

# The Impact of Leadership Style on Employee Performance: The Case of EPUC

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**Abstract:** *The main purpose of this study was to assess the relationship between leadership style practices and employee performance. The study was reviewed different concepts and theories that are related to the topic. The researcher was used descriptive research design to describe the effects of leadership style on employee performance and also was used both primary and secondary data type and sources. The data for the research was collected through questionnaire. Open ended and close ended questionnaire was prepared and distributed to the respondents for more detailed information from the total of 140 employees' 58 of them was selected as sample through simple random sampling design and 58 questionnaires was distributed to them. Out of fifty eight (58) questionnaires forty five (45) questionnaires were returned. After the necessary data for the study was collected, the processing and analysis of the data was done. The questionnaire was manually sorted out by editing, classifying so that they will be suitable for further analysis. In this study descriptive analysis was used because its simplicity and clarity to draw inferences. The collected data was processed and analyzed by using pie-charts, graphs, tables and percentage computations. The analyzed data was organized in tables using percentage to put or to present some part of the data. After the data was processed and analyzed the researcher was interpreted in detail explanation. The outcomes of the study revealed that the practice of participative leadership style has significant and positive relationship with employee's performance. And the study explained that the increased use of encouragement allows leaders to achieve improved employee performance and thus facilitate participation in internal consultancy.*

**Keywords:** leadership, practice, employee, performance

## INTRODUCTION

### 1.1 Background of the Study

Management is central profession and success-factor in today's competitive world, never before so many people on all organization levels had to carry out management tasks this trend is set to increase significantly in the near future, however the basic forms of management and organization exist since the beginning of management of the organized human activities for a common goal Richard, (1995).

Leadership is one of the most pressing issue and one of the least understood concepts in the corporate world. The history of leadership encompasses through several parading shifts and voluminous body of knowledge. As a universal activity leadership is fundamental for effective organizational and social functioning. The very natural of leadership is its influencing process and its resultant outcomes. Such process is determined by the leaders and followers characteristics disposition behavioral perception, attributions and the on text where in the process of influencing occurs. The moral purpose of leadership is to create an empowered follower that leads to moral outcomes that are achieved through moral means Hersey & Blanchard, 1984 cited in Temesgen (2011).

Leadership bears the responsibility of inspiring people and producing meaningful changes in the organization good leadership. Leadership entails the ability to articulate a vision align the people talents and efforts of the company's direction and keeping them focused on set vision by motivating and persuading them Richard, (1995).

The objectives of the organization is to create people with knowledge, attitude and skill, to make research and investigation, to produce skilled and competent graduates and to conduct problem solving research results. Hence this study will be conducted for assessing the performance of employee by having studying the impact of leadership style on employee performance.

### 1.3 Statement of the Problem

In business, leadership is welded to performance, effective, leaders increase their company's bottom lines leadership is also the art of motivating a group of people to act towards achieving a common goal, a good leader is the one who has made a lasting impact on people who is not commanding, where a bad leader is a person in leadership that lacks the necessary skill, ability and overall quantities to effectively. Nowadays every organization has its own objectives, one of the activities that are influencing people to

corporate toward some goals is good leadership, most organizations have problems such as lack of transparency, poor performance, etc.

Therefore, the researcher would be try to investigate the type of leadership style which is a powerful tool for employees' performance. For academic institutions, it is very essential to understand the different leadership styles and their effects. It is also necessary to emphasize that leaders might be capable of understanding employees' expectations and increase their commitment. Generally the impact of leadership style determines the overall organizational progressive performance. Due to these facts the following issues have addressed in this study

#### **1.4 Basic Questions**

The researcher was tried to investigate the following questions:

- ✓ What are the outcomes if there is an effective leadership style?
- ✓ What are the uses of leadership in the organization?
- ✓ What are the problems related to leadership style that affect employee performance?

#### **1.5 Objective of the Study**

##### **1.5.1 General Objective**

- ✓ The general objective of this study was to assess the relationship between leadership style practices and employees' performance in case of EPUC.

##### **1.5.2 Specific Objectives**

The specific objectives of this study are:

- ✓ To identify the significance of leadership styles in the employee performance.
- ✓ To identify the importance of leadership within the organization
- ✓ To identify the solutions of the problems related the leadership style

#### **1.6 Significance of the Study**

Leadership is an important function of management which helps to maximize efficiency of managements and achieve organizational goals. Thus, the study will be helpful in knowing the influence of the leader in organization and will explore the ways to find out how can employees work together and improve leadership structure of the organization, the study is cornerstone for other researchers, the researcher will be beneficiary on getting knowledge, experience and advantage on conducting the different data about this study and have some knowledge about impacts of leadership on employee performance for any business.

#### **1.7 The Scope of the Study**

The scope of this study was delimited to EPUC. For the purpose of the study the researcher focused on the major effect of leadership style on employees' performance in the study area.

#### **1.8 Limitation of the Study**

While conducting this study the limitations that the researcher was faced are the following:- Lack of cooperation and interest of employees in responding to questionnaire and filling it carefully and Shortage of time for gathering all necessary data from the organization.

#### **1.9 Organization of the Study**

This research is organized in to five chapters; the first chapter covers the introduction part which includes the background, statement of the problem, objectives, significance of the study, scope and limitation. The second chapter consists of the review of the literature. Methodology is describe in the third chapter, which includes research design and strategy, data source and type, sampling procedures, data collection tools and method of data analysis. The fourth Chapter deals with the results and discussions. The final chapter covers conclusion and recommendations.

## REVIEW OF RELATED LITERAT

### 2.1 Definition of Leadership

Leadership is a social relation between two or more people in which the leader influences the social knowledge goal acceptance and actions of follower leaders affect that the followers do (Field Report; J. 1995,374) Leadership is the process of influencing people and providing an environment for them to achieve and organizational objectives (Mc Shane,2000,432). 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 position at the right time can do wonders. If you are working in a business environment you would certainly be knowing about the behaviors of the leaders who are generally your managers, Every leadership style has its own way of behavior and methods for getting work done, some styles may be preferred by subordinates (Mc Shane 1949).

Leadership occurs when one person induces others toward some predetermined objectives, is also the ability of a superior to influence the behavior of a subordinate or group and persuade than to follow a particular course of action (Chester Bernard, 1975).

Leadership is act of influencing and directing people in such a way that will win their obedience, confidence respect and loyal cooperation in achieving common objectives (Chester Bernard), Leadership is the art of motivating a group of people to act towards achieving a common goal, In business; leadership is welded to performance, effective leaders are those who increase their company's bottom lines.

Leadership is a winning combination of personal traits and the ability to think and act as leader, a person who directs the activities of others for the good of all. Anyone can be a leader even if the only person they are leading in themselves. (Debra L. Nelson and James Campbell, quick 435).

