ASSESSMENT OF THE ROLE OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE (IN CASE OF ETHIOPIAN TELECOMMUNICATIONS CORPORATION IN WOLKITE BRANCH)

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENTOF MANAGEMENT

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APPROVED BY BOARD OF EXAMINERS

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Abstract

This research is to assess the role of leadership on organizational performance in case of Ethio telecom of wolkite branch. The study would use both primary and secondary source of data. Primary data was collected both open ended and close ended questionnaires from the employees of the organization and interview which are arranged and structured in a logical sequence. Whereas secondary data source are gather the organizational documents and internet. The researcher would use descriptive research design and to conduct this research paper the researcher would use census survey because of small number of employees .The collected data was processed, analyzed and interpreted by using table and percentage. Based on the finding poor communication between leaders and their followers, leaders not willingness to accepts feedback, leader not willing to support their employees when they face problems and the organization no method to improve employees' performance were the major problems that affect role of leadership on organizational performance. Finally the researcher recommend that the organization preferable to follow participatory leadership style, different training for employees on the organization and leaders preferable to support, closely monitor employees and request feedback about their performance.

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CHAPTER ONE

1. INTRODUCTION

1.1BACK GROUND OF THE STUDY

Leadership has been a topic of interest since the dawn of man, Leadership management

Studies were taken up in earnest in the early twenty century. This hub chronicles of evaluation in Leadership behavior studies from the traits of effective Leaders to follower centered Leadership theories proposed in the late twenty century early twenty one country

Leadership style is the relative consistent pattern of behavior that characterizes a leader. Leaders' styles encompass how they related to other within and outside the organization. The style of an organization leadership is reflected in both the nature of that organization and its relationship with the community.

Different types of leadership style exist in work environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Some companies offer several leadership styles within the organization such is no and he laissez-faire, autocratic, participative or democratic, transactional and transformational.

A laissez fair or free rain or delegate leader is lacks of direct supervision of employees and fails to provide regular feedback to those under his supervision known as no leadership at all or laissez fair leader delegates all responsibility for decisions alone without the input of others managers possess total authority and impose their will on employees and it is task oriented and depend on one way communication downward only.

Participative or Democratic leadership style often person centered. This leadership style involves the values the input of team members including one or more group members determining what to do and to do it the leader maintains the final decision making authority.

Transactional leadership style managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Transformational leadership style depends on high levels of communication for

management to meet goals. Leader motivates employees and enhances productivity and efficiency through communication and high visibility.

The most fundamental role of leader is to define the organizational goal formulates plans and organizes to achieve the goals through the execution of plans (lussies, 2005).

Leadership is a complex concept that is defined as the ability to influence motivates and enable others to the effectiveness and success of the organizations of which they are members. They exist throughout the organization just only in the executive site (Steven, 2005)

The leadership of an organization is an ability of management to get and protect the company targets and bringing them together to work in a better environment to achieve the common goals (sansom, 1998).

According to luthans (2005) there are four main generations of leadership theories include Trait theory, Behavioral theory, and contingency theory and Transformation theories.

Leadership is a social process in which leader seeks the voluntary participation of subordinates in an effort to reach organizational goals.

1.2 Statement of the problem

Leadership and its role are the most concerning issue for the business and organization now days. The leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achievements the direction outcome (congas 1992).

The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of feature owned by the leader or it is a social phenomenon that comes from relationship with groups. This concepts can give different opinions about the definition of leadership comes from personal qualities of a leader or a leader makes follower ship through what she or he does or believes (Grint,2004).

Recent reviews takes leadership as a process where by an individual influences a group of individuals to achieve a common goals. As a business environment became more competitive,

corporations are faced to push themselves to very capabilities. However there are many challenges that affect role of leadership on organizational performance. Other authors say that effective leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present the organizations record increased employees satisfaction and organizational performance that positively influence the productivity and the profits. Those conclude that the role of organization performance is measured by the employees satisfaction (Nor hours 2004).

The study is to assess the role of leadership on organizational performance after those creating smooth relationship with managers and employees and then established conductive working environment for the achievement of goals by detail identification and remedial measures. The main problem of the role of leadership on organizational performance in Ethiopian Telecommunications wolkite Branch there is lack of motivation, absence of good leadership style, poor communication information, low level of efficiency and effectiveness.

1.3 Research objectives

1.3.1General objective

The General objective of the study is to assess the role of leadership on organizational performance in case of Ethiopian Telecommunication corporation wolkite Branch.

