THE IMPACT OF LEADERSHIP ON EMPLOYEE PERFORMANCE IN CASE OF DASHEN BANK DESSIE BRANCH



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Abstract

The purpose of study was assessing the impact of leadership on employee performance in dashen bank In this study revealed and investigated the leadership of Dashen bank and problem associated with leadership and also to identify specific objectives, to achieve this objects the researcher used different methodology elements (source of data, sample size, research design, sampling technique, and method of data analysis). The source of data that the researcher used is both primary and secondary source.

Accordingly, dashen bank employees was randomly selected as sample. The necessary primary data were gathered through questionnaire, from 24 employees. Two types of questionnaires were developed for both manager and employees of the organization. In addition, unstructured interview were conducted with higher officials.who were employed in Dashen bank. On the other hand the secondary data will collected from different book, internet, newspaper, magazine and the banks documents.

The data which is gathered from the employees of the organization were presented and analyzed though tabulation and percentage because of the clear' to use and simplicity for the readers.

Finally, based on the presented and analyzed data the basic finding or conclusion and recommendations were forwarded for the company or the concerned management groups to give attention and to take the necessary measure.

CHAPTER ONE

1. Introduction

1.1 Background of the study

Definitions of Leadership “The meaning of a message is the change which it produces in the image.”Kenneth. Some other popular definitions of Leadership area process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007,)

The U.S.military has studied leadership in depth. One of their definitions is a process by which a person influences others to accomplish a mission (U.S.Army, 1983). Leadership is inspiring pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success (Zeitchik, 2012). Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kruse, 2013). Note that all the definitions have a couple of processes in common: A person influences others through social influence, not power, to get something accomplished (bosses use power to get things done). Leadership requires others, who are not necessarily direct-reports, to get something accomplished.

There is a need to accomplish something. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership (Jago, 1982). However, we know that we have traits that can influence our actions. This is called Trait Leadership (Jago, 1982), in that it was once common to believe that leaders were born rather than made. These two leadership types are shown in the chart below (Northouse, 2007, p5):While leadership is learned,a leader's skills and knowledge can be influenced by his or her attributes or traits, such as beliefs , values, ethics , and character. Knowledge and skills contribute directly to the process of leadership,while the other attributes give the leader certain characteristics that make him or her unique.

For example, a leader might have learned the skills in counseling others, but her traits were often playing a great role in determining how she counsels. A person who has empathy was made a better counselor than a person who thinks the employees are simply there does accomplish her biddings. Skills, knowledge, and attributes make the Leader, which is one of the Factors of Leadership.

There are four primary factors of leadership (U.S.Army, 1983): Leader You must have an honest, understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they were be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed. Follower's Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs emotions, and motivation. You must come to know your employees' be, know,and do attributes.

1.2 statement of 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).

As a managerial function leadership constitutes one aspects of mangers responsibility along with planning, organizing and controlling the major aspect that makes leadership more important in

management is because of it is the leader of that organization that must be capable of introducing changes in the organizations and also make sure that employees have the united vision forced the desired level (Planket, 1997)

Employee's ability and motivation to perform task depend on leader behavior. The problem related with leadership varies from one organization to there. Now a day's every organization has it's own objectives one of the activity that is influencing people to corporate toward some goals , most organization have problems such as lack of transparency, poor performance, and lack of accountability etc, so researcher will need to solve the above problem because of leadership is the most important factor for the success of organization.

1.3 Research questions

The main reason for conducting this study was to answer the following questions.

1. What are the existing situations of leadership in the bank?
2. What is the attitude of employees on leadership styles?
3. is there relation between leadership style and organization success?

1.4 Objectives of the study

1.4.1General Objective

The main objective of the study is to assess the impact of leadership on employee's performance in the organization.

1.4.2Specific objectives

The specific objective wills the following

- To identify the current situation of leadership in the bank.
- To assess the attitude employees on the leadership style
- To investigate the relation between the leadership and organization success

1.5 Significance of the study

Leading as the main function of management is the most important aspects achieving ones objectives. Leading plays an important role in success of organization words objective. Leader can affect employee's performance depending on how they lead their subordinates. Therefore, it was possible to undertake as study on relationship to identify the following advantages.

- ❖ It tells the management existing problems in the bank.
- ❖ It is helpful to maintains good and cordial relationship among employees and their employers' bank.
- ❖ From the researcher's point view this study has helped the researcher to increase thinking capacity and problem solving.
- ❖ It initiate other researcher to conducted their in these area.