### 2.2 TYPES OF LEADERSHIP

In commercial world, leadership is the most important action that has to be considered if you want to get the works done collectively A right man commanding the right position at the right time. Can do wonders, If you are working in a business environment you would certainly be knowing about the behaviors of the leaders who are generally your managers, Every leadership style has its own way of behaviors and methods of getting the work done.

Some styles may be preferred by subordinates where other might be considered in appropriate by others, It is believed that generally there are three primary forms of leadership namely participative, Laissez faire and autocratic. However, there are many types of business leadership styles which have come up today due to change in managerial methods at the work place (Hellieregell, 1988).

**i. Participatory leadership-** this is A style of leadership in which the leader permits subordinates to take part in decision making and also permits them a considerable degree of autonomy in completing work activities, the participative leader puts himself as a member of the team and discuss possible decisions with the team He seeks consensus before coming to a decision and everyone is supposed to take ownership in the final decision, participative leadership involves sharing information, power and influence between managers and subordinates, when the task is clear and subordinates egos are involved in the work, participative leadership will likely contribute to satisfaction and performance only for highly independent subordinates ambiguous, ego-involving tasks, participative leadership will have positive effects on performance and job satisfaction regardless of a subordinates needs for self-esteem or achievement this type of leadership can induce employees to strive for high standards and build confidence in meeting challenging goals, especially among individuals who are working on unstructured tasks, this holds true regardless of a subordinate's needs for self-esteem or impendence.

**ii. Autocratic leadership-** It has been shown that this leadership style are likely to become dictators, also under the Autocratic leadership style all decision making powers are centralized to the leader they do not entertain any through from them, Autocratic leadership provides strong motivation to the leader and this is shown to be true as it has been successful in the past. It is effective as it permits quick decision making as only the one person need to decide for the whole group and this individual keeps decisions to themselves until they feel the rest of the group need to know what they are. Autocratic leader do not trust anyone and generally more task Oriented, they expect their task to be done and they do not consider their followers feelings in their decision- making.

**iii. Laissez faire Leadership-** this type associated with leaders. That don't lead at all failing in supervising team members, resulting in lack of control and higher costs, bad service or failure to meet deadlines this style is unengaged in leadership and simply lets people do their own thing with the leader exerting few controls Free rain leaders allows. Maximum freedoms to

subordinates, by leaving the group entirely to itself and does not lead them every step of the way but rather motivates them by trusting the individuals to do things themselves. Subordinates are given a freehand in deciding their own policies and methods, laissez faire or free rain-leadership is considered better than the Authoritarian style but not as effective as the democratic style (Lewin,K., Lipitt,R., and white, RK, 1939).

**iv. Charismatic leadership-** charismatic leader leads by infusing energy and eagerness in totheir team members. This leader has to be committed to the organization for the long run, if the success of the division or project is attributed to the leader and not the team. Charismatic leaders may become a risk for the company by deciding to resign for advanced opportunities it bakes the company time and hard work to gain the employees confidence back with other type of leadership after they have committed themselves to the magnetism of a charismatic leader. Charismatic leadership has a dependency more on the actual force of the leader is personality as to appeal of the leader's vision, charismatic leaders have the ability put all their trust in other are able to take personal risks and are sensitive to other peoples' needs, they also have the ability to make individuals overcome .Lack of personal belief and do more than what is. Normally expected performance, charismatic leaders have a natural ability to attack people and inspire commitment to their cause (Weber, 1905).

**v. Bureaucratic leadership-** is very structured and follows the procedures as they have been established, this type of leadership has no space to explore new ways to solve problems and is usually slow paced to ensure adherence to the leaders stated by the company. Leaders ensure that all the steps have been followed prior to sending it to the next level of Authority universities, Hospitals, bank and government. Usually require this type of leader in their organizations to ensure quality increase security and decrease corruption leaders that try to speed up the process will experience frustration and anxiety (Weber, 1905).

**vi. People-oriented leadership** - is one that in order to comply with effectiveness and efficiency, supports, train and develops his personal increasing job satisfaction and genuine interest to do a good job people-Oriented leadership is the one that in order to comply with effectiveness.

**vii. Servant leadership-**facilitates goal accomplishment by giving its team member what they need in order to be productive this leader is an instrument. Employees' used to reach the goal rather than a commanding voice that moves to change this leadership style in a manner. Similar to democratic leadership tends to achieve the results in a slower time frame than other styles although employee engagement is higher, this style based on a term coined by Report Green Leaf in the 1970s this refers to anyone who leads by meeting the needs of others or of his or her team, this leadership style is based on strong values and personal integrity, it's quick without fanfare.

**viii. Transformational leadership-** transformational leaders who provide individualized consideration and intellectual stimulation and who possess, there are transformational leaders like Leslie Wexner of the limited retail chain and jack Welch at general electric they pay attention to the concerns and developments needs of individual followers; they change followers awareness of issues. By helping them to look at old problems in new ways and they are able to excite, arouse and inspire followers to put out extra efforts to achieve group goals, transformation motives its team to be effective and efficient communication is base for goal achievement focusing the group in the final desired outcome or goal attainment, this leader is highly visible and uses chain of command to get the job done, transformational leaders focus on the big picture, needing to be surrounded by people who take care of the details. The leader is always looking for ideas that move the organization to reach the company's vision (Stephen P. Robbins, 1993).

**ix. The Environment leader-**is one of who nurtures group or organizational environment to affect the emotional and psychological perception of an individual's place in that group or organization An understanding the application of group psychology and dynamics is essential for this style to be effective, the leaders at all levels, this leadership style relies on creating an education matrix where groups interactively learn the fundamental psychology of group dynamics and culture from each other, the leader uses this psychology and complementary language, to influence direction through the members of the inspired group to do what is required for the for benefit of all leadership associated with positions of Authority (Cermazzi, 2005).

**x. Transactional leadership-** transactional leaders practice what you would call management by exception and contingent reward, they set performance standards and do performance reviews to their followers transactional leadership is the traditional management function of leading transactional leaders in essence do what managers do they classify the role of employees, initiate structures and reward or punish individuals for the teams' performance, one individual is given the opportunity to lead the group and the group agrees to follow his lead in order to accomplish a pre-determined goal in exchange for same thing worthwhile the leader is given the power to evaluate correct and train the employees when productivity is not at the appropriate level and they are able to reward effectiveness and efficiency when the outcome expected is reached. Transaction leader is given power to perform certain tasks and reward or punish for the team's performance, it gives the opportunity to the manager to lead the group and group agrees to follow his lead to accomplish a predetermined goal in exchange for something use, power is given to the leader to

evaluate correct and train subordinates when productivity is not up to the desired level and reward effectiveness when expected outcome is reached (Stephen P. Robbins, 1993).