1.3.2 Specific objectives

1. To assess the effect of leadership on organizational performance?

2. To identify the leadership style implemented by the organization?

3. To investigate the interaction between leader and follower?

4. To suggest possible alternative solutions that have improve the performance of employees in the organization?

1.4 Research questions

1. What is the effect of leadership on organizational performance?

2. What type of leadership style does apply in the organization?

3. How does the corporation leader interact with follower?

4. What is to improve the performance of employees in the corporation?

1.5 Significance of the study

After the researcher completed this study the study important to the organization, society, employees, researcher and other researchers who need further investigation on the topic.

It would enable researcher to acquire good knowledge about how to do research study.

The study is provided current strength and weaknesses of wolkite Ethio telecom on the role of leadership on organizational performance.

It enabled the researcher to full fill degree of bachelor of art in management and exercise the way of investigation.

It would be help for other researcher as a secondary source for further investigation on the topic.

1.6 Scope of the study

Due to time and resource constraints the study would be delimited to wolkite ethio telecom. The study also would focus all employees on the Ethio telecom that it would be convenient to the researcher to further more manageable data. Again the study conceptually was bounded the role of leadership on organizational performance on only wolkite Ethio telecom by using census survey method and using descriptive design of study.

1.7 Limitation of the study

The study focused on the role of leadership on organizational performance limited only Ethiopian Telecommunication Corporation in wolkite branch and the study not consider other organizations.

Unwillingness of employees to give appropriate information and difficulty in finding secondary source from the organization. Relevant literature review con not easily available.

The study conceptually delimited only on the role of leadership on organizational performance.

1.8 Significance of the Study

After the researcher completed this study the study important to the organization, society, employees, researcher and other researchers who need further investigation on the topic. The researcher believes this study able to support the human resource managers in understanding the role of leadership on organization performance. The study will provide detail information and attempt to identify the cause role of leadership on organization performance and the related problems associated with it. Besides, the information, which gathered and analyzed in the study helps the organization Moreover, the study would use as a base line and input study for other researchers to further studies on the topic. It will helps to the organization to identify its strength, problems and see missed issues regarding role of leadership on organization performance in case of Ethiopian Telecommunication Corporation. It enables researcher to fulfill degree of bachelor of art in management and exercise the way of investigation. It will helps to the human resource supervisor as an input for organizational decision-making purpose. It enables the researcher to acquire good knowledge abound how to do research study.

1.9 Ethical Consideration

After knowing the title of the study the researcher take formal letter from WKU Management department had then the researcher show the formal letter to the manager of Ethiopian Telecomucation Corporation in wolkite branch. After that formal letter of request Shown to each resplendent to get the required data by making them understate the aim of the study as partial fulfillment of art degree in management and to convince them as it would not intended for other purpose. Then, oral consent would obtained from each respondents before any questionnaire, then the researcher prepared appropriate questionnaires and distribute to employees interview conducted to manager, then the questionnaires were filled by the respondents and interview conducted to the manager, finally the collected information and justification about the questionnaire and interview were analyzed using table and percentage as well as words.

1.10 Organization of the paper

The study is organized in five successive chapters.

The first chapter contains introduction, background of the study, statement of the problem, research objective such as general and specific objective, research questions, scope of the study, significance of the study and limitation of the study.

The second chapter consists of literature review which is about the role of leadership on organizational performance.

The third chapter includes research methodology and design, data source, data collection and data analysis and presentation

The fourth chapter consists of data presentation and analysis and interpretation.

Finally the fifth chapter consists of summary of findings, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The primary purpose of this chapter is to get the theoretical understanding of the problem of role of leadership on organizational performance.

2.2 Definition of Leadership

Leadership is a complex concept that is defined as the ability to influence motivates and enable others to contribute to the effectiveness and success of the organizations of which they are members. Leaders use influence to motivate followers and arrange the work environment so that they do the job more effectively. They exist thought out the organization just only in the executive site (Steven, 2005).

Leadership is defined as asocial process in which leader seeks the voluntary participation of subordinates in an effort to reach organizational goal. This definition implies that leadership involves more than welding power one exercising authority and his exhibited on different levels. At the individual level for example leaders build teams created and change at the group level. Finally leaders built culture and create change at the organization level (Robert, 2003).

