



SAINT MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE IMPACTS OF LEADERSHIP STYLE ON EMPLOYEES
PERFORMANCE: THE CASE OF CARTER CENTER ETHIOPIA AND
ORBIS INTERNATIONAL ETHIOPIA**

BY
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ADDIS ABABA, ETHIOPIA

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ETHIOPIA**

**A THESIS SUBMITTED TO ST. MARY'S UNIVESITY, SCHOOL OF GRADUATE
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Table of Contents

Acknolgment.....	Error! Bookmark not defined.
List of tables	vii
List of figures.....	viii
Acronyms.....	Error! Bookmark not defined.
Abstract.....	x
CHAPTER ONE: INTRODUCTION.....	x
1.1 Background of the study	1
1.1.1 Overview of the Organizations	2
1.2 Statement of the problem.....	4
1.3 Basic Research Questions.....	5
1.4 Objectives of the study	5
1.4.2 Specific objectives	5
1.5 Research Hypotheses	22
1.6 Significance of the study	6
1.7 Scope and Limitation of the study	6
1.8 Definition of terms.....	6
1.9 Organization of the Research Report.....	7
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	8
2.1 Definition of Concepts.....	8
2.1.1 Leadership.....	8
2.1.2 Employee Performance.....	Error! Bookmark not defined.
2.1.3 Types of Employee Performance.....	18
2.1.4 Determinants of Employee Performance	19
2.2 Leadership Theories.....	9
2.2.1 Trait Theory	9
2.2.2 Behavioral Theories	9
2.2.2.1 Ohio State studies	10
2.2.2.2 University of Michigan Studies	10
2.2.2.3 Managerial grid.....	10
2.2.3 Contingency Theories	11
2.3 Leadership styles	14
2.3.1 Democratic Leadership	14

2.3.2 Autocratic Leadership.....	15
2.3.3. Laissez-Faire Leadership	16
2.4 Empirical review.....	19
2.5 Conceptual Frame Work	21
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	23
3. Research Methodology	Error! Bookmark not defined.
3.1 Research Design and Approach.....	23
3.2. Population and Sampling Techniques.....	23
3.2.1 Population	23
3.2.2 Sampling Design.....	23
3.3 Procedures of Data Collection	25
3.4 Methods of Data Analysis and Presentation	25
3.5 Model Reliability Validity of the Study	25
3.6 Ethical Considerations	27
CHAPTER FOUR	28
RESULTS AND DISCUSSIONS.....	28
4.1.1. Gender Distribution	Error! Bookmark not defined.
4.1.2 Age Distribution	Error! Bookmark not defined.
4.1.3 Department of respondents	Error! Bookmark not defined.
4.1.3 Educational Background.....	Error! Bookmark not defined.
4.1.4 Work Experience with their respective Organization.....	Error! Bookmark not defined.
4.2. Analysis of Descriptive Statistics	29
4.2.1 Responses on Democratic leadership.....	29
4.2.2 Responses on Autocratic leadership	30
4.2.3 Responses on Laissez faire leadership.....	31
4.4 Descriptive Analysis of Perception on Employee Performance	32
4.5 Descriptive Analysis for Effect of Leadership Style on Employee performance	34
4.5.1 Test of Regression Assumptions.....	Error! Bookmark not defined.
4.6 Discussion.....	41
4.7. Analysis of Open-Ended Questions.....	Error! Bookmark not defined.
CHAPTER FIVE	44
SUMMARY, CONCLUSIONS AND RECOMMENDATION.....	44
5.1 Summary of Findings	44

5.2 Conclusion	46
5.3 Recommendations.....	47
5.4 Implication for Further Studies.....	48
Reference	49
Appendix	53

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List of Tables

Table 3.1 Measure of Internal Consistency –Cronbach’s Alpha	20
Table 4.1 Respondents demographic profile	22
Table 4.2 Responses on Democratic Leadership	24
Table 4.3 Responses on Autocratic leadership	25
Table 4.4 Responses on Laissez faire leadership	26
Table 4.5 Frequency and mean Results of the Respondents’ Perception	25
Table 4.6 Statistics	31
Table 4.7 Multicollinerity Diagnosis	32
Table 4.8 The Model Significance Diagnosis	33
Table 4.9 Correlation result.....	33
Table 4.10 Presentation of Regression Results	34
Table 4.11 Multiple Regression Coefficients	35
Table 4.12 Summery of the Research Hypotheses Results.....	36

List of figures

Figure 1. The Conceptual Frame work.....	17
Figure 4.2 Normality Test Using Histograms.....	33

Acronyms

TCCE	The Carter Center Ethiopia
OIE	Orbis International Ethiopia
ANOVA	Analysis of Variance
SPSS	Statistical Package for Social Science