**xi. Task-Oriented Leader-** it focuses on the job and concentrates. On the specific tasks assigned to each employee to reach goal accomplishment this leadership style suffers the same motivation issues as autocratic leadership, showing no involvement the teams needs, it requires, close supervision and control to achieve expected results, Another name for this is dealmaker and linked to first phase in managing change enhance, according to the organize with chaos approach (Rowley and Roevens, 1999).

**xii. Democratic leadership-** A democratic leader listen to teams ideas and studies them but will take or make the final decision team players contribute to the final decision thus increasing employee satisfaction and ownership, feeling their input was considered when the final decision was taken, when changes arise this type of leadership. Helps the team assimilate the changes better and more rapidly than other styles, knowing they were consulted and contributed to the decision making process. Minimizing resistance and intolerance a shortcoming of this leadership style is that it has difficulty when decisions are needed in a short period of time or at the moment. Democratic or participative (sometimes called authoritative) this is the style that includes participation and greater equality between leader as and followers. A democratic leadership style is in the opposite spectrum of the Autocratic leadership style also known the participative, leadership style these type of leaders are generally more people oriented and the feelings and through of their followers matter to them (Lewin, Lippit and white, 1939).

### 2.3 THE IMPORTANCE OF LEADERSHIP

The importance of leadership is a key ingredient to successful business so understanding the importance is the key in your business success leadership has so much influence in our lives because so often it determines whether we enjoy a particular experience, years of personal experience as a career military officer showed me that the army leadership manual the important of leadership best: a leader is anyone who inspires and influences people to accomplish organizational goals they motivate others to pursue actions, focus thinking and shape decisions for the greater (Mc Shane, 246).

There is no such thing as a natural born leader which is why leadership development is so important every one can have the fundamental requirements necessary for the leadership role. It's how they develop them that matters.

Leadership development is defined as an effort to enhance a learner's ability to lead an Endeavour to hard work focused on developing the leadership ability and attitudes the individuals setting at the top of the chain of command, successful leadership development requires a lot more ability to give orders, it also requires diplomacy top of the line people skills a certain level of trustless and an understanding of how much space there is and there isn't between the executive suite and mailroom, a good leader doesn't just lead he or she leads by example.

Leadership development within accompany should be addressed at both the individual and group level, individual leadership. Development can be undertaken in both hands on and a classroom environment and which method your organization chooses is entirely up to you through various. Exercises the individual learns to identify their strength and weaknesses using both the shape and meld their successful leadership style, individual leadership development is very important is very important for individuals first entering the field and those who are having difficult time taking up the reins of command, Group leadership development is absolutely vital in any company regardless of industry: because it teaches an executive team how to look think and act like a team, for business to run smoothly it's essential that the executive team to be able to operate a well oiled wheel cognizant of each others' patterns-, strength, weaknesses and goals and able to work together and tossed in to the ring is going to fail almost instantly it takes time and practice, and leadership development offers the opportunity for both (Mc Shane, 456).

The following points justify the importance of leadership in a concern:

- i. Initiates action-** leader is person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- ii. Motivation-** A leader proves to be playing an incentive role in the concern's working; he motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
- iii. Providing guidance-** A leader has to not only supervise but also play guiding role for the subordinates, Guidance here means instructing the subordinates the way they have to perform this work effectively and efficiency.
- iv. Creating confidence-** confidence is the important factor which can be achieved through expressing the work efforts to the subordinates explaining them clearly the role and giving them guidelines to achieve the goals effectively.



**v. Building Morale-** Morale denotes willing cooperation of the employees to ward their work and getting them in to confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.

**vi. Builds work Environment-** helps in sound and stable growth therefore, human relations should kept in to mind by a leader he should have personal contracts with employees and should listen to their problems and solve them, he should treat employees on humanitarian terms,(Management study).

**vii. Co-ordination-**coordination can be achieved through reconciling personal interests with organizational goals, this synchronization can be achieved through proper and effective coordination which should be primary motivate of a leaders.

## **2.4 Factor to be considered for having good leadership**

**i. Self-understanding**– a strong leader is honest with time self and understands his limitation by being able to gauge his own strengths and weaknesses. A good leader can better delegate responsibility of those around him (Richard. G, 1995, 420). Self-understanding is the essential first step in interpersonal skill development, it is easy to act ourselves lead from minister image. But Christ toughs us to lead from our heart, searching your heart, knowing who you are and what mission is, is the only way to communicate with honesty. Self –disclosure and purpose, this course will guide you through a self-assessment of your leadership styles. And priorities and will demonstrate the importance of self-knowledge in leadership and interpersonal relations.

**ii. Communication-** being a good leader in business means understanding. How and when to communicate important information developing excellent communication skills is absolutely essential to effective leadership, the leader must able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others, if a leader cannot get a message across clearly and motivate others to act on it, then having a message doesn't even matter (Gilbert Amelio). Leaders who make it a practice to draw out the thoughts and idea of their subordinates and who are receptive even to bad new will be properly informed, communicate down ward to subordinates with at least the same care and attention as you communicate upward to superiors (L.B. Belker). Leadership is a broad concept, which you use your skills to inspire people around you are hoping, to win their trust and respect leadership differs from management skills including the former management skills as well as arrange of other properties when we talk about good leadership qualities, we honesty, encourage, honesty and determination as a basic of human traits, mentions all to which tens' to make the characteristics of a good leader (James Homes).

**iii. Respects-** business leader needs to give and gain respect from, multiple groups of people the leader must shoe respect to those who work for him, the way to get respect is to develop the traits in yourself that you admire in others, with respect you can get others to follow you, getting people to follow you willingly is a key point to leadership, people want to be part of something special. If people admire you, they will think that have something special to offer and will be much more willing to lend a hand, once you get a following you can then use of people to achieve the goals of the organization great leaders will inspire respect in others be a great example, Respect is earned, it is not given freely, this. Statement has been the reason that so many people hold back respect, the truth , is that it is important to sow respect whether the person deserves it or not. A lot of employees are not on the same level as their boss, the employees of feel inferior and wonder flow they are valued, a great leader can come in and shoe people respect and admiration for their work. If the leader is genuine, the employee will feel much more willingness to work hard, the reason is that by being respected and valued employees feel happy to do. More than is expected and that is a key component to success for any organization. Sometimes, leaders and managers make the mistake of finding fault with employees', the result is that the employees' start looking for a new job; people want to be an optimistic environment where they feel valued.