Some people say the leadership is difficult to define but we know it when we see it.other argued that a leader can only be defined as someone how has followers. As one respective scholar acknowledge leadership is one of the most observed and last understood phenomena one earth (Burn, 1998).

Leader ship is the process of influencing people and providing an environment for them to achieve team or organization objectives. Effective leaders help group of people to define their goals and find ways to achieve them (Duries and Toulouse's, 2002).

2.3 Gender differences in leadership

Several writers think so they suggest that women have interactive style consisting of more people oriented and productive leadership. They say that women are more people oriented and emotional in their leadership roles. Do woman adopt more people oriented and participative leadership style? The answer is no and yes respectively. Leadership is studied in fields setting have generally found that male and female leaders do not differ in their levels of task oriented or people oriented leadership. The main explanation way men and women do not differ on this styles is that real world job requires similar behavior from men and women job conditions. Studies indicate that differences in the inherent leadership style between men and women. Women tend to adopt a more Demonstrative leadership style. They encourage participation, share power and information and attempting to enhance follower's self-worth (Steven 2005).

2.4 Leadership and management

Leadership and management are not necessary the same. But are not compatible, effective leadership in the organization create long term interests parties involved in the organization develop strategy for moving towards that vision the support of employees to produce the movement and motivated employees to implement the strategy whereas, management is the process of planning, organizing, staffing, motivating and controlling through the use of formal authority (Byars,2005).

2.5 How leadership affects behavior, human relation and performance

Leadership is the process of employees towards to work the achievement of objectives. There are various styles of leadership. The leaders' styles affect behaviors to other words. The leaders' behavior different from that of a Democratic leader. The human relation between leader and follower will different according to the leadership style. The main reason for employs failure is poor leadership (Lussier, 2005).

2.6 Diversity and global leader

Thinking globally and having global leadership are essential to effective organizations. Most large companies conduct business in many parts of the world. This makes cultural awareness and diversity in leadership necessary for business success in the increasingly global business environment. According to Lussier seven major differences between the Japans and united state countries were identified. The Japans have a longer length employment, use effective decision making, use more collective responsibility, evaluate and promote employs more slowly, use more implicit mechanism more slowly, have more specialized career path and have more holistic concern employees.

2.7 Leadership skills

There is no recognition in both leadership theory and practice the importance of skills, how leaders behave and perform effects very. Both style and role activities are closely related to skills. The research on leader traits continuous but in recent years increasing attention is being given to identifying leaders' skill. There are many list suggested leadership in the practitioner oriented skills critical to success in the global economy. According to Luthans there are five leadership skills.

1 cultural flexibility is the interaction assignments the skill refers to cultural awareness and sensitivity. In Democratic organizations the same skill could be critical for success in sight of increasing diversity.

2 communication skill is effective leaders must be able to communicate in written form, orally and none verbally. Leaders are communicators.

3 Human resource developments are a part of leadership effectiveness leaders must have human resource development skill of developing a leader learning climate designing and conducting training programs. Transmitting information and experience assessing results, providing career counseling creating organizational change and adopting learning materials.

4 creativity is the problem solving invention and creativity provide to competitive advantage in today's global market place.

5 Self-management of learning is the skill refers to the need for continues learning of new knowledge and skill.

2.8 Relationships between leadership, power and authority

Leadership in an organizational performance a clear understanding must be developed in the relation among power, authority and leadership in an organization. Power is a measure of a person's potential to get others to do. What she or he wants them to do, as well as avoid being forced by others to do what or he does not want to do. Source of power in organizational source include reward power, coercive power or capacity to punish, legitimate power or person position in an organization. Whereas personal source of power in an organization can be emerged from expert power the skill experience and knowledge an individual possess and referent power or the personal characteristics of an individual that make other people want associate with the person. Authority which is the right to issue directives and expand resources is related to power but is narrow can exert authority is a function of position in the organization hierarchy flowing from top to the bottom of the organization (Bayer's, 2005).

2.9 Role of Leadership on organizational performance

Managers all over the world are recognizing the essential role that effective leadership is important in organizational performance. Leadership is important in organization because without effective leaders it will be difficult for an organization to achieve their goals. A true leader's job is to get the organization developing to get it operating at a high efficiency in order to meet its goals. These visions are often innovation through the personal creatively and in sight and creating an environment for free thinking. They also make it possible for others to bring innovation to the organization at all level. They also support organizational freedom of expression and protection for different opinion. In recent directed system they not only pass along information they also make sure the information in the organization (Robert and Angelo, 2003).