Abstract

This main objective of this paper was to examine the effect of leadership styles on job performance of employees working in The Carter Center Ethiopia and Orbis International Ethiopia. A sample size of 106 was used from two selected NGOs in Addis Ababa using stratified sampling technique. The study adopted explanatory research design. A five-point likert scale structured questionnaire was used for data collection. SPSS software was used in analyzing the questionnaires. Descriptive statistics was used to measure the central tendency through use of mean scores, percentages, frequencies and presented in tables and charts. Regression analysis was used to establish the relationship between the study variables. The study found that all the three leadership styles namely democratic, autocratic and laissez-fair are practiced at The Carter Center Ethiopia and Orbis International Ethiopia. Laissez faire leadership style is predominantly exhibited by the leaders of these organizations followed by Democratic leadership style. Autocratic leadership style is the least practiced by the supervisors. The study revealed that the task, contextual and adaptive performance of the employees working at the two selected organizations is high. Lastly, the study found that leadership style of the managers affects the employee performance either negatively or positively. Accordingly, democratic leadership style and laissez-faire leadership style positively affect employees' performance. Thus, hypotheses in relation to these factors were accepted. On the other hand, autocratic leadership style insignificantly negatively affects employee performance and the tested hypothesis in relation to this variable was rejected. The study recommends that supervisors to practice more of democratic leadership style to enhance the performance of employees. Though the result of the descriptive analysis shows that this leadership style has greater effect on employee performance, the managers should monitor the attitude, behavior of employees and situation and exhibit the right mix of the three types of leadership style depending on the situation.

Key words: Democratic leadership, Autocratic leadership, Laissez faire leadership and employees' job performance.

CHAPTER ONE

INTRODUCTION

This chapter addresses the introductory part of the research. It basically includes background of the study, background of the organizations, statement of the problem, research questions, research objectives and significance of the study, scope of the study, limitations of the study, terms of definition and organizations of the study.

1.1 Background of the study

Leadership is practiced in every organization such as in governmental organizations, business enterprises, different institutions, non-governmental organizations etc. in short it is practiced in every walk of life. In fact, leadership is using appropriate interpersonal styles and methods in guiding individuals and groups towards task accomplishment (Wood et. al, 2010). It is believed to be a key factor for improving the performance where success or failure relies on. Especially, Leadership plays crucial role in coping with the high competition, the shifting of cultures, the rapidly changing technology and other factors of today's business environment. To meet this fast changing and increasingly complex business environment, leader needs broader awareness on the new mix of competencies and leadership characteristics to help them make relevant, correct and timely decisions.

Leadership is all about results because leaders inspire, create opportunities, coach and motivate people to gain in their support on fundamental long-term choices (Wood et. al, 2010). The efficiency and effectiveness of leaders varies on their leadership style. It is further commented that leaders' behavior in leadership affected the quality of the organization outcome. Generally, leaders are responsible to promote harmony, prosperity, strength, happiness, psychological satisfaction and unity in the work place to get the best out of the employees.

The success for every organization is very much dependent on Employees' performance. Employees performance is a cooperation, considerate, and helpful acts that assist co-worker's performance and job dedication. It includes motivated acts such as working hard, taking initiative and following rules to support organizational objectives. Here, a good leader plays a vital role through understanding the importance and contributions of employees towards achieving the goals

of the organization. It has to be realized that organizations cannot achieve their objective with the efforts of only one or two individuals. Consequently, motivating and coordinating employees and gaining collaboration and the collective effort will help to adopt the organizational goals. Similarly, Noormala and Syed (2009); Gerstner and Day (1997) argues that high quality leader-follower relationships impacted the employee performance, organizational commitment, delegation, empowerment and job satisfaction. Hence, effective leadership can be a fundamental tool in maximizing organizational performance.

Therefore, this study focuses on Leadership, the crucial aspect of performance and success of the organization. The main idea behind is to assess the effect of leadership styles practiced on employee's performance.

1.1.1 Overview of the Organizations

Non-governmental organizations (NGOS) have emerged as an important catalyst of change in the development and democratic processes at both the national and international levels. They have begun to play a critical role in the worldwide drive for equality, social justice, human rights, fair trade, and the elimination of poverty.

In Ethiopia NGOs play a significant role in the social, political and economic development of the country. In addition to this, NGOs play an important role around crisis and poverty alleviation and engage in activities such as agriculture, HIV/AIDS, integrated rural development, health, education, income generation, information services, refugees, street children, women issues, peace, governance, food security, self-help and youth. (Clark, 2000).