**iv. Experience-**A leader known how to react in various business situations because of he or she has been there before experience is essential to the development of a good business leader and it is even more valuable when. It is practical experience derived from real life situations, by contrast, organizations that see the learning potential in experience. Strive to equip. aspiring leaders to mine their experience continuously and intensively for insight what it takes to cultivate leadership in others (peers and superiors as well as subordinates) these organizations commit themselves to providing robust resources and durable processes faces of preparing, deploy and renew of learning from experience no matter how good its current leadership is, and organization must also have pipeline future leaders in place if it as priors to sustained high performance can go about creating depth of leadership talent motivating employee. Employees are the key to the success of any organization they are also known as back bone of the business enterprise, if employee are effective and efficient, half the job of the company is done so it is very important for the organizations to have able work force the productivity of the employee is very determined by this motivation level and employee can be motivated by number of factors including high wages, work place environment, competition, supporting management, new challenges, responsibilities, scope of growth etc. and subsequently work up on them, if staff members are motivated enough it results in to increased employee productivity which in turn will improve company's overall status and profits, organization do realize this is important factor. That's why we find great many motivational activities initiated by them while rewarding employee, some of the key elements that are taken

in to account are day to day performance, enthusiasm, punctuality willingness to accomplish a task, ability to innovate and ideate and overall fulfillment of goals.

**v. Confidence:** When a business leader makes a decision it affects everyone in the company. A leader who expresses confidence in this decision can inspire confidence in those around him as well. Leaders, seem to have a confidence about them that inspire others to be confident in their leadership, self-confidence, comes from having sense of self understanding, healthy self-confidence means that a person knows where he excels and also known his limitation, to nature these traits of self acceptance and self-confidence, parents should celebrate the areas in which a child is strong and encourage him to take on leadership roles in those areas, taking on teaching or a responsible role in an activity that is a strength can encourage self-confidence and leadership initiative some studies also show that having a strong and encouraging adult role is key to building self-confidence.

## 2.5 List of good leadership qualities

When it comes to leadership a series of characteristic symptoms tend to stand out in a crowd person. As a leader a person is expected to motivate, inspire and lead people and to all the good leadership skills needed below.

- i. His character is simple:** -it is still the most important quality of a good leader should have, leaders on a person who is seen by followers as a stimulus in such scenarios will affect the lost thing one would like to establish as a leader. More importantly attained persons leadership qualities are bound to inquire by all.
- ii. He should posses good communication skills:** gold communication skills have good leadership qualities comes next in the list, one to the fact that communication such as listening and writing does not include a note' has to read on effective communication skills.
- iii. He is visionary:** should then list the qualities of another feature of effective leadership-the vision of the leader helps to make it bigger future fear, leader without vision is better than a disabled commander, leaders' vision of people working under him or behind him in the foresightedness grow people.
- iv. Capacity building officer:** for the best decision to travel to the top, a leader and followers from this team should have several important decisions. At this point in time, their decision making and analytical skills will be tested as a whole will decide the fate of the team takes.
- v. He could be a team player:** he is a team working under a leader and the teams' success as a whole depend on the relation between its members including leader should. A leader to complete the work as a single entity should have the ability to motivate the team the leader's responsibility to create team spirit in his team.
- vi. He is responsible:** the success and failure are part of the life want, as a leader the one that should be ready to take responsibility success during spotlight hogging and the other member of team failures, blaming bad thing a politician possibly can (Mark Twain).
- vii. He has a good sense of humor:-** in addition to various leader ship qualities, this one to protect you, as can people working under you need some embarrassing moments, nothing but-a joke all the time as much as can help reduce stress, after all, laughter, as they say is the best medicine (Andy Stanly).
- viii. For Leader, positive attitude is a must:** the past, but one of the most important quality of leadership is the ability to think positively, an optimistic leader is leading his team to success with case, However the fair that three is s difference between optimism and over optimism is a thin line and can create more harm than the pessimism has taken note of read more about virtues of a leader (James Homes).

## 2.6 Problems related to leadership

Some of the common problems that related to leadership are as follows:

- i. It is not clear exactly what behavior are indicative of leadership**
- ii. Leader in organizational may have only small affects on organizational performance** because there are selected from individuals very similar to each other because there are many situational constraints on their actions and because organizational performance is affected by many factors that are not side the leader strip control.
- iii. Organizational members can promoted to leadership positions not based on their performance or ability but on relevant factors such as social status** (Richard H.G,1995,372)

iv. Many problems occur because of people failing to communicate effectively-faulty communication cause problems in organizations and can cause a good plan to fail.

v. Less motivation for employees such as, not enough of monetary growth, little or no appreciation, less work or too over loaded, late working hours, groupies and sometimes even ragging which cause the employee de-motivated and feel like quitting or reduce productivity the organization (Boston Harvard).

## 2.7 Organizational Decision Making

Traditionally, theorists have looked at decision making as the multiple process through a problem is identifies, solution objectives are defined a pre decision is made (i.e. decisions about how to make a decision), alternatives are generated and evaluated, and an alternatives is chosen, implemented and then followed up. A contemporary alternative approach recognize that decisions are made in an automatic, intuitive fashion, specially, image theory claims that people will adopt a course of action that best fits their individual principles, current goals and plans for the future.

The decisions made in organization can be characterized as being either programmed, routine decisions made according to pre-existing guidelines or non programmed decisions required novel and creative solutions, decisions also differ with respect to the amount of risk involved, ranging from those in which the decision outcomes are relatively certain to those in which the outcomes are highly uncertain, uncertain situations are expressed as statements of probability based on either objective or subjective (Jerad Greeniserg,1995,37).

## TYPES OF DECISION MAKING FOR THE LEADER

A leader gives direction to people to follow. He is responsible for ensuring that his decision provides the right direction to the organization. Be it in a business or in other organizations, decision making is an important component of leadership skills'. The different types of decision making that a leader typically encounters are:

**i. Authoritative:** In authoritative type of decision making the leader is the sole decision maker which subordinates follow. The leader has all the information and expertise required to make a quick decision. It is important that the leader is a good decision maker as it is he who has to own up to the consequences of his decision. Though effective, in case the leader is an experienced individual, it can harm the organization if the leader insists on an authoritative type of decision making even when there is expertise available within the team.

**ii. Facilitative:** In facilitative type of decision making, both the leader and his subordinates work together to arrive at a decision. The subordinates should have the expertise as well as access to the information required to make decisions. Such an approach could be useful when the risk of wrong decision is very low. It is also a great way of involving and encouraging subordinates in the working of the organization.

**iii. Consultative:** As the name suggests, consultative decisions are made in consultation with the subordinates. However, the fact remains that unlike in the facilitative decision making style, in consultative decision making it is the leader who holds the decision making power. A wise leader tends to consult his subordinates when he thinks that they have valuable expertise on the situation at hand.

**IV. Declaratives:** As per the term, the leader passes on the responsibility of making decisions to one or more of his subordinates. This type of decision making is usually adopted by the leader when he is confident of the capabilities of his subordinates. Lives, we have to resort to different types of decision making.

A. It would have been so good had there been a universal model for decision making. However, due to the dynamic nature of conditions, be it our work place or our personal lives, we have to resort to different types of decision making (Baston Harvard).



## RESEARCH METHODOLOGY

This section provides an overview of the study's research approach which lays within the methods strategies. This study was intended to be carrying out at Akesta preparatory school in Akesta town. The section focuses on the following sub-sections: Research design, types and sources of data, methods of sampling technique, methods of data collection, data processing & analysis & data presentation & interpretation.