1.6 Scope of the study.

The study is limited at Dashen Bank in dessie town which located in amhara region. The study was conducted to identify relatively stable and best of leadership as being required for organization success. Therefore, it has been essential. Because of time and cost, the researcher not included banks guard and illiterate workers.

CHAPTER TWO

2. Literature Review

Impact of leadership on employee performance is the major issues in this study .

2.1. Definition of Leadership

Leadership as a concept has been defined in many ways. One of the definition states that leadership is the process of influencing people and providing an environment from them to achieve team or organizational objective (Mecshane S.L.1994)

Organizational success largely depends on the leader ability to influence and get things done effectively and efficiently through his /her employees. In the absence of such ability of manager, and organization will face a problem in achieving its objective (Hodget, 1991)

Health human relation in the work place can build by integrative or problem solving approach in which both parts employees and leaders) again satisfaction of their respective need in a cooperative manners, and not at the expense of other one another(Agorval,1982)

Leadership is probably the most important characteristics that people need to be effective on the job. Leaders can have different styles based on their behavior and position leaders ability is studies from different aspects (stoner, 1997)

Leadership is to strength and direct people to the attainment of organizational goal (Daft, 1997) this definition captures the idea that leaders are involved which subordinate and can affect the performance of the employees in organization.

The major aspect that makes, leadership more important in management is because it is the manager at the organization that must be capable of introducing the changes in the organization and also make sure that employees have the unified vision towards the desired goal (Lussier, 1997)

The tradition relationship between labor and leaders in the United States has been adversarial. Once classer examination, represents that both labor and management must co-operate to some extent in order to remain strong labor needs Jobs, group working conditions and fair wages and benefits, on the other hand management needs to maximize profits, supplying quality product and services. Labor is strong when it is cooperates with other labors in proper manner so both labor and managers benefit from a strong cooperation and in and increase effectiveness of the work. (Ivancivich, 1998)

People with the ability to lead must exit in all form of organization as the major elements of the organizations are people that must be lead towards one common objective. So many researchers have been conducted to identify the best leadership or the best type of leader. Most approaches in leadership tend to focus on the actions and behavior of leaders(behavioral theories) and some describe on the characteristics of leaders(trait theories of leaders) and some describe that it also depends on the situation(situational theories) Hodget,1991)

Employee's ability and motivation to perform attack depends on the manager's behavior. The problem with managers leading style is wrong various from one manager to other accordingly employee's motivation and effort to perform task vary from one another. (Lussier, 1993)

In most recent years, there are various researchers who have tried to show significance of leadership on employee's performance. The study conducted in American show that there is a great correlation between employees and the way their leader act (Lussier, 1993)

Coordination by all members of the organization is highly essential for implementing the change to the desired and satisfaction level.

Employees must be able to share and understand the ideas and vision of the organization; therefore it is the manager's duty to act as the give and ensure coordinated some of purpose exit. (Hodget, 1995)

The earlier leadership theory is the classical thought, this theory put toward the idea that, leadership is a trait which enables manager, to thing done through their people. For instance ability of persuasion is required as goal leader trail (Hadger, 1991)

In current years study attention has shifted from personality trait to the study of leadership behavior (page, 1997). They identified two major behaviors called work centered and employee cantered.

Work cantered orientation structure is the extent to which the leader is task oriented and direct subordinates to work activities towards goal attainment. And employees cantered is the extent to which the leader is mindful, they tend to share decision with subordinates , encourage participation and support the teamwork needed for high level of tasks accomplishment (Hdget,1991).

2.1.1 Work cantered (concerns for tasks) leaders:

- ✓ This approach is also referred to as initiating structure, job centeredness and task orientation.
- ✓ This considers leaders who are authoritarian, autocratic production oriented and activity focused. A leaders with such behavior mostly tends to:
- ✓ Plan and define work
- ✓ Assign task responsibility
- ✓ Set clear work standard
- ✓ Urges for task completion
- ✓ Monitor performance results it's persistently etc...

2.1.2 Employee centered (people centered)

Such leaders are known as democratic, considerate consultative and participation leaders. They tend to share decisions with subordinates, encourage participation and support team work needed for high level of task accomplishment. A leader with such behavior tends to:

- Act worming and supportive to followers.
- Develop social respect with followers
- Respect the feeling of followers

- Show trust and confidence in followers.