2.10 Some Behaviors of an effective leader

According to drank (2007) Leadership behaviors including the following.

Thinking critically is carefully desire use respond analysis to reach a decision about what to believe of what to do. The essence of critical thinking is a willingness to ask question and to open to be new ideas and new ways to do things.

Solving problems client problems, paper work problems, staff problems and others that are accruing frequently need to be solved.

Respecting the individuals although people have many things in common each individual have different wants, needs and different life styles or experience. The effective leaders recognized the differences in people and help them to find the rewards in their work for most them. In addition skillful communication which includes listening of others, encouraging exchange of information and feed backs are behaviors of effective leaders.

2.11 Approaches of leadership

According to luthans (2005) there are four main generation of leadership

Trait theory is the idea that people are born with certain character traits. Since certain traits are associated with proficient leadership. People who make good leaders have the right or sufficient combination of traits. The problem with the trait approach lies in the fact that almost as many traits as studies under taken were identified. These leadership traits are innate and instinctive qualities that you either have or you don't. Some people are natural leaders and are endowed with certain traits not possessed by others individuals.

Behavioral theories are leaders can be made rather than are born. Behavioral theories success full leadership is based in definable, learnable behavior and can be trained. This leadership theory focused on the actions of leaders not on personalities or characteristics they possess.

Contingency theories focused on the particular variables related to the environment that might determine which particular style of leadership is the best suited for the situations. According to this theory there is no leadership style is best in all situations. Contingency theories are a class of behavioral theory that contents there are no one best way of organizing or leading and that an

organizational leadership style is effective in some situation many not are successful in others (Fiddler, 1967).

A transformation theory is a leadership believes that people are motivated by the task that must be reformed. The more structured an organization is the greater the success. People give their all to organization which can be their primary need and they will place their individual interest second. Transformational leadership enhances the motivation, moral and performance of followers through variety mechanism. These include being role model for follows that inspire them and understanding the strength and weakness of followers, so the leader can align followers with task that optimize their performance. According to burns, transforming leadership is a process of which leaders and followers help each other to advance to a higher level moral and motivations.

2.12 Leadership style

Leadership style depends on the situations including where the organization is in its life cycle. According to byars, (2005) the following are common leadership styles.

Autocratic the autocratic leadership style is the manager makes all the decision and dominant team members. Generally, this approach is not a good way target to get the best performance from team. However this style may be appropriate when urgent actions are necessary or when subordinates actually prefer this style.

Participative the managers involve the subordinate in decision making by consulting team members, which encourages employee ownership for decision. A good participative leader encourages participation and delegates wisely.

Laissez fair is also called free rain in these hands of the leadership style the leader encourages team members too independently and works out their problems by the servers, although he or she is available for advice and assistance.

CHAPTER THREE

3. RESEARCH METHODOLOGY AND DATA COLLECTION

3.1 INTRODUCTION

This research would use descriptive design and the researcher would analyze the collected data by using descriptive, quantitative and qualitative tools and percentage. The researcher would use both primary and secondary data.

3.2 Description of the study area

The study is focused on Wolkite town, the administrative center of the Gurage Zone in central Ethiopia. Located approximately 158 kilometers southwest of Addis Ababa, Wolkite serves as a key urban center for administrative, economic, and social activities in the region. Its strategic position along the Addis Ababa–Jimma highway makes it an essential hub for trade, transportation, and communication. Wolkite town is situated in Ethiopia's highlands, with an elevation of 1,800 to 2,000 meters above sea level. It enjoys a moderate climate, characterized by mild temperatures and seasonal rainfall, which supports agricultural activities in the surrounding areas. The town has a diverse and growing population, consisting of residents from various ethnic and cultural backgrounds. This diversity fosters a rich socio-cultural environment, making Wolkite a vibrant urban area. Wolkite town provides an ideal setting for the proposed research due to its dynamic and evolving nature. As an administrative and economic hub, it offers a rich context for studying organizational performance and leadership. Public and private organizations in Wolkite operate in a challenging environment that requires effective leadership to navigate resource constraints, meet community needs, and drive development. The insights gained from this study will contribute to understanding the role of leadership in enhancing organizational performance in similar urban and regional contexts.

3.3 Research Design

The researcher would use descriptive research design to describe the existing phenomena obtaining information about the role of leadership on organizational performance in wolkite Ethio telecom.

