

**ROLE OF LEADERSHIP ON ORGANIZATIONAL PERFORMANCE IN
ETHIO-TELECOM WOLKITE BRANCH**



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTEMENT OF MANAGEMENT

**A RESERCH PAPER SUBMITTED TO FULLFILMENT FOR THE
REQUIREMENT OF BA DEGREE IN MANAGEMET**

BY: TESHOME W/MICHAEL

ADVISOR: MINDA YIRGA

DECEMBER 2013

WOLKITE ETHIOPIA

ACKNOWLEDGEMENT

First and for most, all praise goes to our lord (HOLY TRINITY), who blessing encouraging and help me through out every activity of my life. Second I would like to express respectfully, my deepest gratitude and appreciation to my advisor Mr.MINDA YIRGA for his unreserved effort of evaluation correction suggestion and valuable contribution and constructive to the successful completion of the proposal. My deepest and heartfelt gratitude also goes to my family and friends for their financial, material and moral support, saint Virgin marry rewarded them all with highest blessing.Finally my whole-hearted gratitud to my friends and family their financial, material and moral support.

ABSTRACT

This research paper was studied about the role of leadership on the organization performance in Ethio-Telecom in the Wolkite branch. This study would attempt to answer the basic questions concerning with the role of leadership in the organization successfulness to chieve its desirerd goal, to meet its objective and tomeet its vision. The relevant data for this study would be obtained from secondary method of data collection. The study was adopt census of employees of the organizations population. After the required data were collected and at the end of the study the researcher outlook of literatue review would give a solution for the problems relating to the administrative activity of the organization.

CONTENTS

ACKNOWLEDGEMENT.....	i
ABSTRACT	ii
CONTENTS	iii
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1 BACK GROUND OF THE STUDY	1
1.2 Statement of the problem	2
1.3 Research Question	3
1.4 Objectives of the study	3
1.4.1. General objective.....	3
1.4.2. Specific objective	3
1.5 Significance of the study	3
1.6 Scope of the study.....	3
1.7 Organization of the study.....	3
CHAPTER 2	4
RESEARCH METHODOLOGY.....	4
2.1 Research design.....	4
2.2 Background of the study area	4
2.3 Type and source of data.....	4
2.4 Target population.....	4
2.5 Data analysis Method	4
2.6Methods of data collection.....	5
2.7 Methods of data processing and analysis.....	5
CHAPTER THREE	6
3. LITIRETURE REVIEW	6
3.1 Definition of leadership	6
3.2 Theoretical Literature review.....	7
3.3, Gender differences in leadership	9
3.4 How leadership affects behavior, human relations and performance	10
3.5 diversity and global leader.....	10
3.6 Leadership skills	11
2.7 Relationships between Leadership, Power and authority	12
3.8 Role of leadership on organizational performance	12

3.9 Some behaviors of an effective leader.....	13
3.10 Approaches of leadership	13
3.11 Leadership style	15
3.12 Empirical Literature Review.....	20
CHAPTER FOUR.....	25
OUTLOOKING OF LITERATURE REVIEW	25
REFERENCE	27

CHAPTER ONE

1. INTRODUCTION

1.1 BACK GROUND OF THE STUDY

Now a day successful business and the organization main competitive advantage are the effects of the leaders. The leader has the abilities to innovate, execute and to make one organization strong models. Several new factors in the current business environment demand such kind of creative thinking, leadership experts. To understand the leadership role; it is necessary to understand and the variety of tasks that get carried out in successful organization.

Leadership is the part of motivating a group of people to act toward achieving common goals. Effective leadership is based on ideas. But will not happen unless those ideas can communicate to other in a way that engages them. Leadership is a waning combination of personal traits and the ability to think and act as a leader, a person who directs the activities of others for the good of all. 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 (*lussier, 2005*).

The leadership role is an extremely crucial characteristic of groups as the leader exerts influence over the other member of the group. In the formal group the leader can exercise legitimately sanction power. That is the leader can reward or punish members who do not comply with the orders or rules. Sometimes, however there is no single formal leader even in a formal group. Such a condition may exist in case of autonomous work groups self- managed teams (*Ivancevich 2005*).

Leadership/ leader are either a person who is in charge and has authorities to take decision and also powers to implement his/her decision and or a process having a set of other authoritative process about organizational. Personal or social process of influence for which the groups, teams or organization can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of personal but also on the social and cultural factors a long with he/her exposure to wards life (*Bolden 2004*).

Organizational leadership is not a magic that one person and other don't have. It is also not all about the ordered by boss and then observed by him that how much these ordered are obeyed. The leadership of an organization is instead, 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*).

Generally, leadership is important for the functions of organization management which help to maximize efficiently and effectively to achieve organizational goals. Leaders of the organization mainly involve modeling, the vision forming team, influencing them and aligning people to achieve set goals. It has the responsibility of inspiring people and producing meaningful changes in the organization.