2.1.3 Leadership style (Hedged, 1991)

An individual known as Douglas Mgrerger developed these two approaches to leadership. Theory x and Y are set assumption that are believed to characterize most managers and hence reflect on their leadership accordingly.

Theory X

- Average people dislike work and whenever possible ,will avoid it
- People have active ambition and prefer to be directed
- People want security
- In order to get people to attain organizational objective it is necessary to use coercion, control and threats of punishment.

Theory Y

Employees are more optimistic, dynamic and flexible philosophy which includes:-

- Work in inactively phenomenon and under the right conditions, people not only accept responsibility but also sick it.
- People were self directed and self control in exercising their aims.
- Commines, to organizational objective, is function of the rewards associated with goal attained.
- Creativity is wide spread throughout the population.

2.2 The historical important studies on leadership

Unlike many other topics in the field of the organization behavior are a number of studies and a considerable body of knowledge at leadership. Review of the better known classical studies can help set the stage for traditional and modern theories of leadership (Luthns, F2001)

2.2.1The lowa as leadership studies

A series of pioneering leadership studies conducted in the late 1930's lied by LuthansF (2001) Lowa is recognized as the father of group dynamics and as importance cognitive theories. There are three (3) styles of leadership: authoritarian democratic and liaises fair 29 fair. the authoritarian leader was very directive and allowed to no participation leader tend to give individual attention when praising and criticizing , bur tried to be friendly or impersonal rather than open hosting . The democratic leader encourages group decision and Lasses making. This leader to be one of the groups inspires it. The lasses fair reader gives compute freedom to the group (Luthans, 2001)

2.2.2 The Ohio State Leadership Studies

The Ohio state studies stated with premise that no satisfactory definition of leadership existed .The Ohio state group was determined to study leadership regardless of definitions or of whether it was effective or infective. In simple terms, the Ohio state factors one task or goal orientation and recognition of individuals need and relationship (Wthans, f.2001)

2.3 Traditional theories of leadership

Before analyzing the current states of leadership research,it is important to examine the theoretical development of that has occurred through the years / LuthansF F, 2005)

2.3.1.Group and exchange theories of leadership

The group theories of leadership have their roots in social psychological classical exchange theories, in particular serves as an important basis for this approach, this means simply that the leaders provide more benefits rewards than reads then burdens /costs, for followers.

There must be a positive exchange between the leader and followers in order for group goals to be accomplished, interaction continues, because members find the social exchange mutually rewarding (Luthans, F 2001)

2.3.2 Contingency theory of leadership

After trait approach provide an adequate over all theory of leadership attention turned to situation aspects of leadership. (Luthans F, 2001)

Fielder's contingency model leadership effectiveness:-contingency model of leadership effectiveness contained the relationship between leadership and favorableness of the situation. Situational variableness was described by fielders in terms of three empirically desired dimensional (whans, F.2001)

- The leader member relationship, which is the most critical variable in determining the situation favorableness.
- The degree of task structure, which is the second most important input to the favorableness of the situation.
- The leader's position power obtained through formal authority, which is the third most critical dimension of the situation.

Situations are favorable to the leader if all three of these dimension one high. In other words if the leader is generally accepted and represented by followers and the task is very structured and everything is "spelled out" and if great deal of authority and power are formally attributed to the leader's position, the situation is favorable. If opposite exists, the situation will be unfavorable for leader (fielder, EF, 1997)

2.3.3 Path goal leadership theory

The widely recognized theoretical development from the contingency approach is the path goal theory which was devised from the expectancy frame work of motivation theory .in essence , the path goal theory attempts to explain the impact that leader's behavior has an on subordinated motivation , satisfaction and performance. Those are:-

- Directive relationship: subordinates know exactly what is expected of them and the leader group specific directions. There is no participation of subordinates.
- Supportive leadership:- the leader is friendly and approachable and show a genuine concept of subordinates.
- Participative leadership: - the leader asks form and uses suggestion from subordinate but still make the decision.
- Achievement leadership: leaders sets challenging goals for subordinates and shows confidence that will attain these goal and perform well. (Wthos, 2001)

2.4 Modern theoretical process of leadership

Besides the estimated trait goal, contingency and path goal theories of leadership a number of other theories have emerged in recent years.