The researcher would use census survey because there is a small member of the employees. The research would conduct in wolkite ethio telecom. In this organization there are 37 employees that are work permanently.

3.4 Type and Source of data

The researcher would use descriptive research design because the researcher wants to describe the actual existing conditions and obtaining information about the role of leadership on organizational performance. To conduct this study the researcher would use both primary and secondary source of data to achieve the objectives of the study. The primary data source would to obtain data from managers through questionnaire, and employees through interview on the organization. Secondary source of data was used to collect data from organization documents.

3.5 Target population

The target population for this study would be including all employees working in wolkite town ethio telecom.

3.6 Sampling Techniques

To conduct this study the researcher would use census method. The reason to use census method is that the total population is manageable and small they can be addressed by the researcher capacity.

3.7 Method of data collection

In order to gather primary information the research would develop the appropriate questionnaire from other similar research. Some modification to distribute to the respondents. The first section is regarding the Demographic aspect of the respondent asking their gender, age, educational qualification position and their experience in the organization.

The researcher would use both primary and secondary data collection method to collect reliable information on the role of leadership on organizational performance. The primary data is collected preparing both open and closed ended questionnaires and Interview method. In the questionnaire for open ended the research was to provide the respondent. Its own answer to the question is used qualitative data collection method and close ended form use the respondent was asked to select its answer from among a list of provide by the researcher and the researcher would be use quantitative data collection method. Secondary data is collected from organizational document, internet report would be found in the organization.

3.8 Data processing and analysis

After collected the required data through questionnaires it would be analyzed using descriptive method. The method of data analyzes for questionnaires and interview would be quantitative. The analyze data would be presented by using tables, percentage and then the researcher was present after the research study.

CHAPTER FOUR

4.1 Data analysis and interpretation

This chapter deals with the analysis of information gathered through questionnaires distributed and presented in tabular form and percentage as well as analyzed and interpreted to explain the finding of the study. The researcher distributed 37 questionnaire to the employees but 34 questionnaires were clearly filled and returned to the researcher.

Table 4.1 Demographical characteristics of the respondents

Demographic is a dominate factor to the role of leadership in the organization performance which include sex, age, educational background and work experience.

No	Item	No of respondents	Percentage
1	Sex		
	Male	20	59%
	Female	14	41%
	Total	34	100%
2	Age		
	18_29	17	50%
	30_39	11	32%
	40_49	6	18%
	50_65	_	_

	Total	34	100%
3	Qualification		
	Grad 12 completed	_	_
	Diploma	6	18%
	Degree	26	76%
	Master and above	2	6%
	Total	34	100%
4	Work experience		
	< 1	_	_
	1_3	17	50%
	4_6	12	35%
	7_10	5	15%
	> 10	_	_
	Total	34	100%

(Source: survey 2025)

As it shown the above table indicates that the general characteristics of respondents which include sex, age, educational background and their work experience. Regarding to sex indicates that 20(59%) of the respondents are males and the remaining 14(41%) of the respondents are females. This implies that item the compassion of sex in the organization is dominated by male respondents.

With regard to age the above table item 2 shows that 17(50%) of the respondents were between 18_29, 11(32%) of the respondents were between the age of 30_39 years and the remaining 6(18%) of the respondents were between 40_49 years. In general, from the above table the researcher conclude that more employees in the organization are within the productive age or young and this is an important opportunity for the Ethio telecom.

As shown the above table item 3 indicates that 26(76%) of the respondents were degree, 6(18%) of the respondents were diploma and the remaining 2(6%) of the respondents were master and above. From this the study can understand that large numbers of employees in the organization have degree holders and these employees have more productive.

As shown the above table item 4 indicates that 17(50%) of the respondents work experience was between 1_3years, 12(35%) of the respondents work experience was between 4_6 years, the remaining 5(15%) of the respondents work experience was between 7_10 years.so the researcher concludes that most employees in wolkite Ethio telecom have work experience 1_3 years. Therefore, the data indicated that there are less experienced workers in the organization.

Table 4.2 leader contribution for organizational performance

No	Item	Number of respondents	Percentage	
1	Is the leader in your organization contributing for the increments of organization performance?			
	Yes	13	38%	
	No	21	62%	
	Total	34	100%	

(Source: survey 2025)

Based on the above table 4.2 indicates that 21(62%) of the respondents are the leader in the organization had not contribution for the increments of organizational performance while the remaining 13(38%) of the respondents are expressed their agreement on leader contribution for the increments of organizational performance. This indicates that leaders have no great role on increasing organizational performance.

