes | 68 | 69.38% |
| No | 30 | 30.61% |
| Total | 98 | 100% |

Source survey questionnaire (2017)

As the above table 6: indicates 69.38% of the sample employees agree with the existence of problem related to leadership style in their organization where as the remaining 30.61% of the a respondents were agree that there was no problem in the case of leadership and this implied that the organization have great problem in the case of leadership and influences the motivation of employees.

Table 7: Source of leadership problem

| | No of respondents | Percentage |
|--|--------------------------|-------------------|
| If you answer is yes for the above question what is the main problem | | |
| Absence of good leader ship style | 41 | 41.83% |
| Lack qualified man power | 9 | 9.18% |
| Lack highly skilled and motivated employees | 33 | 33.67% |
| Total | 83 | 84.68% |

Source own survey questionnaire

From the above 7: we can analyze that the sample respondents 41.83% chooses "the absence of good leadership style" as the main source of problem where as 9.18%"lack of qualified man power", 33.67% of" lack of high skilled and motivate employees", this implies that the organization employees were highly offered by the "absence of good leadership style". This means it is difficult to say perfectly there was no problem in the organization but some extent there was problem in any organization. Relative to other leadership style participative leadership style was better and applied in the organization.

Table 8: problem of employee's motivation

| | No of respondents | Percentage |
|---|-------------------|------------|
| Do you think there is problem related to employees motivation | | |
| Yes | 62 | 63.26% |
| No | 36 | 36.73% |
| Total | 98 | 100% |

Source: own survey (2017)

As the above table 8: indicates that 63.26% of respondents' responses about the existence of problem related to employees motivation, where as 36.73% of the respondents give the response as there was no problem related to employees motivation. This implies that most of employees of the organization were dissatisfied with the existing motivational system.

Table 9: source of employees motivation problem

| | No of respondents | Percentage |
|---|-------------------|------------|
| If your answer is yes for the above question what are the main case problem, relate to employees motivation | | |
| Low co worker relation | 15 | 15.30% |
| Less reward and incentive for employees | 35 | 38.88% |
| Lack of safety working condition | 26 | 26.53% |
| Total | 76 | 80.7% |

Source: own survey questionnaire (2017)

The above table 9: indicates that from the sample respondents 15.3% of them said that "low coworker relationship" 38.88% of respondents choose "less reward and incentives" and 26.53% of sample respondents said that "lack of safety working condition". This implies that employees of the organization were more unmotivated to their work due to "less reward and incentive for employees".

Table 10: motivation in the organization

| | No of respondents | Percentage |
|---|-------------------|------------|
| Do you think organization has mechanisms motivate employees | | |

| | | |
|-------|----|--------|
| Yes | 61 | 62.24% |
| No | 37 | 37.75% |
| Total | 98 | 100% |

Source: own survey questionnaire (2017)

Table 10: implies that the organization employees 62.24% and did not motivate 37.75%, from this we can analyses that the organization motivate employees to perform their job properly for organizational success.

Table 11: mechanisms to motivate employees

| | No of respondents | Percentage |
|--|-------------------|------------|
| If your answer "yes" is for the above question by what mechanism | | |
| By salary reward | 32 | 32.6% |
| By salary increment | 19 | 19.38% |
| By giving award | 13 | 13.26% |
| Total | 64 | 65.24% |

Source; own survey questionnaire (2017)

Table 11: shows that "giving reward" 32.6% "salary incremen"t 19.38% and by" giving award" 13.26%, this implies that most of employees were motivated by the mechanism of "giving ward".

Table 12: level of employees motivation

| | No of respondents | Percentage |
|--------|-------------------|------------|
| High | 22 | 22.44% |
| Medium | 46 | 46.93% |
| Low | 30 | 30.61% |
| Total | 98 | 100% |

Source ;own survey questionnaire (2017)

Table 12: implies that the level of motivation in the organization "high" 22.44%, "medium" 46.93% and "low" 30.61%, from this we can analyze that the level of motivation in wolkite poly Technique College was "medium".

Table 13: which types of leader ship style good employee’s motivation

| | No of respondents | Percentage |
|-----------------------------|--------------------------|-------------------|
| Participative leadership | 58 | 59.18% |
| Autocratic leadership | 10 | 19.20% |
| Laissez fair leadership | 12 | 12.24% |
| Transformational leadership | 13 | 13.26% |
| Transactional leadership | 8 | 8.16% |
| Servant leadership | 1 | 1.02% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

Table 13: indicates that "participative leadership" 59.18%, "autocratic leadership" 10.20%, "laissez fair leadership" 12.24%, "transformational leadership" 13.26%, "transformational leadership" 8.16% and "servant leadership" 1.02%, from this we analyze that the "participative leadership" style had good employees motivation in wolkite Technical College.

4.3 data presentation about employees motivation assessment

Table 14: feedback of manager on employee performance

| | No of respondents | Percentage |
|--------------|--------------------------|-------------------|
| Rarely | 46 | 46.93% |
| Occasionally | 22 | 22.44 % |
| Frequently | 17 | 17.34% |
| Always | 13 | 13.26% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

Table 14: shows that "Rarely" 46.93%,"occasionally" 22.44 %,"Frequently" 17.34 %,and "Always" 13.26 % from this we analyze that "Rarely" manager's feedback on employee's performance.