2.4.1 Charismatic leadership theories

Charismatic leadership is the old conception of leaders as being those who "by the force of their personal abilities are capable of having profound and extra ordinary effect followers. The charismatic leaders are characterized by self confidence in subordinates, high expectations for subordinates, ideological vision and the use of personal example. Followers of the charismatic leaders identify with the leader and the mission of the leader, exhibit extreme loyalty and confidence in the leader stimulate the leader's valve and behavior, and derive set esteem form their relationship with the leader with one.

2.4.2 Transformational Leadership Theory.

Transform ways of being led to meet the challenge of dramatic changes (Luthan 2001). On the basic of his research finding bass conclude that in many instance to transactional leadership is prescription for mediocrity and that transformational leadership leads to superior performance in organization facing demands for renewal and change fostering transformational leadership through policies recruitment, selection promotion training, and

development was pay off in the health, well being and effective performance of today's organization (bees, HB, 1990)

2.4.3 Social cognitive approach

Asocial cognitive approach can also provide a model for continues reciprocal interaction between the leaders, the environment and the behavior itself. This would seem to be a compressive and viable theoretical foundation for leadership (Luthen, f, 2001)

2.5 Empirical Review

Ojokuku, et al. (2012) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picks banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance.

Dalluay & Jalagat (2016) conducted a research on title Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees' job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. Data were analyzed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyze demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still rooms for improvements.

A researched was conducted by Widayanti & Putranto (2015) on Analysing the Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in PT.TX Bandung in Indonesia. The sample size used by the researcher is 92. The objective of this research is to find the relationship between transactional and transformational

leadership to employee performance and the significant relationship between these two variables. This research consists of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance.

Validity and reliability test were used to measure quality of data. Multiple regression analysis is used to find the relationship because it has more than one independent variable. Data was sent for pass the classic assumption tests such as multicollinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

CHAPTER THREE

Research methodology

3.1 Research design and approach

The researcher used descriptive method for the research purpose since this method enables to assess the state of affairs of a phenomenon. In this research a single approach was used

3.2. Data Sources

The source of data that researcher uses both primary data and secondary source of data. The primary data has been collected from questioner, unstructured interview while the secondary data has been from organization published and unpublished manuals. There are two method of data collection, primary and secondary data collection. Primary data collections was through questionnaire and unstructured interview whereas, the secondary has been collected through or by using reviewing related literature.Open and closed ended questionnaires was distributed to employee and staff interview was conducted with selected bank.

3.3. Censes

The study was use censes survey techniques to carry out the research. Specifically the researcher was use Censes techniques to get enough information and free from any bias.

The researcher was use censes technique to collected data from unstructured interview because relevant and accurate information can be obtain from the person who is more concentrated with the issue to be interviewed. Therefore, out of the total population of **24** employees the specified **24** was be served to represent total population because the employees are small has been use all or using censes and the total number of employee obtained from the manager of dashen bank in dessie.

3.4. Methods of Data Analysis and presentation

Data analysis is the transformation of process to look for pattern and relation among group which was made after collection of data through interviews and questionnaire. The data

obtained through questionnaire and interview was analyzing by using tables, percentage and interpretation was given based on responses obtained from respondents and data was be present in a way of tables and percentage. Generally the researcher uses the descriptive analysis method.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

This chapter deals with the analysis and discussion of data based on the questionnaires filled by the leader and employees of the organization of the total employee of Dashen area bank, 24 employees are taken for the study and thus all of them have equal chances of being chosen. Of this sample population one is manager and the rest are employees. To obtain a necessary information 24 copies of the questionnaires were distributed to the respondents. Two types of questionnaires were developed for both manager and employees of the organization. In addition, unstructured interview were conducted with higher officials.

4.1 Background of respondents

Table 1

No.	Respondents demographic characteristics	Respondent	Frequency	percentage
1	Sex	Male	19	79.16%
		Female	5	20.84%
		Total	24	100%
2	Age	18-30	7	29.17%
		31-45	14	58.33%
		Above 45	3	12.5%
		Total	24	100%
2	Level of education	12 completed	-	-
		Certificate	-	-
		Diploma	1	4.17%
		Degree	20	83.33%

		Master	3	12.5%
		Total	24	100%
4	Service year	Below one year	2	8.34%
		1 – 5	10	41.66%
		Above 5	12	50%
		Total	24	100%

As indicated in table 1, 19(79.16%) of the respondents were male, and 5(20.84%) of them female. According to the data the student researcher can understand that majority of the employees are male.