Table 4.3 role of leadership on improving organizational performance

No	Item	Number of respondents	Percentage		
1	How do you rate the role of leadership on increasing organization performance?				
	Very high	2	6%		
	High	9	26%		
	Medium	8	24%		
	Low	15	44%		
	Total	34	100%		

(Source: survey 2025)

Based on the above table 4.3 shows that out of the total respondents 15(44%) of them represented the role of leadership on improving organizational performance is low levels, out of the total respondents 9(26%) of them represented the role of leadership on improving organizational performance is high level and 8(24%) of the respondents contribution at medium level in the organization and the remaining 2(6%) of the respondents answered at very high level. This implies that the role of leadership on improving organizational performance is low levels.

According to the manager of the Ethio-telecom role of leadership have an impact on organizational performance. As manager said leadership is important. Without leaders the

employee not punctual in the work place, workers are not doing activities efficiently and effectively. A leader is also important to control the overall activities within the organization.

Table 4.4 analysis of respondents which are related with type of leadership style

No	Item	Alternative	Number of respondents	Percentage
1	What type of leadership style the organizations currently have?	Democratic	26	77 %
		Autocratic	8	23%
		laissez faire	_	_
		Total	34	100%
2	What are the requirements for being a good leader?	Influence other	16	47%
		Problem solving skills	6	18%
		communication skills	10	29%
		Accepting difference	2	6%
		Total	34	100%

3	How do you evaluate the importance of good leadership in the organization?	Very high	2	6%
		High	8	24%
		Medium	10	29%
		Low	14	41%
		Total	34	100%
4	What is the purpose of having a good leader in the organization?	A. for the achievement of organizational goals	9	26%
		B. For efficient use of resource	15	44%
		c. for creating new environment	2	6%
		D. For motivating employees and	4	12%
		E. For proper use of time	4	12%

		Total	34	100%

(Source: survey 2025)

Based on the above table 4.4 item 1indicates that out of the total respondents 26(76%) of them stated that the organization currently follow democratic or participatory leadership style. On the other hand 8(24%) of the respondents were currently the corporation had implemented or followed autocratic leadership style. This implies that the leadership that mostly preferred and implemented in the organization is democratic leadership style but some of respondents stated that leadership follows autocratic leadership style. So there is no full democratic leadership style in the organization.

As shown the above table item 2 shows that out of the total respondents 16(47%) of them stated that ability of influencing is agree requirements for being a good leader and 10 (29%) of the respondents give good communication skills and the other 6(18%) of them stated that problem solving skills has a great contribution for being a good leader. The remaining 2(6%) of them stated that respecting individual difference is an essential for exercising leadership property and to be being a good leader. This implies that the requirements for being a good leader have the ability to influencing others and having a good communication skills have great value for the employees of the organization.

Based on the above table item 3 indicates that out of the total respondents 14(41%) of the respondents stated that the importance of good leadership in the organization is at low level, 10(29%) of the respondents stated that leadership in the organization is at medium level while 8(24%) of the respondents presented its contribution at high level. The remaining 2(6%) of them stated that importance of good leadership in the organization is very high. This shows that, majority of respondents had expressed their agreement on the importance of good leadership in the organization is low.

Based on the above table item 4 indicates that 15(44%)of the respondents describe its contribution is efficient use of resource, 9(26%)of the respondents are its purpose is concerned with the achievement of organizational goals, 4(12%)of the respondents stated that its purpose is

to motivating employees in the organization and the other 4(12%)of the respondents stated that its purpose of good leadership is for proper use of time and the remaining 2(6%)of the respondents stated that its purpose is for creating new work environment in the organization. The majority of respondents stated that good leader in the organization is important for the efficient use of resource and the achievement of organizational goals.

According to the interview of the manager of Ethio-telecom, the organization currently follows democratic or participatory leadership style in order to improve the performance of organization. That means when a company follow such style the employee become more satisfied with working conditions.