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 establish direction and who then motivate members to achieve the directions out comes (*congar 1992*)

The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of features owned by the leader or it is a social phenomenon that comes from relationship with groups. This concept can give different opinions about the definition of leadership comes from personal qualities of a leader or a leader makes followership through what s/he does or believes (*Grint 2004*). A Grint also high light position problem with the leadership, which explores, is the leader a person in charge? With the true authority to decide or implement, or it is only a person in front who takes h/her directions for some. Recent reviews take leadership as a process whereby an individual influence a group of individuals to achieve a common goal (Nor house 2004)

As a business environment become more competitive, corporations are faced to push themselves to very edge of their capabilities. Ultimately the success of the organization depends on people within the organization. Hence the major purpose of the study was to identify the problem leadership the organization; lack of motivation, poor communication of information, low level of efficiency and effectiveness, lack of cooperation or disintegration and absence of good leadership style. This problem initiates the researcher to study these areas.

1.3 Research Question

- ❖ What is the effect of leadership on organizational performance?
- ❖ How does the corporation leader interact with follower?
- ❖ What was to be done to improve the performance of employees in the corporation?

1.4 Objectives of the study

1.4.1. General objective

A general objective of the study was to assess the role of leadership on organizational performance in case study of Ethio-telecom Wolkite branch.

1.4.2. Specific objective

- To assess the effect of leadership on organizational performance.
- To identify the way of the interaction between leader and follower
- To suggest possible alternative solutions that have improve the performance of employees in the corporation.

1.5 Significance of the study

As researcher believes the study would be significant both to researcher and to organization that the study takes place. For organization to provide answer to stated problems. For researcher help to gain experiences to prepare another researcher. It used as reference to other re-searcher who is interested in this area. The research itself helps the student into secure important talent, knowledge, ability and confidence.

1.6 Scope of the study

The scope of the study was limited only to assess' role of leadership on organizational performance in Ethio-telecom, and geographically the study limited at Wolkite town.

1.7 Organization of the study

This paper was organized in to four chapters. The first chapter deals with the introduction parts which reflecting background, statement of problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study, and organization of the paper. The second chapter deals with research methodology including research design, target population, method of data collection, data analysis and presentation, ethical consideration. The

third chapter deal with literature review. The fourth chapter deals with overlooking of literature review.

CHAPTER 2

RESEARCH METHODOLOGY

2.1 Research design

On the bases of the purpose (the reason why the research is conducted) this research is classified as a descriptive research because the research going to describe the state of nature or affairs as it exists at present.

2.2 Background of the study area

Wolkite town is the capital city of Guraghe. It is located south of Addis Ababa, north of Jimma. It is 157 km far from Addis Ababa. Ethio-Telecom in Wolkite branch is located near transport station.

2.3 Type and source of data

To accomplish this study secondary data would be used. The secondary data would-be obtained by Google search, book and reports of the Ethio telecom. Secondary data be used for the purpose of getting much information in quick, cheap manner and in order to understand the past trend.

2.4 Target population

The target population of the study would be including all employees working in Ethio telecom Wolkite branch.

2.5 Data analysis Method

The total population directly engage in production work is 46 employees. The research takes censuses to gather relevant information. The research would be use censuses because the target population was less than 100.

2.6 Methods of data collection

Both primary and secondary data would be used to achieve the objective of the study. The primary data shall be collected by preparing both open and closed ended questionnaires and interview which are arranged and structured analogical sequence. This would be use because open ended questions help the respondent to give their intention freely, while closed ended questions provide a great uniformity response and easy to analysis. The researcher may also use secondary data to get additional information by reviewing different document and written materials.

2.7 Methods of data processing and analysis

Once the data are collected it would be processed by the basic data processing method editing coding and classifying to make ready for analysis. The method of data analysis for questionnaire and interview may be quantitative. Those analyzed data might be presented in well formatted tables by percentage. On-quantitative data related to the organization would be evaluate and describe qualitatively.

CHAPTER THREE

3. LITIRETURE REVIEW

3.1 Definition of leadership

Disagreement about the definition of leadership steams from the past. It involves a complex interaction among the leaders. For example, some researches define leadership in terms personal and physical treats. While others believe that leadership is represented by assess of prescribed behaviors. In contrast other researcher believes leadership is a temporary roll that can be filled by any one. There is a common thread behavior among the different definition of the leadership. The common thread is social influence. Leadership is defined as a social process in which leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. This definition implies that leadership involves more than welding power one exorcising authority and his exhibited on deferent levels. At the individual level for example leaders build teams create cohesion and change at the group level. Finally, leaders built culture and create change at the organization level (Robert, 2003).

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

Saving the argument as it is leadership is the process of influencing people and providing an environment for them to achieve team or organizational objectives. Effective leaders help group of people to define their goals and find ways to achieve them (Devries and Toulouse's, 2002).

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 throughout the organization just only in the executive site (Steven, 2005).