Regarding the respondent age as shown in table 2, 7(29.17%) of them were found in the age of between 18-30 years old and 14(58.33%) were in the age of 31-45, and the remaining 3(12.5) of respondents were above 45 age.

According to the data, the student researcher understands that employees found in the age between 31-45 years.

With the relation to service year; 2(8.34) of employees serve below one year, 10(41.66%) of employees service year 1 – 5 years and the remaining 12(50) of respondents service year is above is above five year. So we can conclude half the employees service year is above five years

4.2 Existing situation of leadership

Table 2

Items	Likert rating scale					
	Strongly disagree	disagree	neutral	agree	Strongly agree	Total
	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	
1. Is there team leadership?	-	4 (16.66%)	6 (25%)	12 (50%)	2 (8.34%)	24 (100%)
2. Is there effective communication between leader and employees?	-	8 (33.34%)	-	11 (45.84%)	5 (8.34%)	24 (100%)
3. Do you think your organization existing leadership spends a lot of time to get idea from the team members?	4 (16.66%)	9 (37.5%)	-	7 (29.17)	4 (16.66%)	24 (100%)
4. Do believe that your organization decision making is top down?	` -	-	-	16 (66.67%)	8 (33.33%)	24 (100%)
5. Do you think your organization existing leadership can create harmony?	1 (4.16%)	5 (20.83%)	-	13 (54.17%)	5 (20.83%)	24 (100%)

As shown in the above table 2 item No.1; 4(16.66%) of disagreed on presence of team leadership, 6(25%) of respondents remain neutral, 12(50%) agreed on the issue and the remaining of 2(8.34) respondents strongly agreed. Half of the respondents agreed on existence of team leadership, so we can conclude there is team leadership in the bank.

Regarding item Number 2; 8(33.34%) of respondents disagreed on presence of effective communication between manager and employees, 3(12.5%) of respondents strongly agree, 11(45.84%) agreed on the issue, 2(8.34) of employees strongly agreed on the issue and no respondent respond neutral. From the above data show that there effective communication.

With relation to item number 3; 4(16.66%) of respondents strongly disagreed on the issue, 9(37.5%) of respondents disagreed on the issue, 7(29.14%) of respondents agreed on the issue, 4(16.66%) of respondents strongly agree and no employees remain neutral. So we can conclude the manager spend little time to get idea from employees.

Regarding item Number 4; 16(66.67) of employees agreed on presence top down decision making, 8(33.33%) of employees strongly agreed on the issue and no respondents respond disagree, strongly disagree and neutral. The above data clearly show that there is top down decision making in the bank.

With relation to item number 5; 1(4.16) of employees respond strongly disagree, 5(20.83) of respondents disagreed on the issue, 13(54.17) of respondents agreed on the issue, 5(20.83) of respondents respond strongly agree and respondents respond neutral. More than half of the respondents agreed on the issue, so existing leadership create harmony.

4.3 Question related attitude of employees on leadership style

Table 3

Items	Likert rating scale					
	Strongly disagree	disagree	Neutral	Agree	Strongly agree	Total
	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	
1. Do you agree your organization is very people oriented?	3 (12.5%) -	13 (54.17%)	-	6 (25%)	2 (8.33%)	24 (100%)
2. Your organization leadership style can give plentiful instruction and feedback?	-	7 (29.17%)	3 (12.5%)	11 (45.83%)	3 (12.5%)	24 (100%)
3. Is it leaders job to help sup ordinates in accomplishing task	-	1 (4.16%)	4 (16.67%)	15 (62.5%)	4 (16.67%)	24 (100%)
4. Do you believe your organization leadership style mobilize employees toward vision?	` 2 (8.34%)	5 (20.83%)	-	12 (50%)	5 (20.83%)	24 (100%)

With relation to table 3 item number one; 3(12.5%) of respondents respond strongly disagree on the issue, 13(54.17%) of disagree on point, 6(25%) and 2(8.33%) of respondents respond agree and strongly agree respectively that their organization is people oriented. The above data show that an organization is not people oriented.

Regarding item number two; 7(29.17%) of respondents agreed on the issue, 3(12.5%) remain neutral, 11(45.83%) of respondents agreed on the issue, 3(12.5%) of respondents strongly agreed on the issue and no respondent reply strongly disagree. This data show that an organization leadership style can give instruction and feedback.