Table 4.5 analysis of respondents that are related with how the corporation leader interacts with their followers

No	Item	Alternative	Number of respondents	Percentage
1	What is the degree of communication between employees and leaders in the corporation?	Very good	_	_
		Good	8	24%
		moderate	11	32%
		Low	15	44%
		Total	34	100%
2	Does leader support their	Yes	15	44%

	follower when they face a problem?			
		No	19	56%
		Total	34	100%
3	Does the leader closely monitor employees to ensure that they are performing correctly?	Yes	14	41%
		No	20	59%
		Total	34	100%
4	Does a leader request feedback about their performance in the organization?	Yes	15	44%
		No	19	56%
		Total	34	100%

(Source: survey 2025)

Based on the above table 4.5 item 1 indicates that 15(44%) of the respondents describe that the degree of communication between employees and leaders is low. The other 11(32%) of the respondents stated that the degree of communication between employees and leaders in the corporation is at moderate level and the remaining 8(24%) of the respondents stated that the degree of communication between employees and leaders is good. This implies that the degree of communication between employees and leaders in the corporation is at low level.

As shown from table 4.5 item 2 indicates that 19(56%) of the respondents answered the question in the negative while 15(44%) of the respondents answered the question or response that leader in the corporation have to express work on supporting their employees when they face a problem. This implies that leaders in the corporation are not always willing support their follower when they face difficulties relating to their work performance.

As it is shown from table 4.5 item 3 shows that 20(59%) of the respondents stated that the leader of the organization do not closely supervise the employees of the organization. The remaining 14(41%) of the respondents expressed their agreement that the leader is active in closely monitors the employees of the organization. This implies that the leader is not at a good position in closely supervising of the working group in the corporation.

Based on the above table item 4 indicates that 19(56%) of the respondents stated that leaders do not request feedback related to their performance, while 15(44%) of them stated that leaders request feedback about their performance from employees of corporation. This indicates that majority of respondents answered that leaders not willing to accept the feedback from their employees relating to their performance in the corporation.

According to the interview of the manager of Ethio-telecom they have a good relationship between the leader and its subordinates and the organization have its own policies, procedures and process.

Table 4.6 analysis of respondents that are related with alternative method to improve the performance of employees

No	Item	Alternative	Number of respondents	Percentage
1	Does your organization have Methods to improve your performance?	Yes	11	32%
		No	23	68%
		Total	34	100%
2	Does the leader encourage team work in the corporation?	Always	2	6%
		Often	5	15%
		Rarely	11	32%
		Never	16	47%
		Total	34	100%
3	What could be cause for leader	Lack of adequate training	11	32%

	low performance in the organization?			
		Lack of commitment from leader	16	47%
		low qualification of leader	7	21%
		Poor experience of leader	-	-
		Total	34	100%

(Source: survey 2025)

As it shown on the above table item 1 indicates that 23(68%) of the respondents stated that they had not methods to improve the performance of employees. The remaining 11(32%) of the respondents had expressed that they had methods to improve employees performance. This implies that more of the respondent have no access methods on improve employees performance.

As it shown the above table item 2 indicates that 16(47%) of the respondents stated that leaders never encourage team work in the corporation, 11(32%) of the respondents stated that leaders encourage team work rarely in the corporation, 5(15%) the respondents expressed their idea leaders often promote cooperation at the organization. The remaining 2(6%) of the respondents stated that leaders always encourage team work in the corporation. This implies that majority of the employees agree on leader have never encourage team work in the corporation.

At the above table item 3 indicates that 16(47%) of the respondents expressed that lack of commitment from major cause of poor performance, 11(32%) of the respondents stated that lack of adequate training from leaders is the cause of poor performance whereas 7(21%) of the respondents indicates that low qualification of leaders as obstacles for high performance of

leader. This implies that among various cause lack of commitment is major cause of leaders' low performance in the organization.

According to the manager of Ethio telecom, there are different methods used by the organization to improve the performance of employees among this the most important for improving performance in the organization is training given to employee and motivating employee to performance.

CHAPTER FIVE

5. SUMMARIES OF FINDING, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF FINDING

This chapter deals with summary of finding, conclusions and recommendations of the study regarding the role of leadership on organizational performance in case of Ethio telecom in wolkite branch.

The majority (59%) of the employees in the organization is male and (41%) of the employees in the organization is female.

Majority (47%) of the respondents stated that leadership is the process of influencing others and motivating others.

Majority of the employees have a degree in the organization.

The majority (44%) of the respondents stated that agree leadership have low contribution of the organization performance.

Majority of the respondents agree that leadership style in the organization follows democratic style rather than autocratic and laissez faire.

Majority (44%) of the respondents agree that the degree of communication between employees and leaders in the organization is low.

Majority (56%) of the respondents stated that leaders are not willing to accept feedback from their employees about their performance in the organization.