Leadership is a matter of intelligence, trustworthiness, humaneness, courage, and discipline ... Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty. When one has all five virtues together, each appropriate to its function, and then one can be a leader. — Jia Lin, in commentary on *Sun Tzu, Art of War*

3.2 Theoretical Literature review

The theory of leadership focuses on decision making by managers with a defined group of subordinates and consists of procedures for determining the extent to which leaders should involve subordinates in the process. The theory identifies the following five leadership styles each with independent effect on the subordinate and organizations performance (lesser 2002):

I.Highly Autocratic I (AI): In this style, the manager makes the decision alone using information at hand.

Ii.Less Autocratic II (AII): The leader asks for information from junior staff but makes the decision alone. Subordinates may or may not be told what the problem was. They are not involved in making the final resolution.

Iii.Consultative I (CI): The leader shares the problems with the subordinates and asks for their ideas and evaluation on how to address the problem. However, the final decision is made by the leader.

iv.Consultative II (CII): The leader and the subordinates meets as a group to discuss the problem but he makes the decision after getting ideas and information on how to address or alleviate the problem. The input of the subordinates may or may not be used by the leader.

V.Highly Consultative Group II (GII): The leader come together with the subordinates as a group to discuss the problem and the group makes the decision. Normative theory is suitable for this study because it outlines some leadership styles that a head teacher would choose to apply to influence members of his staff to achieve the institution goals depending on the situation at hand. This model would enable any school manager to be flexible in administrative duties

The search for the characteristics or traits of leaders has continued for centuries. Philosophical writings from Plato's *Republic* to Plutarch's *Lives* have explored the question "What qualities distinguish an individual as a leader?" Underlying this search was the early recognition of the importance of leadership and the assumption that leadership is rooted in the characteristics that certain individuals possess. This idea that leadership is based on individual attributes is known as the "trait theory of leadership".

A number of works in the 19th century – when the traditional authority of monarchs, lords and bishops had begun to wane – explored the trait theory at length: note especially the writings of Thomas Carlyle and of Francis Galton, whose works have prompted decades of research. In *Heroes and Hero Worship* (1841), Carlyle identified the talents, skills, and physical characteristics of men who rose to power. Galton's *Hereditary Genius* (1869) examined leadership qualities in the families of powerful men. After showing that the numbers of eminent relatives dropped off when his focus moved from first-degree to second-degree relatives, Galton concluded that leadership was inherited. In other words, leaders were born, not developed. Both of these notable works lent great initial support for the notion that leadership is rooted in characteristics of a leader.

Cecil Rhodes (1853–1902) believed that public-spirited leadership could be nurtured by identifying young people with "moral force of character and instincts to lead", and educating them in contexts (such as the collegiate environment of the University of Oxford) which further developed such characteristics. International networks of such leaders could help to promote international understanding and help "render war impossible". This vision of leadership underlay the creation of the Rhodes Scholarships, which have helped to shape notions of leadership since their creation in 1903.

Prior to the 19th century, the concept of leadership had less relevance than today - society expected and obtained traditional deference and obedience to lords, kings, master-craftsmen and

slave-masters. (Note that the *Oxford English Dictionary* traces the word "leadership" in English only as far back as 1821. Historically, industrialization, opposition to the *ancient regime* and the phasing out of chattel slavery meant that some newly-developing organizations (nation-states, republics, commercial corporations) evolved a need for a new paradigm with which to characterize elected politicians and job-granting employers - thus the development and theorizing of the idea of "leadership". The functional relationship between leaders and followers may remain but acceptable (perhaps euphemistic) terminology has changed.

From the 19th century too, the elaboration of anarchist thought called the whole concept of leadership into question. One response to this denial of elitism came with Leninism - Lenin (1870-1924) demanded an élite group of disciplined cadres to act as the vanguard of a socialist revolution, bringing into existence the dictatorship of the proletariat.

Other historical views of leadership have addressed the seeming contrasts between secular and religious leadership. The doctrines of Caesaro-papism have recurred and had their detractors over several centuries. Christian thinking on leadership has often emphasized stewardship of divinely-provided resources—human and material—and their deployment in accordance with a Divine plan. Compare servant leadership.

For a more general view on leadership in politics, compare the concept of the statesperson.

3.3, Gender differences in leadership

Does woman lead differently than man? Several writers think so they suggest that woman have an interactive style consisting of more people oriented and productive leadership. They say that woman is more people oriented and emotional in their leadership roles. Does woman adopt more people oriented and participative leadership styles? The answer is no and yes respectively. Leadership is studies 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 woman 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 attempt to enhance follower's self-worth. They prefer to expertise contact interpersonal skill to influence others. Men however, are more likely to use a directive command and control style (Steven, L 2005).