In the above table item number three; 1(4.16%) of respondents disagreed on the issue, 4(16.67%) of respondents remain neutral, 15(62.5%) of respondents agreed that leader job help employees in accomplishing task, 4(16.67%) of respondents respond strongly agree and no respondents respond strongly disagree. The majority of respondents agreed that leader job help subordinate in accomplishing task.

As far as item number four; 2(8.34%) of respondents respond strongly disagree, 5(20.83%) of respondents disagree that organization leadership style mobilize employees toward vision, 12(50%) of respondents agree on the issue, 5(20.83%) of respondents strongly agree on the issue and no employee respond neutral. The half of respondents agrees that an organization leadership style mobilize employees toward vision.

With the relation to item number five; 8(33.33%) of respondents disagreed on the issue, 14(58.33%) of respondents agreed that leader can tell the team leader what has to be done and how to be done and there is no respondents respond strongly disagree and neutral. The conclusion remain that leader can tell the team member what has to be done and how to do it

4.4 question related with the relationship between leader ship style and organization success

Table 4

Items	Likert rating scale					
	Strongly disagree	disagree	Neutral	Agree	Strongly agree	Total
	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	
1. Is there relationship between leadership style and organization success?	1 (4.17%)	3 (12.5%)	5 (20.83%)	13 (54.17%)	2 (8.33%)	24 (100%)
2. Do you believe effective leader ship style can increase the success of organization?	-	4 (16.67%)	-	17 (70.83%)	3 (12.5%)	
3. Do you think Leader ship style has no impact on organization success?	8 (33.33%)	12 (50%)	-	4 (16.67%)	-	24 (100%)

With regard to table four item number one; 1(4.17) of respondents strongly disagree on presence relationship between leadership style and organization success, 3(12.5%) of respondents disagreed on the issue, 5(20.83%) remain neutral, 13(54.17%) of respondents agree that there is relationship between leadership style and organization success, and 2(8.33%) of employee

strongly agree on the issue. From this we can conclude there is relationship between leadership style and organization success.

In the above table item number two; 4(16.67%) of respondents disagree on the issue, 17(70.83%) of employees agree that effective leadership style can increase organization success, 3(12.5%) of respondents respond strongly agree and no employee respond strongly disagree. The data show that effective leadership style can increase organization success

With the relation to item number three; 8(33.33%) of respondents strongly disagree on the issue, 12(50%) of respondents disagree on the issue, 4(16.67%) of respondents agree that leadership style has no impact on organization success and no employee respond neutral and strongly agree. The data clearly show that leadership style has an impact on organization success.

Analysis from interview

This analysis was based on interview conducted within the manager of the organization.

According to interview conducted with manager, what are the existing situations of leadership in the bank?

The leadership style perform effectively and efficiently. Implementing management by objective in any relation between employee and managers.Governing by rule and regulation of the organization. By discussing with employees.The structure of the organization is highly centralized. By assigning the appropriate person to the appropriate works.

According to interview conducted with manager, what type leadership exists in the bank?

Dashen bank the follow a democratic ways of governing their employees. This can be manifested from the participatory nature of the organizations and their effect to satisfy their subordinates and the organization wellbeing.

According to the manager responses, leadership style brought impact on the profitability of the organization. Those impacts are:-

1. motivation on employees
2. growth of the organization

3. increase employees performance

As he explained his leadership style has an impact on employee's performance and those impacts are known by the performance of employees and output of the organization (creates more output and increase profitability).

As his response, there is employee's turnover in the organization related with management system.

According to him, there is a suggestion in solving leadership problems so that employees will have sound job performance. Those suggestions include:-

- Training on leadership should give to the management
- Participating employees in decision making and follow-up their performance.

CHAPTER FIVE

5. Conclusions and recommendation

5.1 Conclusion

The purpose of this section is to deal with the finding briefly according to the analysis being finished in the previous section. Based on the analysis in the previous chapter the researcher is in opposition to conclude the following. The conclusions are based on the respondent's view of the research question.

- ✓ The manager of the bank doesn't force the employee to accept his ideas and also give a chance to discuss with him.
- ✓ The relationship between manager and employee brought a negative impact on the profitability of the bank and also their leadership styles have a negative impact on the profitability of the bank.
- ✓ The bank grant incentives for employees to encourage employee's job performance and the employee have enough break time.
- ✓ The bank follows a democratic leadership style.
- ✓ Regarding employees performance through their respective manager most respondents (specially employees) said there is good performance within the organization, but some employees said that there performance is low with in this particular organization for the following reason; low level of cooperation among the employees, week relationship between employee and managers and poor intuitiveness.