### 3.1 Research Design

In this research the researcher was used descriptive research design in order to describe the relationship between leadership style practices with employee performance. The major purpose of descriptive research is description of the state of affairs as it exists at present. Descriptive (concerned with determining the frequency with which an event occurs or relationship between variables) (Ranjit Kumar, 2011).

### 3.2 Types and Sources of Data

The necessary data was gathered from primary sources such as employees, managers, etc, and also it was also gathered from secondary sources such as documents, references, books and internet. The primary data was gathered from filled questionnaire. The questionnaire consists of open-ended questions and closed ended questions because the researcher believed that it gives data in greater details & to get data more flexible. And the secondary data was collected from references, books, documents and internet that are related with leadership style and employees' performance.

### 3.3 Methods of Data Collection

In this study to collect the necessary data the researcher was used both primary and secondary data collection methods. Among the primary data collection method questionnaire was used to collect information from sample employees, open ended and closed ended questionnaire was prepared and distributed to the respondents for more detailed information. The reason that the researcher used the questionnaire is, it is important to increase the likely hood of obtaining accurate information from the employees. Secondary data was obtained directly from written documents, books, references and internet .Unclear answers were dropped out.

### 3.4 Sampling Technique and Sample Size

To select the intended number of sample of respondents from the administrative employees', simple random sampling technique was adopted. The reason behind choosing simple random sampling technique was that the simple random sampling is a sampling technique, in which the subjects of the population get an equal opportunity to be selected as a representative sample. (Zikmund et al., 2010; Sekaran & Bougie, 2010).Therefore according to the human resource data (2011 E.C), there are **140** administrative staff employees.

Hence, the sample size is computed using the following formula (Yamane Taro, 1967): This formula used to calculate the sample size taking into account 90% confidence level, 10% precision level and total population size.

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

Where: n = size of sample

e = maximum tolerable sampling error=10%, N= population size

Consequently, the ultimate figure is computed as:

$$n = \frac{140}{1 + 140(0.1^2)}$$

n= 58.33 subjects which is rounded becomes 58.

Thus, the researcher was selected 89employees' as a sample to represent the whole population.

### 3.5 Methods of Data Analysis

After the necessary data for the study was collected, the processing and analysis of the data was done. The questionnaire was manually sorted out by editing, classifying and collected so that they will suitable for further analysis. Editing is the processes of the examination of the collected data in order to sure possible problems are resolve. After processing and classifying the data which are the base for the study the analysis was made. The analyzed data was organized in tables using percentage to put or to present some part of the data. The data collected was processed and analyzed by using pie-charts, bar charts, tables and percentage computations. In this study descriptive analysis was because its simplicity and clarity to draw inferences.

## 4. DATA ANALYSIS AND INTERPRETATION

The general analysis of the study was carried out on the assessment of leadership style practice and its relationship to employees' performance in Akesta preparatory school, the analysis was based on primary data which were collected through questionnaire and secondary data which were collected from written documents. Out of fifty eight (58) questionnaires forty five (45) questionnaires were returned, which is 77.6% of the sample and it is believed to be adequate.

The questionnaires were dispersed to 58 members of staff in the organization which contribute 41.4 % of the total administrative staff in the organization.

### 4.1 Characteristics of the respondents

#### 4.1.1 Sex distribution of respondents

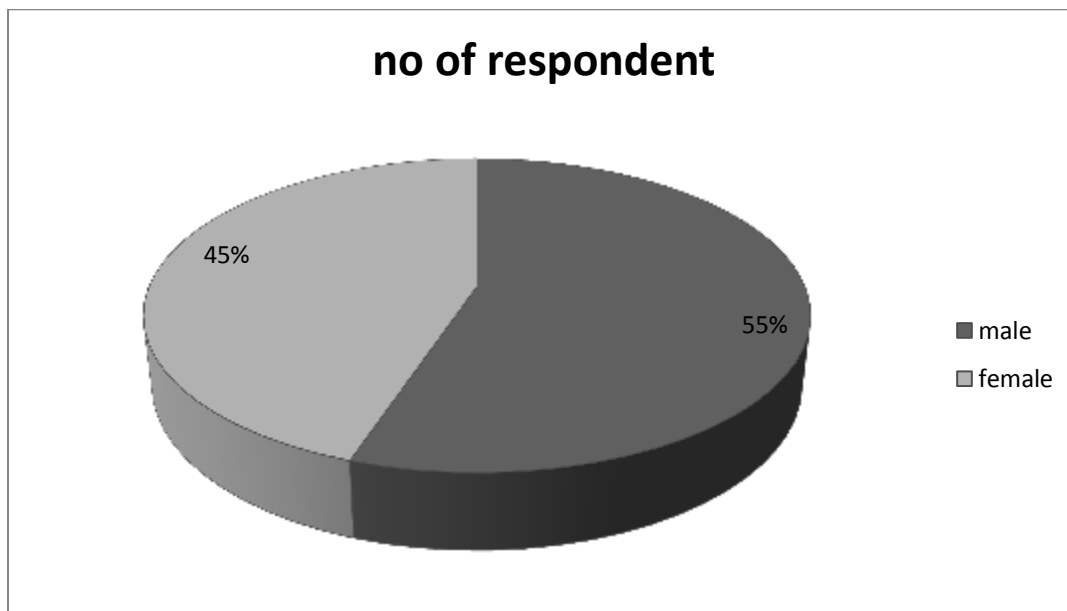
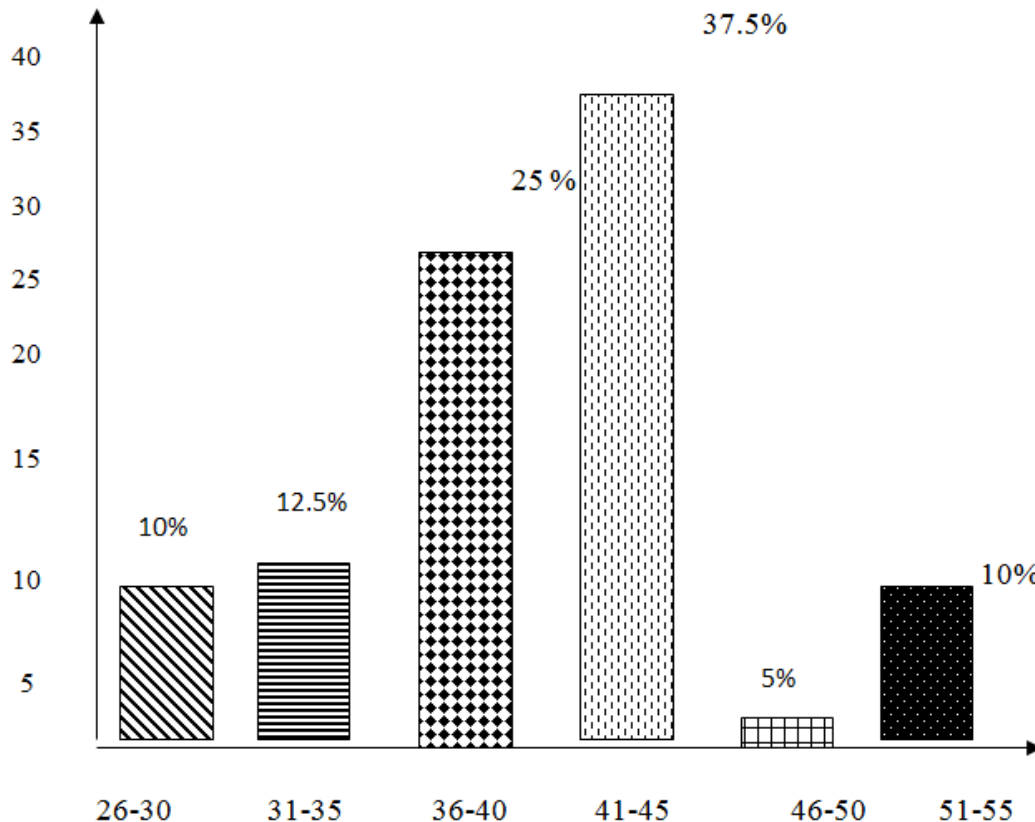