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

3.4 How leadership affects behavior, human relations and performance

Leadership is the process of employees to work to words the achievement of objectives. There are various styles of leadership. The leader's styles affect leader's behavior to other words, the leaser's behavior different from that of a democratic leader. The human relation between leader and follower will different according to the leadership style. Leadership can make a difference in performance through it does not always do so. The main reason for employ's failure is poor leadership. Transformational leadership has been shown to have a positive relation, commitment, self-sacrifice and high performance from others (Lussier, 2005).

3.5 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. In 1970s Japans productivity rate was increasingly faster than that of the United States. Research was conducted to determine why the Japans were more productive and it becomes apart that Japans forms were managed and lead differently than as organizations. According to lussier 7 (seven) major differences between the two counties 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 for employs

3.6 Leadership skills

There is no precognition in both leadership theory and practice the importance of skills, how leaders behave and perform effects very. Both styles and roles activities are closely related to skills. Leadership skills are tool, behavior and capacity that a person need in order to be successful at motivating and directing other. Yet true leadership skill involves something more; the ability to help people grow in their own abilities. It can be said that the most successful leader are drive others to achieve their own success.

The research on leader traits continuous but in recent years increasing attention is being given to identifying leader's skill. There are many lists six of such skills in the practitioner oriented literature for example one such list suggested leadership skills critical to success in the global economy. According to Luthans there are 5 leadership skills

1. Cultural flexibility: - in international assignments this skill refers to cultural awareness and sensitivity. In domestic organizations the same skill could be critical for success in sight of increasing diversity. Leaders must have the skills not only to manage but also to recognize and celebrate the value of diversity in their organization.
2. Communication skill: - Effective leaders must be able to communicate in written form, orally and none verbally. Leader are communicators. In self-directed system they do not only pass along information, they do the following additionally.
 - They make sure the information is understood
 - They make direct connection between the customer's groups
 - They arrange and promote inter department exchange
 - They really listen to others
3. HRD (human resource development): - Because human resources are so much a part of leadership effectiveness leaders must have human resources development (HRD) skill of developing a 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: - Problem solving invention and creativity provide to completive advantage in today's global market place. Leaders must possess the skills not only be creating

themselves but also provides a climate that encourage creativity and assist their people to be creative

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

2.7 Relationships between Leadership, Power and authority

Before under taking a study of leadership in an Organizational performance a clear understanding must be developed in the relationship among power, authority and leadership in an organization. Power is a measure of a person's potential to get others to do, what she/he wants them to do, as well as avoid being forced by others to do what/he does not want to do. Sources of power in organizational sources include reward power, coercive power/ capacity to punish/legitimate power or persons position in an organization. Whereas personal sours of power in an organization can be emerged from expert power the skill experience and knowledge an individual possesses 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 narrower can exert authority is a function of position in the organization hierarchy flowing from top to the bottom of the organization. An individual can have power, expert or referent without having formal authority, however leadership is the ability to influence people to willing follow one's guidance or adhere to one's decisions obtaining followers and influencing them in setting and achieving organization (Bayer's, 2005).

3.8 Role of leadership on organizational performance

Managers all over the world are recognizing the essential role that effective leadership is important in organizational performance (Bryman, A. 1996). 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. Major areas to be considered to have an important impact on setting new courses and leading organizations to high performance by leaders are the support for performance. Their visions are often innovations to the organizations new way of thinking and acting. The support innovation through the personal creativity and insight and creating an

environment for free thinking. They also make it possible for others to dream and to bring innovation to the organization at all level. They also support organizational freedom of expression and protection for different opinion. Expectation setting leaders are looked to as the source of organizational expectations. They set expectations in variety of ways. They struggle unproductive harms and encourage productive ones. Resource providing an obstacle removal they secure resources. They reach out bring to work team what is needed to get the job done. They also work to ensure enough resources are w existing and then allocate them for the benefit of the total population. In addition, leaders remove obstacles. They see that the minimum amounts of rules are in place for the organization to function property. Communication, leaders are communicators. In recent directed system they not only pass along information they also make sure the information in the organization (Robert and Angelo, 2003)

3.9 Some behaviors of an effective leader

According to Dank (2007) Leadership behaviors include the following.

- Thinking critically: - it 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 be open to be new ideas and new ways to do things.
- Solving problems: - client problems, paperwork problems, staff problems and others that are occurring frequently need to be solved. The effective leaders help people identify problems and through the solving process to find a responsible solution.
- Respecting the individuals: - although peoples have many things in common each individual has different wants needs and different life styles or experience. The effective leaders recognized the difference in life styles or experience. The effective leaders recognized the differences in peoples and help them to find the rewards in their work for most them. In addition, skill full communication which includes listening of others, encouraging exchange of information and feedbacks are behaviors of effective leaders.