When we come to the attitude of employees towards the leadership as most of the respondents expressed the attitude of employees on the existing management system is good and it needs little improvement of existing system.

As clearly observed from the analysis made in the previous chapter, dashen area bank shows that the follow a democratic ways of governing their employees. This can be manifested from the participatory nature of the organizations and their effect to satisfy their subordinates and the organization wellbeing.

Generally, in the worldwide different leadership exists in different work place due to different reasons which include:-

- Intelligence
- Knowledge
- Ability
- Personality
- Social characteristics and so

So everybody should understand that work is a natural phenomenon and the right conditions, people not only accept responsibility but also seek it.

Finally, it is advisable to understand the basic reasons or causes for the poor performance of the works and solve in effective or proper ways.

5.2 RECOMMANDATION

As the organization success largely depend on the leaders ability to influence and get things done effectively through his workers, the organization should pay a great attention for the attainment of effective leadership. As a result of this to improve their leadership styles and then employees performance of the organization thus based on these facts both managers and employees should use the following strategies.

- ✓ A leader should have an understanding of human behavior that is; he should know his employee, know their needs emotion, see also their action and reaction to a particular decisions.
- ✓ If the manager act as the glue and ensure coordinated sense of existing purpose, the workers would able to share and understand the ideas and vision.
- ✓ A leader should have the ability to demonstrate how to accomplish a particular task, to correct errors, prepare followers for achievement and ask question for suggestions.
- ✓ Both employees and managers should understand their common objective, in order to attain organizational objectives to the desired ends.
- ✓ The closeness of the leader to group, the frequency of his reaction and his acceptability to the group should be best.

- ✓ The manager should have the ability to persuade, to inform, stimulate, direct and convince his employees that is in his Owen interest to offer him willing cooperation in the performance of his task.
- ✓ A manager should know what makes for successes in the organization as a whole.
- ✓ Finally, it is better if the bank accommodate the employee's interest in every aspect and generally in policy formulation. The bank should also communicate the overall policy to the employees and make (formulate) transparent and accountable system of information dissemination, which further enhance the employee's cooperation, moral and creates sense of belongingness and satisfaction to improvement in this area will result in better performance and success for the bank. In order to increase the employee's commitment and efficiency on their task intended to accomplish, it could be better if the bank arrange adequate management system of their compensation and other related benefits to the employees.

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APPENDIX

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Questionnaire to be filed by Employees of Dashen bank

Dear Respondents,

This questionnaire is prepared to gather pertinent data from the employees of Dashen Bank, Dessie branch for the preparation of research entitled "the impact of leadership on employees performance in case of Dashen Bank, Dessie branch" The research will conducted for partial fulfillment of the requirements of BA degree in management. And I strictly assure you that your response is used only for academic purposes and safely and confidentially treated.

Thank you for your cooperation.

General Direction

- Don`t write your name
- Put tick mark ☑ in front of your best option

Part one: Personal data

1. ☐☐Sex: - Male Female

2. ☐☐☐Age: - 18-30 31-45 above 45

3. ☐ ☐ ☐ ☐ ☐ Education status: - 12 complete Certificate Diploma Degree Master

4. ☐ ☐ ☐ Serving year: - Below 1 1-5 year above No

Part one: Question related to existing situation of leadership

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Is there team leadership?					
2	Is there effective communication between leader and employees?					
3	Do you think your organization existing leadership spends a lot of time to get idea from the team members?					
4	Do believe that your organization decision making is top down?					
5	Do you think your organization existing leadership can create harmony?					

Part three: Question related attitude of employees on leadership style

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Do you agree your organization is very people oriented?					

2	Your organization leadership style can give plentiful instruction and feedback?					
3	Is it leaders job to help sup ordinates in accomplishing task					
4	Do you believe your organization leadership style mobilize employees toward vision?					
5	Do you think the Leader should tell the team members what has to be done and how to do it?					

Part four: question related with the relationship between leader ship style and organization success

1. Is there relationship between leadership style and organization success?				
2.do you believe effective leader ship style can increase the success of organization?				
3. Do you think Leader ship style has no impact on organization success?				

Part five: interview question

1. What are the existing situations of leadership in the bank?

2. What types of leader ship exist in the bank?
3. is there relation between leadership style organization success?