Figure 1

From the above diagram it can be observed that 55 % of the respondents were male while the rest 45 % were females. As a result, there is difference between male and females which implies that there is scarcity of female employees in the organization.

#### 4.1.2 Age distribution of the respondents



**Figure 2**

As shown in the above bar graph, 10% of the respondents were the age between 26-30 years, 12.5% of them were the age between 31-35 years, 25% of the respondents were also the age between 36-40 years, 37.5% of them were 41-45 years old, and 5% of the respondents were the age between 46-50 and the rest 10%, were 51 up to 55 years old. However, most of the respondents are 36-45 years old so this is very important for leadership to have matured people.

#### 4.1.3 Educational back ground of the respondents

Education refers to the process of learning and acquiring information, it is important for learning basic life skills as well as learning advanced skills that can make a person more attractive in the job, being an educated person means you have access to optimal state of mind, regardless the effectively to achieve self-selected goals and aspirations. It is also the process of cartography mapping your experience and findings variety of variety of reliable routes to optimal states when you find yourself in non-optimal states.

**Table 1: Educational background of the employees**

Item	Respondents	
	No	Percentage (%)

<ul style="list-style-type: none"> <li>• High school certificate</li> <li>• College certificate</li> <li>• College diploma</li> <li>• First degree</li> <li>• Second degree</li> </ul>	- 6 3 45 4	- 10.34 % 5.17 % 77.58% 6.89 %
Total	58	100 %

With regard to their educational background, 77.58% of the respondents were first degree holders, 6.89% of them were second degree holders and 10.34% of the respondents represent they were college certificate holders, the remaining 5.17 % of them were diploma holders, as it is indicated above, most of the respondents were first degree and above holders, thus it is significant for leadership to have well experienced and educated people because of as being educated people we can have more knowledge ,better thoughts and wide understanding for our employment and people for their demand and impression this facilitates us how to become a good leader .

#### 4.1.4 Marriage Distribution of the Respondents

Marriage is uniquely beneficial to society because it is the foundation of the family and basic building blocks of society, it brings significant stability and meaning to human relations, it plays an important role in transmitting culture and civilization to the future generation.

**Table 2: Marriage distribution of the respondents**

Item	Respondents	
	No	Percentage (%)
<ul style="list-style-type: none"> <li>• Married</li> <li>• Single</li> <li>• Divorced</li> </ul>	36 22 -	62.07% 37.93% -
Total	58	100 %

As it demonstrated in the above table 62.07% of the respondents were married while the rest 37.93% were unmarried or single. Therefore, most of the respondents were married which is important for leadership because a person who feels responsibility at household level on managing his or her family so they also have more experience than those that are unmarried about to manage the people and how to set goals.

#### 4.1.4 Monthly income distribution of the respondents

**Table 3: Income distribution of the respondents**

Item	Respondents	
	No	Percentage (%)
<ul style="list-style-type: none"> <li>• 921-1500</li> <li>• 1500-2500</li> <li>• 2500-3500</li> <li>• 3500-4500</li> <li>• 4500-5500</li> <li>• &gt;5500</li> </ul>	2 6 11 23 7 9	3.45% 10.35% 18.97% 39.66% 12.06% 15.51%
Total	58	100 %

Regarding monthly income of the respondents, the study shows 3.45% of the respondents were found the income range between 921-1500 birr, and 10.35% of them were also found the income range between 1500-2500 birr, the largest income share of the respondents (12.06%) and (39.66%) which is the highest share of the respondents were found above 4500 birr and 3500 birr respectively, where as the remaining 15.51% of the respondents fall in the range >5500 birr. Therefore, as we can understand from above the employee gets well income monthly so increasing salary in organization encourages employee to take on responsibilities and in turn increase their job satisfaction. On the other hand they invite their competent friends to join in the organization because of well income and good leadership. Thus, this helps the organization to achieve its goals due to effective work.

#### 4.2 The way of leaders work done

**Table 4: The way the leader is work in the organization**

	Item	Respondents	
		No	Percentage (%)
1	How does the leader control performance of the employees in the organization?		
	By giving encouragement	29	64.44%
	By punishment	16	35.56%
	Total	45	100%
2	Based on the above question if your answer is by punishment what type of punishment?		
	• Reduce salary	7	43.75%
	• No promotion	6	37.5%
	• Decrease learning opportunity	2	12.5%
	• Degrading position	1	6.25%
	Total	16	100%

As it is indicated on the above table, item 1, 64.44% of the respondents said that the leader persuade his workers to do their performance well, while the remaining 35.56% of the respondents also replied that the leader control the employee performance by punishment, so as it explained above, the majority of the respondents believe by encouragement. So, due to existing leadership system in the organization, the leader allows the staff to use their best judgment with less or no pressure, built team spirit through supervision findings and give training to the employee.

From the above table, item 2, 43.75% of the respondent stated that the leader punished them by reducing salary, 6.25% of them explained there is low status in position and 12.5% of the respondents confirmed by decrement of learning opportunity, the remaining 37.5% believe that there is no promotion given to the employee. Therefore, the majority of the respondents said the leader punishes them by reducing salary. So, this may happen in monthly, yearly, or transference from higher position to lower thus, in order to earn the employee well income they do their work effectively and this is important for the leaders to control the worker's exertion.