3.10 Approaches of leadership

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

A Trait theory

Leadership traits theory is the idea that people are born with certain character traits. Since certain traits are associated with proficient leadership. It assumes that if you could identify people with the correct traits you will be able to identify leaders so leadership trait theories abound to explain what makes an effective leader. The oldest theories attempt to identify the common traits or skills that make effective leader contemporary theories concentrate on actions of leaders rather than characteristics underlying the trait approach is the assumption

That some people are natural leaders and are endowed with certain traits not possessed by other individuals

B Behavioral theories

As the early researcher ran out of steam in their search for traits, they turned to what leaders did how they behaved (especially towards followers). Behavioral is a big leap from theory in that being **in** herniated. A behavioral theory is relatively easy to develop as you simply assess both leadership success and the actions of leaders with a large enough study. You can then correlate statistically significant behaviors with success. Behavioral theories of leadership do not seek inborn traits or capabilities rather they look at what leaders actually do.

C. Contingency theory

Researchers began to turn to the context in which leadership is exercised and the idea that what is needed changes from situation to situation. What began to develop was contingency theory. This style of leadership deals with finding the best match between a leader and a situation. In contingency theory of leadership, the success of the leader is a function of various contingencies in the form of the subordinate task, and group variables. The effectiveness of a given pattern of leader's behavior is contingent upon the demands imposed by the situation. These theories stress using different styles of leadership appropriate to the needs created by different organizational situations. No single contingency theory has been postulated with the contingency theory leadership style can be task motivated or relationship motivated. Task leaders are primarily concerned with attaining goals where relationship leaders are concerned with developing close interpersonal relations.

D. Transformational theories

Transformational leadership theories believe 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 the organization which can be their primary need and they will place their individual interests second. Transformational leadership enhances the motivation, morale and performance of followers through variety

mechanism. These included 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. Jams Macgregor burns first introduce the concept transforming leadership in this descriptive research on political leader but this term is now used in organizational psychology as well. 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.

3.11Leadership style

As you develop leadership skills, you'll likely use different processes and methods to achieve your employer's objectives and meet the needs of the employees who report to you. To be effective as a manager, you might use several different leadership styles at any given time.

By taking the time to familiarize yourself with each of these types of leadership, you might recognize certain areas to improve upon or expand your own leadership style. You can also identify other ways to lead that might better serve your current goals and understand how to work with managers who follow a different style than your own. No matter their traits or skills, leaders carry out their roles in a wide variety of style some leaders are autocratic and some are participative, and others are hand off. Often the leadership style depends on the situations, including where the organization is in its life cycle

According to my data there are ten types of leadership style (www.mindtools.com). They are the following: -

- **Autocratic leadership:** - the manager makes all the decision and dominant team members, this approach generally results in passive resistance from team members and requires continual pressure and direction from the leader in order to get thing done. Generally, this approach is not a good way target to get the best performance from team. However, this style may be appropriate when urgent action is necessary or when subordinates actually prefer this style.
- **Example:** Before an operation, the surgeon carefully recounts the rules and processes of the operation room with every team member who will be helping during the surgery. She wants to ensure everyone is clear on the expectations and follows each procedure carefully and exactly so the surgery goes as smoothly as possible.

- **Bureaucratic Leadership:** -Bureaucratic leaders are similar to autocratic leaders in that they expect their team members to follow the rules and procedures precisely as written.

The bureaucratic leadership style focuses on fixed duties within a hierarchy where each employee has a set list of responsibilities, and there is little need for collaboration and creativity. This leadership style is most effective in highly regulated industries or departments, such as finance, healthcare or government.

Example: Managers at a Department of Motor Vehicles office instruct their employees to work within a specific, defined framework. They must take many steps to complete a task with strict order and rules.

- **Participative leadership:** - the managers involve the subordinate in decision making by consulting team members (while still maintaining control), which encourages employee ownership for decision. A good participative leader encourages participation and delegates wisely. But never loses sight of the fact that he / she bears the crucial responsibility of leadership. The leader values group discussions and input from team member's strong points in order to obtain the best performance from entire team.

Example: As a store manager, Jack has hired many brilliant and focused team members he trusts. When deciding on storefronts and floor design, Jack acts only as the final moderator for his team to move forward with their ideas. He is there to answer questions and present possible improvements for his team to consider

- **Laissez-faire also called free rein:** - in these hands of approach the leader encourages team members to independently and work out their problems by themselves, although he/she is available for advice and assistance.

Example: When welcoming new employees, Keisha explains that her engineers can set and maintain their own work schedules as long as they are tracking towards and hitting goals that they set together as a team. They are also free to learn about and participate in projects outside of their team they might be interested in.

- **Strategic leadership:** -The ability to influence other to voluntarily make decision that enhance the prospects for organization's long term success while maintain short term financial stability (Wikipedia). To a manager's potential to express a strategic vision for the organization or a part of organization and to motivate and persuade others to acquire the vision. It also defined as utilizing strategy in the management of employee.