More than half of the respondents stated that the organization have not methods to improve the performance.

5.2 CONCLUSIONS

The purpose of this study was the role of leadership on organizational performance. Based on the data analysis and interpretation the following conclusions are made.

In general, leadership can affect the performance of the organization in different ways.it is an important and effective for managing,achieving,motivating,administering and controlling of the overall activities of the organization.

The study found that the most respondents in the organization are males.

Based on the analysis made the majority of respondents of wolkite Ethio telecom are degree holders. They contribute knowledge which could help to add value to the organization profitability.

Regarding to work experience most of employees were between 1-3 years' experience.

Based on the analysis made most respondents said that leaders in the organization performance contributing is no great role on increasing organizational performance.

Based on the analysis made most employees rate in the role of leadership on improving organizational performance is low.

The corporation leadership style follow democratic leadership style but some of our autocratic leadership style. So the organization leadership style is not fully following democratic leadership style.

There are various types of reasons for poor performance of leader in the organization. But lack of commitment from leaders, poor experience and qualification of leaders are the main leader's poor performance on the organization.

The leaders of the corporation in supporting their follower closely monitor employees and requesting feedback about their performance is low.

5.3 RECOMMENDATION

Based on findings and conclusions of study the following recommendations are made.

The organization preferable to provide different training for the employees of the organization in order to create awareness about the essence of team work, to improve the performance of employees in the organization, to develop good relationship and communication between employees and leaders.

The organization advisable to fully follow democratic leadership style which consists of leaders sharing the decision making ability with group members and participating social security.

The leaders in the organization advisable to supporting their followers when they face problems, closely monitor employees to ensure that they are performing correctly and request feedback about their performance in the organization by creating favorable condition for performance evaluation.

Therefore, lack of commitment from leaders, lack of adequate training ,low qualification and poor experience of leader are resulted low performance of leaders, the organization advisable to control their performance and by making appropriate evaluation and to take a corrective action on poor performance of leaders.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent

The purpose of this Questionnaire is to collect data about the role of leadership on organizational performance in Ethiopian Telecommunication Corporation in wolkite Branch.

The research request you're honest in assuring the questionnaires precisely and clearly as much as possible. Therefore I request trustily your response is confidential.

Direction

Do not write your name

Please put √on the bracket your personal information and answers

1. Sex Male [ ] Female [ ]

2. Age 18-29years [ ] 30-39 [ ] 40-49 [ ] 50-65 [ ]

3. Educational qualifications

12^{th} completed [ ]

Diploma [ ] Degree [ ] Master and above [ ]

4. Work experience

Less than one year [ ] 1-3years [ ] 4-6year [ ] 7-10year [ ] above 10year [ ]

5. From your point view what does leadership mean? Please specify----------

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6. Is the leader in your organization contributes for the increments of organization performance? Yes [ ] No [ ]

7. How do you rate the role of leadership on improving organization performance?

Very high [ ] High [ ] Medium [ ] Low [ ]

8. What type of leadership style the corporations currently have?

Democratic [ ] Autocratic [ ] Lassies fair [ ]

9. What are the requirements for being a good leader?

Influencing other [ ] problem solving Skill [ ] communication skill [ ] Accepting difference [ ] if any other please specify ----------

10. How do you evaluate the importance of good leadership in the Corporation?

Very high [ ] High [ ] Medium [ ] Low [ ]

11. what is the purpose of having a good leader in the corporations?----------

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12. Does your leader support their followers when they face problem?

Yes [ ] No [ ]

13. Does the leader closely mention employees to ensure that they are performing correctly? Yes [ ] No [ ]

14. What is the degree of communication between employees and in the corporation?

Very good [ ] good [ ] moderate [ ]

Low [ ]

15. Does a leader request feedback about their performance in the organization? Yes [ ] No [ ]

16. Does your organization have mechanism to improve your performance? Yes [ ] No [ ]

17. Does the leader encourage team work in the corporation?

Always [ ] often [ ] rarely [ ] Never [ ]

18. What could be cause for leader's low performance in the organization?

Luck of adequate training [ ]

Poor experience leader [ ]

Luck of commitment [ ]

Low qualification [ ]

Interview question for manager

From your point of view does the role of leadership have an impact on organizational performance? If yes what is the impact.

Does your organization leadership style have its own contribution for the performance of organization?

What are the methods used by your organization improve the performance of employees?

How are the methods used by your organization improving the performance of employees?