#### 4.3 Participating equally in decision making

**Table 5: Participation in decision making**

1	Item	Respondents
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		No	Percentage (%)
	In organization are all employees' participating equally in decision making?		
	Yes	33	73.33%
	No	12	26.67%
	Total	45	100%
2	If your answer is 'Yes' what is the benefit?		
	To identify problems more effectively	15	45.45%
	To improve decision quality and acceptance	6	18.18%
	To encourage participation	12	36.37%
	Total	33	100%

As shown the above table, item 1, 73.33% of the respondents informed that they equally participate in decision making and the rest 26.67% didn't equally participate in decision making. However, most of the respondents were informed that they equally participate in decision making, therefore participatory decision contributes to a good leadership and very important for employee performance.

From the above table, item 2, 45.45% of the respondents compromised that participating equally in decision making facilitate them to identify problems more effectively while 36.37% of them help to encourage participation, the remaining 18.18% used to improve decision quality and acceptance. As we understand from the above data, most of the respondents participate equally to identify the problem effectively so sharing ideas is important to solve effectively and this is important to facilitates the leader to get the best solution to solve the problems.

#### 4.4 Methods of decision making

**Table 6: Respondents attitude toward the method of decision making**

	Item	Respondents	
		No	Percentage (%)
1	How are decisions made in the organization?		
	Top-bottom	16	35.56%
	Bottom-up	29	64.44%
	Total	45	100%

2	If your answer is top-bottom what is the reason?		
	Problems are only solved by the leader	10	62.50%
	Employees usually feel that making decision is manager's job	2	12.50%
	Managers' have lack of self-confidence to their subordinates	4	25.00%
	Total	16	100%
3	If your answer is bottom-up what is the effect?		
	Encourages employee participation	11	37.93%
	New ideas and changes proposed by group welcomed	4	13.8%
	Creates accountability	6	20.69%
	Encouragement of employee decision making and assumption authority	8	27.57%
	Total	29	100%

As we can see from the table, item 3, 64.44% of the respondent had informed that decision are made from bottom-up while the rest 35.56% of them said that decision are made from top-bottom decision making. As indicated above, most of the respondents make the decision from bottom-up. Thus, the problem should identified and decision should make the leader, by putting the pressure to the bottom level, there should be more consultation, the leader can't unravel the problem unless the involvement of bottom level employees.

From table, item 2, from those who made decision from top-bottom, 62.50% was stated problems are only solve by one leader, 12.50% of them believed that employee usually feel that making decision is managers responsibility and the remaining 25.00% were said managers have lack of self-confidence on their subordinates, as explained above most of the respondents informed that leader is a dictator and made all decisions in the organization ,this may cause the employee not to participate in decision making,

As shown in the above table, item 3, from those who made the decision bottom-up, 37.93% of the respondents said that it encourage employee participation, 27.57% of them believed that it also encourages employee decisions making and assumption of authority, 13.79% of the respondents informed that new ideas and changes proposed by the employee welcomed, the rest 20.69% of the respondents believe that it creates accountability, as the most of the employee said it encourages employee decision making, it is important for staff motivation, make the staff feel free, staff capacity building for participatory leadership.

#### 4.5 Types of leadership

There are known types of leadership style used at present businesses. A leader might have to use a particular team leadership style in a specific work setting where others may not be effective.

**Table 7: Types of leadership**

Item	Respondents	
	No	Percentage (%)

What type of leadership style is exercised in the organization?		
• Participative leadership	15	
• Autocratic leadership	11	33.33%
• Bureaucratic leadership	10	24.44%
• Laissez fair leadership	9	22.22%
		20%
Total	45	100%

Based on the above table, 33.33% of the respondents said that they follow participative leadership, 24.44% of them of the respondents demonstrated they follow by autocratic leadership, 22.22% of them were bureaucratic leadership followers, the remaining 20% said that they followed by laissez-fair leadership. As indicated in the above data most of the employees' are followed by the participative type of leadership, which the leader puts himself as a member of the employee and discussed possible decisions with them, he seeks consensus before coming to a decision and everyone is supposed to take ownership in the final decision.

#### 4.6 Importance of leadership in organization

Understanding the importance of leadership is the key for the business success, leadership has much influence in our life because it determines whether, we enjoy a particular experience leadership is about communicating and building teams, so that everyone works together, importance of leadership is also key ingredient to successful business and teams.

**Table 8: Importance of leadership in organization**

Item	Respondents	
	No	Percentage (%)
What is the importance of leadership in the organization?		
• Motivation	10	22.22%
• Creating confidence	7	15.56%
• Providing guidance	28	62.22%
Total	45	100%

As we can see the above table 22.22% of the respondents replied that, motivation is one of the merits they got, 15.55% also have the satisfaction for the creation of confidence, and the remaining 62.22% have responded that the importance is providing guidance. Therefore, as it is indicated above most of the employees' have the advantage of getting guidance. So, the leader has not only supervises but play the guiding role for the subordinates.

#### OPEN ENDED QUESTION ANALYSIS

There are open-ended questions prepared by the researcher for the employees' which is about the leadership style practices and its relationship to employees' performance; the responses that the researcher got were summarized as follows.

- Less salary payment
- Lack of bonus/reward, So ever the employee are working hard
- Lack of direct promotion
- Lack of training for staff

On the other hand the researcher examines the team leaders of the organization as they replied the problems related to leadership style practices and its relationship to employee performance were also summarized here.

- Lack of individual staff work plan
- It is difficult for staff supervision
- Less training for the employees' capacity
- Lack of bonus for the employees'
- Less promotion for employee referring to their position

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

- To create transparency among staff
- By implementation solving problems and decision making a team
- Training on good leadership
- Staff motivation like making participatory plan

The respondents were suggested about the experience they had for the motivation of the organization to do their job properly and the responses were summarized as follow,

- By annual salary increasing
- To review staff performance
- Staff training minds to give assessment then according staff is given training in the country
- Supervision by scoring according to their performance
- By bottom-top decision, participatory decision, staff supervision, individual work plan and technical supports as required as it is

## **SUMMURY, CONCLUTION & RECOMMENDATION**

### **5.1 SUMMURY OF FINDINGS**

From the responses of the respondents to the questionnaire the leaders answer for the questions are summarized as follows

- From the total study of population, majority (55.84%) of the employees are males which imply the existence of male are greater than females in the organization.
- As we gain from the findings of the study, most of the workers (37.50%) in the organization were the age between 36-40years.
- When we see the educational level of the employee, the majority (77.58%) of the respondents were first degree.
- Based on the marital status of the workers, the majority (62.07%) of the respondents were married.
- According to the monthly income salary of the respondents, at most (39.66%) of the employee were earned the income range above 3500-4500.
- According to the respondents' response of table 4, item 1, the leader control performance of the employee by giving encouragement.