- ***Function of strategic leadership style***

- I. Setting the direction
- II. Strategic decision making
- III. Capital management
- IV. Translating strategy in to action
- V. Change management
- VI. Effective communication within organization
- VII. Ensuring effort are made in right direction
- VIII. Developing strategic competencies
- IX. Framing policies and plan for effective implementation of strategic decision
- X. Developing and maintaining constructive work culture

- **Coaching Leadership:** -A coaching leader is someone who can quickly recognize their team members' strengths, weaknesses and motivations to help each individual improve. This type of leader often assists team members in setting smart goals and then provides regular feedback with challenging projects to promote growth. They're skilled in setting clear expectations and creating a positive, motivating environment.

The coach leadership style is one of the most advantageous for employers as well as the employees they manage. Unfortunately, it's often also one of the most underutilized styles—largely because it can be more time-intensive than other types of leadership.

Example: A sales manager gathers their team of account executives for a meeting to discuss leanings from the previous quarter. They start the meeting by completing an assessment together of strengths, weaknesses, opportunities and threats regarding the team's performance. The manager then recognizes specific team members for exceptional performance and goes over the goals achieved by the team. Finally, the manager closes the meeting by announcing a contest to start the next quarter, motivating the sales people to reach their goals.

- **Visionary Leadership:** - Visionary leaders have a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike.

This type of leadership is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or corporate restructuring.

Example: A teacher starts a group at work for colleagues who want to help resolve anxieties and issues students have outside of school. The goal is to help student's better focus on and succeed at school. He has developed testing methods so they can find meaningful ways to help students in a quick, efficient way.

- **Servant Leadership:** -Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to produce great work regularly. Because of their emphasis on employee satisfaction and collaboration, they tend to achieve higher levels of respect.

A servant leader is an excellent leadership style for organizations of any industry and size but is especially prevalent within nonprofits. These types of leaders are exceptionally skilled in building employee morale and helping people re-engage with their work.

Example: A product manager hosts monthly one-on-one coffee meetings with everyone that has concerns, questions or thoughts about improving or using the product. This time is meant for her to address the needs of and help those who are using the product in any capacity.

- **Pacesetter Leadership:** -The pacesetter leadership style is one of the most effective for driving fast results. These leaders are primarily focused on performance. They often set high standards and hold their team members accountable for hitting their goals.

While the pacesetter leadership style is motivational and helpful in fast-paced environments where team members need to be energized, it's not always the best option for team members who need mentorship and feedback.

Example: The leader of a weekly meeting recognized that an hour out of everyone's schedule once a week did not justify the purpose of the meeting. To increase efficiency, she changed the meeting to a 15-minute standup with only those she had updates for.

- **Transformational Leadership:** -The transformational leadership style is similar to the coach style in that it focuses on clear communication, goal-setting and employee motivation. However, instead of placing the majority of the energy into each employee's individual goals, the transformational leader is driven by a commitment to organization objectives.

Because these types of leaders spend much of their time on the big picture, this style of leading is best for teams that can handle many delegated tasks without constant supervision.

Example: Reyna is hired to lead a marketing department. The CEO asks her to set new goals and organize teams to reach those objectives. She spends the first months in her new role getting to know the company and the marketing employees. She gains a strong understanding of current trends and organizational strengths. After three months, she has set clear targets for each of the teams that report to her and asked individuals to set goals for themselves that align with those.

- **Transactional Leadership:** -A transactional leader is someone who is laser-focused on performance, similar to a pacesetter. Under this leadership style, the manager establishes predetermined incentives—usually in the form of monetary reward for success and disciplinary action for failure. Unlike the pacesetter leadership style, though, transactional leaders are also focused on mentorship, instruction and training to achieve goals and enjoy the rewards.

While this type of leader is great for organizations or teams tasked with hitting specific goals, such as sales and revenue, it's not the best leadership style for driving creativity.

Example: A bank branch manager meets with each member of the team bi-weekly to discuss ways they can meet and exceed monthly company goals to get their bonus. Each of the top 10 performers in the district receives a monetary reward.

Remember, most leaders borrow from a variety of styles to achieve various goals at different times in their career. While you may have excelled in a role using one type of leadership, another position may require a different set of habits to ensure your team is operating most effectively.

By understanding each of these leadership types, and the outcomes they're designed to achieve, you can select the right leadership style for your current situation.

3.12 Empirical Literature Review

There are different writer, author and researcher put their idea on the leadership according to their understood. Different author define leadership in different ways according to their knowledge. They wrote from early period up to today what world like and how world understands the leadership.

A leader is a person who influences a group of people towards a specific result. In this scenario, leadership is not dependent on title or formal authority. Ogbonnia (2007) defines an effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society' Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist. An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of their position. However, she or he must possess adequate personal attributes to match this authority, because authority is only potentially available to him/her. In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in a hierarchy, with commensurate authority. Leadership can be defined as one's ability to get others to willingly follow. Every organization needs leaders at every level.

The Evolutionary Science of Leadership (2011) present cases of leadership in non-human animals, from ants and bees to baboons and chimpanzees. They suggest that leadership has a long evolutionary history and that the same mechanisms underpinning leadership in humans appear in other social species, too. They also suggest that the evolutionary origins of leadership differ from those of dominance.