Table 15: manager leadership style affect employees motivation

| | No of respondents | Percentage |
|---------------------------------------|-------------------|------------|
| Significantly increases my motivation | 15 | 15 |
| Significantly decreases my motivation | 27 | 27.55% |
| Slightly increases my motivation | 22 | 22.44% |
| Slightly decreases my motivation | 18 | 18.36% |
| Has no effect on my motivation | 16 | 16.32% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

The above table 15: indicates that" Significantly increases my motivation" by 15.30%",Significantly decreases my motivation" 27.55 %,"slightly increases my motivation" 22.44 %,"slightly decreases my motivation" by 18.36%, and "has no effect on my motivation" 16.32%. this shows organization manager's leadership style was "significantly decreases employees motivation".

Table 16:leaders ability to communicate goals and expectations

| | No of respondents | Percentage |
|-----------|-------------------|-------------|
| Excellent | 10 | 10.20% |
| Good | 20 | 20.40% |
| Average | 31 | 31.63% |
| Poor | 25 | 25.51% |
| Very Poor | 12 | 12.24% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

Table 16: shows that "Excellent"10.20%,"Good"20.40% "Average"31.63%,"poor" 25.51%, and "Very Poor" 12.24%.this indicates leaders ability to communicate goals and expectations was "Average".

Table 17: work aligns with personal goals and values

| | No of respondents | Percentage |
|--|--------------------------|-------------------|
| Do you feel your work aligns with your personal goals and values | | |
| Yes | 63 | 64.28% |
| No | 35 | 35.71% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

the above table 17: indicates 64.28% of employees responses about the existence of work aligns with personal goals and values. the other remaining 35.71 % of the a respondents were agree that there was no work aligns with personal goals and values.this indicates most of employees work aligned with goals and values.

Table 18: manageable of work load

| | No of respondents | Percentage |
|---|--------------------------|-------------------|
| Do you feel your workload is manageable | | |
| Yes | 31 | 31.63% |
| No | 67 | 68.36% |
| Total | 98 | 100% |

Source; own survey questionnaire (2017)

Table 18: implies 31.63 % respondents answers about manageable of work load and the remaining 68.36% disagree about manageable of work load. This shows there's lack of manageable work load.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

- Highest percentage of employees educational level was first degree this creates the organization holds the employee's capabilities in shaping the integration between leadership and employees.
- Interestingly the study shows that 45.91% of the employees receive between 3000-4000 birr of monthly salary therefore, employees were dissatisfied.
- As per types of leadership in the organization, most of employees were respond that participative leadership style was applied in the organization, which implies that the leader give the opportunity to his subordinates on participating in decision making and built their confidence in meeting for challenging goals of the organization.
- From the data obtained the main source of leadership problem that affect employees motivation was lack of good leadership style.
- Most respondent's response that the leadership style of the organization had a great problem that affect motivation because of some employees were dissatisfied.
- The common understanding of over all the study was that the leader plays a key role in shaping employees motivation and the degree of motivation was medium.

5.2 Recommendation

Based on the finding the researcher try to forward the following points;

The staff should give the priorities of employees requirement as well as try to find the problem in order to know and understand the reason beside try to solve the problems identify the common dissatisfied factors of employee and address them.

Enhance the satisfaction level of employees which means large number of employees was found moderate level of satisfaction. Due to the level of employees' motivation in the college the management should motivational method. In addition to paying to attractive salary give other benefits like providing health safety training career development program and comfortable work environment.

Furthermore, the management has given its due attention to the motivation situation and discusses openly what the reason behind them and to give the solution for those problems.

Finally the present salary scale should be revised and adjusted because most respondents feel that it was lower than those the current living situation. Salary adjustment mechanism should a mistake that has been made in the past .while adjusting the salary scale the staff should bear in living in community the lower pay satisfaction.

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Appendix

Wolkite UNIVERSITY **College Of Business and Economics** **Department Of Management**

Questionnaire

The purpose of this questionnaire: effect of leadership styles on employee's motivation the case of wolkite polytechnic college. This questionnaire was designed in order to know leadership styles on employee's motivation. The researcher would assure that this research is only for academic purpose authorized by wolkite University.

Thanks you for your cooperation.

General instruction

- No need of writing your name.
- Please put cycle mark according to your choice.

Part 1 personal information

1. Sex: A.male B.Female
2. Age: A.Under 25 B. 26-30 C. 31- 35
 D.36-40 E.41-45 F.above 45
3. Marital status: A.Married B.unmarried C.divorce
4. Educational level: A.College certificate B.college C.diploma
D.first degree E.second degree F.PhD
5. Monthly salary: A.1000-2000. B.2000-3000 C.3000-4000.
D.above 4000
6. Work experience: A.Bellow one year B.1-5 years C.5-10 years
 D.above 10 years

- a) Rarely
- b) Occasionally
- c) Frequently
- d) Always

17. How does your manager's leadership style affect your motivation?

- a) Significantly increases my motivation
- b) Slightly increases my motivation
- c) Has no effect on my motivation
- d) Slightly decreases my motivation
- e) Significantly decreases my motivation

18. How would you rate your leader's ability to communicate goals and expectations?

- a) Excellent
- b) Good
- c) Average
- d) Poor
- e) Very Poor

19. Are there any leadership behaviors that demotivate you? If so, please explain.

20. Do you feel your work aligns with your personal goals and values?

- A. Yes. B. No

21. Do you feel your workload is manageable?

- A. Yes. B. No