- As indicated in table 4, item 2, implies that the majority of the respondents (35.56%) were informed that the leader control the employee performance by punishing them reducing salary in order to control their exertion.
- When we see the respondents' response of the reducing salary. In the organization, table 5, most of the respondents (43.75%) believe by reducing salary.
- According to table 6, item1, majorly (73.33%) of the respondents were reflected bottom-up decision making is engaged in the organization and it encourages employee participation & creates accountability on employees.
- Table 6, item 2, the minority of the employees was responded top-bottom decision making is exercised; due to this the leader solves all the problems and made all the decisions.
- As indicated the information on table 6, item 3, and the majority of the respondents made the decision by bottom-up decision making method because of it encourages employee participations.
- Regarding the information in table 7, most of the respondents (64.44%) informed that the type of leadership that the organization follows is participative leadership style.
- According to the answers of the employees' about the experience they had for the motivation of the leaders, that make them to do their job properly were by increasing annual salary, to review staff performance, staff training and to give them assessment then to give the staffs training in the organization, supervision by scoring according to their performance, by bottom-top decision making, participatory decision, staff supervision, individual work plan and technical supports as required as it is.

## 5.2 CONCLUSION

This research study aimed at exploring effects of leadership style on employees' performance, the study attempted to examine the act of leaders in an organization affect the employees' performance and the job roles, it also tried to find out leadership styles in which the organization is following.

- The empirical inferences that we can draw from this study is the availability of educated workers which is 77.58% of the organization employees are holders of first degree level of education, this is an indication of employee capability in shaping the integration between leaders and employees.
- Interestingly, the study shown that 39.66% of the employees' earned more than 3500 birr of monthly salary, so that it creates and increases employees satisfaction and this helps the organization to achieve its objectives and goals as well.
- Notably, the study explained that the increased use of encouragement allows leaders to achieve improved employee performance and thus facilitate participation in internal consultancy. This disclosure implies that leaders will more or less need to rely on employee motivation and encouragement to promote their performance.
- As per the types of leadership styles in the organization, most of the employees' were responded that the leader followed participatory leadership which implies that it has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions & the leader gave opportunity to his/her subordinates on participating in decision making and built their confidence in meeting for challenging goals of the organization.
- As the response of majority respondents, they were gained the benefit of providing guidance. This implies that the leader was not only supervises employees' but also play the guiding role for his/her subordinates.
- The common understanding of over all the study is that the leader plays a key role in employee performance but the degree of the role is also very much dependent on the type of leadership in the organization. However caution should be exercised in generalizing the results of the study due to the small size of the sample, nevertheless the results provide basis for future research.



### 5.3 RECOMMENDATION

Based on the findings obtained and the conclusion drawn, in addressing the problems identified the researcher forwarded the following recommendations as a possible solution to be considered by respected body.

- According to the ways the leaders enhances his or her employees performance few of the respondents shows that leaders use punishment, in this situation even though the majority of the employee are treated and encouraged in a good manner for minority also, it is recommended not to react through punishment to any of the workers, rather than it is preferable to adopt other positive mechanism like training to motivate them and built their capacity to do the assigned jobs as per the requirements.
- As per methods of decision in the organization based on the feedback from the respondents, some of the respondents were indicated that the type of decisions making during problem solving is mostly made by single leader, in this case the researcher recommended that it is better to be participative and shared with the employees of the organization.
- As the majority of the employee were informed that the leader follows participatory type of leadership which have positive effects on performance of employee and job satisfaction. Therefore, the leader of the organization is advised to continue supervising the employee by participative type of leadership.
- There is a gap of the staff skill and knowledge to implement the development activities in some areas like report writing skill for field staff, however the organization should assess the individual or group training needs and give appropriate training related to their work, this will build the capacity of staff for proper implementation of the project and their highly encouragement.
- However, what makes a good leader depends on the organizational context developing leadership, potential involves matching individual talents with organizational need, and building skills that both enhance performance and play to individual strengths.
- Finally the effect of leadership becomes on increasingly vital component for employee performance therefore researchers must expand their efforts to understand the opportunities and threats that it fosters, good leadership system may be a key enabler allowing organizations human resource to balance performance successfully, as well as completing roles of administrative experts employee champion etc

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## APPENDIX 1 Questionnaires

Thus, you are being requested to participate in a survey to provide your organization with leadership style and employee performance and related information that will help to improve the working environment for employees.

- No need of writing name and also please put “ ✓ ” or “ ✕ ” mark for the correct answer inside the box and write short answer on the blank space.

### Part I: Personal Information

1. Sex

1) Male ☐ 2) Female ☐

2. Age

1) 26-30 ☐ 2) 31-35 ☐ 3) 36-40 ☐  
4) 41-45 ☐ 5) 46-50 ☐ 6) 50-55 ☐  
7) Above 55 ☐

3. Educational back ground

1) High school certificate ☐ 3) College diploma ☐ 4) First degree ☐  
2) College certificate ☐ 5) second degree ☐

4. Marital status

1) Married ☐ 2) Single ☐ 3) Divorced ☐

5. Monthly income

1) 900-1500 ☐ 2) 1500-2500 ☐ 3) 2500-3500 ☐  
4) 3500-4500 ☐ 5) 4500-5500 ☐ 6) above 5500 ☐

### Part II: Research Topic Questions

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

1) By giving encouragement ☐ 2) By punishment ☐

7. Based on the above question if your answer is “2”, what is the effect?

1) Reduce wage or salary ☐ 2) No promotion ☐  
3) Decrease learning opportunity ☐ 4) Low status in position ☐

8. In the organization are all employees’ participating equally in decision making?

1) Yes ☐ 2) No ☐

9. Based on question”8”, if the answer is “yes” what is the reason?

1) To identify problems and opportunities more effectively ☐  
2) To improve decision quality and acceptance ☐

3) To encourage participation  4) If any other

10. How are the decisions made in the organization?

1) top-down  2) bottom-top

11. Based on the above question, if your answer is “2” what is the effect?

- 1) Encourage employee participation   
2) New ideas and changes proposed by group welcomed   
3) Create accountability   
4) Encouragement of employee decision making and assumption authority

12. If the answer is “1” what is the reason?

- 1) Problems are only solved by manager   
2) Employees usually feel who makes decision is the manager   
3) Managers has lack of self-confidence in their subordinates

13. What is importance of leadership in the organization?

- 1) Motivating  3) getting confidence   
2) Providing guidance

14. According to the leader what type of leadership style is exercised in the organization?

- 1) Participative leadership  2) Autocratic leadership   
3) laissez faire leadership  4) Bureaucratic leadership

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

\_\_\_\_\_.

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

\_\_\_\_\_.

17. Based on your experience does the organization motivate employee to do their job properly?

\_\_\_\_\_.

18. What ways could be solve those problems? \_\_\_\_\_

\_\_\_\_\_.

20. If you have any other comments \_\_\_\_\_

\_\_\_\_\_.

**THANK YOU VERY MUCH!**