*In a study, Mark van Vugt and his team looked at the relation between basal testosterone and leadership versus dominance. They found that testosterone correlates with dominance but not with leadership. This was replicated in a sample of managers in which there was no relation between hierarchical position and testosterone level. Richard Wrangham and Dale Peterson, in *Demonic Males: Apes and the Origins of Human Violence* (1996), present evidence that only humans and chimpanzees, among all the animals living on Earth, share a similar tendency for a cluster of behaviours: violence, territoriality, and competition for uniting behind the one chief male of the land. This position is contentious. Many animals apart from apes are territorial, compete, exhibit violence, and have a social structure controlled by a dominant male (lions, wolves, etc.), suggesting Wrangham and Peterson's evidence is not empirical. However, we must examine other species as well, including elephants (which are matriarchal and follow an alpha female), meerkats (which are likewise matriarchal), sheep (which "follow" in some sense castrated bellwethers), and many others. Effective leadership. (Incidentally, not all scientists agree on the allegedly peaceful nature of the bonobo or with its reputation as a "hippie chimp*

The validity of the assertion that groups flourish when guided by effective leaders, according to Baumeister et al. (1988), the bystander effect (failure to respond or offer assistance) that tends to develop within groups faced with an emergency is significantly reduced in groups guided by a leader. Moreover, it has been documented that group performance, creativity, and efficiency all tend to climb in businesses with designated managers or CEOs. However, the difference leaders make is not always positive in nature. Leaders sometimes focus on fulfilling their own agendas at the expense of others, including his/her own followers. Leaders who focus on personal gain by employing stringent and manipulative leadership styles often make a difference, but usually do so through negative means. Leaders entirely control group outcomes

Cecil Rhodes (1853–1902) believed that public-spirited leadership could be nurtured by identifying young people with "moral force of character and instincts to lead", and educating them in contexts which further developed such characteristics. International networks of such leaders could help to promote international understanding and help "render war impossible". An individual can have power, expert or referent without having formal authority, however leadership is the ability to influence people to willingly follow one's guidance or adhere to one's decisions obtaining followers and influencing them in setting and achieving organization

(Bayer's, 2005).. Effective leaders help group of people to define their goals and find ways to achieve them (Devries and Toulouse's, 2002).

Most of the recent workforce and engagement reports from Poll G. (2013), Aon Hewitt (2013) have highlighted the role of effective leadership in building employee engagement and leaders of best employers play a massive role in employee engagement. Some researchers have suggested that leadership is one of the single biggest factors affecting employee perceptions in the workplace and workforce engagement (May, Gibson and Harter, 2004;

Macey and Schneider, 2008; Walumbwa, 2008; Xu and Thomas, 2011). Over the last many years, many intellectuals have explored the leadership styles and their linkage with employee engagement. According to Zhang (2010) there is negative relation between transactional leadership style and employee engagement, whereas positive relation between transformational leadership style and employee engagement.

Xu and Thomas (2011) investigated the evidence for a link between leadership behaviors and employee engagement. Their analysis showed that 'supports team' behavior of the leaders was the strongest predictor of engagement and that the three leadership factors overlapped in their relationships with engagement. In addition to that Hayati, Charkhabi and Naami (2014) in their study confirmed significant effect of transformational leadership style on employee engagement among hospital nurses.

Generally, a positive and significant effect of leadership styles on employee engagement was concluded with researches conducted by Welbourne (2007), May, Gilson, and Harter (2004) and Hockey and Ley (2010). The study conducted by Harris, (2007) concluded that there is positive and significant effect on employee engagement by leadership styles. A study conducted on different industries in South Africa by Zhu, Avolio and Walumbwa (2009) concluded by confirming existence of positive and significant relation between transformational leadership and employee engagement.

However, more importantly, these researchers propose that leadership has a positive effect on employee engagement particularly, when employees are intellectually stimulated to be creative and innovative thinkers.

Harter, Schmidt, and Hayes, (2002) investigated the relationship between leadership style and employee engagement in Geothermal Development Company (GDC) and found that there is a direct relationship exists between leadership styles and employee engagement.

Podsakoff, MacKenzie, Moorman and Fetter (1995), investigated the impact of leadership style on employee engagement in the Platinum Mining Sector in South Africa and demonstrated that leadership has a great impact on engagement of employees. Berhanu K. (2019) in her research in banking industry in case of Commercial Bank of Ethiopia generalized that leadership styles have significant impact on employee engagement. Khan, Long and Iqbal (2014) reviewed the positive impact of leadership competence on project success based on the data collected from the published articles from well-known databases. Their study was aimed to explore how leadership competence is important for the project success. They concluded that project leadership competences are similar to competences of leadership in general management. Santana, Marzagao and Carvalho (2016) studied the behavioral competences of Six Sigma project leaders and related those competences with projects performance.

Herman H.M. Tse, Warren C.K Chiu (2011) conducted a study among transformational leadership and job performance: a society identity perspective, underlying process through which transformational leadership influences creative behavior an organizational citizenship Behaviors. The model is tested with data from a sample of 250 front-line employees and their immediate managers working in five banks in the people's republic of china. Researchers found that result suggest that group-focused transformational leadership affects OCBI and OCBG through the mediating role of group identification rather than through individual differentiation. Furthermore, individual-focused transformational leadership determines followers' creative behavior through mediating effect of individual differentiation, rather than through group identification

Summary

Leadership is the process of leading, motivating and influencing other to achieve their goal. 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 throughout the organization just only in the executive site. Leader play crucial role on the organization performance.

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

According to Lussen there are five types of leadership skill; they are cultural flexibility, communication skill, HRD, creativity and self-management of learning. The characteristic of effective leaderships is; Thinking critically, solve problem and respect individual the effective leader changes its team. Leadership style is way that show direction to leader what types leader is style is available for a given team. There ten types of leadership style; these are:-autocratic, bureaucratic, participative, strategic, servant, coaching, pacesetter, visionary, transformational, and transactional leadership.

CHAPTER FOUR

4.1. THE RESEARCHER'S OUTLOOK

Based on the literature review, leadership was the most influential factor for the successfulness of organization. Leadership play crucial role in the change and development the organization in better position. Effective leadership in an organization create long term interest's parties involved in the organization develop strategy for moving towards that vision enlists the support of employees to produce the movement and motivated employees to implement the strategy. Leadership requires innovative skill and progressive to change rather than conservative approach. Effective leader are proactive and retroactive to lead his followers and to run his business or organization to put in front of his competitor. To be successful leader select different types of leadership style on one organization because there were varies skilled employee in the organization he lead.

Leadership is important for the functions of organization management which help to maximize efficiently and effectively to achieve organizational goals. Leaders use influence to motivate followers and arrange the work environment so that they do the job more effectively. They exist throughout the organization just only in the executive site. Leader play crucial role on the organization performance. Effective leader are an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society. Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist. 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.

Leadership has a positive effect on employee engagement particularly, when employees are intellectually stimulated to be creative and innovative thinkers. Effective leadership built employee engagement and leaders of best employers play a massive role in employee engagement. The functional relationship between leaders and followers may remain but acceptable (perhaps euphemistic) terminology has changed. The main reason for employ's failure is poor leadership. Leaders must have the skills not only to manage but also to recognize and celebrate the value of diversity in their organization. Effective leaders must be able to communicate in written form, orally and none verbally. Leaders are communicators. Leaders

must possess the skills not only be creating themselves but also provides a climate that encourage creativity and assist their people to be creative

The study concluded that to be effective successful leader; you should be select type's leadership style according to situation. You should make this your organization may be take competitive advantage from your competitors and you may lead your organization in right direction and in right condition. It also make suitable for employees of the organization.

REFERENCE

Angelo k and Robert (2003) organization behavior key concepts, skills and best practice 2nd edition burr ridge grow hill com

Bryman, A., (1996).Leadership in Organizations

Burn B.m (1998) transformational leadership 3rd edition Lawrence Erlbaum.

Conger J.A (may1992) reflection on leadership and spirit conference on leadership and spirit, bastion.

Cecil Rhodes (1853–1902) public-spirited leadership

Grint k (2004) what is leadership from Hagar a to hybrid.

Harter, Schmidt, and Hayes, (2002) the relationship between leadership style and employee engagement

Khan, Long and Iqbal (2014) reviewed the positive impact of leadership competence on project success

Kocheler, (2002), research methodology and techniques.

Leslie. W and Byars (2005) management skill and application 11th edition new yourk mc grow hill com.

Lussier (2005) humSan relation in organization 6th edition mc grow hill com. Leadership theory and practice 3rd edition.

Miller decries Toulouses (2002) organization behavior 3rd edition mc grow hill com. Macey and Schneider, 2008; Walumbwa, 2008; Xu and Thomas, 2011 intelectual movement on leadership

Podsakoff, MacKenzie, Moorman and Fetter (1995), the impact of leadership style on employee engagement

Steven L (2005) o Bolden, R (2004) what is leadership? Leadership south west research report

Dianek and Ruth M (2007) essential nursing leadership and management 4th edition Philadelphia
F.A devil com.

F.luthans (2005) organization behavior 10th edition mc grow hill grwin com.

Invancevich (2005) organizational behavior and management 7th edition MC grow hill com

Mark van Vugt the Evolutionary Science of Leadership (2011)

Northouse P.G (2004) leadership? Theory and practice 3rd edition.

Sansom.G (1998) leadership style UTS center local gov.t

Steven L. (2005) organization behavior 3rd edition MC grow hill com.

Welbourne (2007), May, Gilson, and Harter (2004) and Hockey, Ley (2010) and Harris, (2007)
significant effect on employee engagement by leadership styles