The Carter Center, in partnership with Emory University, is guided by a fundamental commitment to human rights and the alleviation of human suffering. It seeks to prevent and resolve conflicts, enhance freedom and democracy, and improve health. The Center is nonpartisan, actively seeks complementary partnerships and works collaboratively with other organizations from the highest levels of government to local communities. The carter center is working in different countries of the world like Albania, Algeria, Angola Canada, Central African Republic, Chad, China, Ethiopia, Ghana, Guatemala, South Africa and Sudan.

The Carter Center-Ethiopia (TCCE) is working in the health sector. It is working in collaboration with Federal Ministry of Health as a major stakeholder. The Carter Center-Ethiopia is working on eradicating Guinea Worm disease (Dracunculiasis), controlling Trachoma and River blindness

(Onchocerciasis) and strengthening the quality of public health training in the country. The organization also participated in Ethiopia Public Health Training Initiative, Controlling Malaria, and Increasing Food Production. The projects areas are West Amhara, East Amhara, Oromia, SNNPR and Gambella. TCCE is a direct implementer of the fund from headquarter.

The Carter Center has had a long relationship working with Ethiopians to advance peace and health. Activities include assisting the nation with disease eradication and control programs, increasing food production, mediating conflict, observing elections, and promoting human rights. The Center's peace programs have worked with all factions of Ethiopian civil society and government to increase dialogue between disputing groups, mediate conflict, observe elections, prevent human rights violations, and build institutional protections for human rights in the nation.

Orbis International is a non-aligned, nonprofit, global development organization whose mission is to preserve and restore sight by strengthening the capacity of local partners in their effort to treat and prevent blindness by providing quality eye care to transform lives. Orbis's global strategy on Program, Fundraising, Communications, Human Resources and Finance stems from the New York headquarters. Orbis is working in different countries of the world such as Cameroon, Ethiopia, Ghana, South Africa, Kenya, Malawi, Rwanda, Tanzania Uganda, Bangladesh, China, India, Nepal, Mongolia, Vietnam and Peru.

Orbis is a registered Foreign Charity in Ethiopia that has been dedicated to saving sight worldwide since its foundation in 1982 globally. Orbis provide the tools, training and technology necessary for our local partners to develop lasting solutions to the tragedy of unnecessary blindness. By building long-term capabilities, Orbis helps its partner institutions reach a position from which they can provide, on their own, quality eye care services that are affordable, accessible and sustainable. The first long-range strategic plan had the aim of strengthening existing national institutions, establishing eye bank, building capacity in the field of biomedical engineering, developing rural eye care system, and conducting research in trachoma treatment and other eye diseases and prevention. Orbis developed another strategic plan to expand its programs in prevention of childhood blindness and expansion in its trachoma, cataract and refractive eye care services. The project intervention areas were in some parts of SNNPR Gurage, Wolaita, Kembata, South Omo zone, Gamo Gofa zone, Hadiya zone, Sidama zone and Gedeo zone. Orbis is funding organization and works through other Zonal, Regional and Woreda health, education and Finance bureaus.

The staff composition of the organizations under study are made up of program and program support. Under program support finance, logistics, human resource and administration are included. Each section is led by Managers/Directors who have a significant leadership role affecting the employees' performance.

Every organization set up with the expectations of effective and efficient performance which is achieved through people, the greatest asset in high performing organizations. The extent to which this performance and growth objectives are achieved is mostly determined by the type of leadership style used in the organization which accounts for its efficiency and effectiveness. The effectiveness of a particular leadership style is dependent on the organizational situation.

This emphasizes the need to identify the type of leadership being practiced at each organization and its effect on employees' performance which is a necessary step to apply the appropriate behavior that can enhance employees' performance. Hence, this study will try to identify the type of leadership style practiced in these organizations and its positive or negative effect on employees' performance.

1.2 Statement of the problem

An organization without good leadership is like a ship without a captain where resources are wasted despite their scarce nature (Khamis, 2008). Managers or leaders are expected to show an appropriate behavior towards employees that fits with the culture and general situation of the organization. Various organizations need strong leadership styles that can stimulate the employee performance. Employee performance seen in the notion of contextual performance that covers non-job-specific behaviors such as cooperation, dedication, enthusiasm and persistence and task performance which included executing defined duties, meeting deadlines, team input, and achieving departmental goals.

Organizations face poor innovation, low productivity, inability to meet performance targets. These problems happen as a result of lack of strategic interventions of specific leadership style to the particular situations (Iqbal et al, 2015). The aforementioned challenges have become a universal threat to all organizations which NGO sector is not an exception.

The researcher had conducted informal discussions with some employees of the organizations assigned at different level to find out the reasons for under planning, the inability to meet

performance targets, sustainability issues that most NGOs faces. As a result, they believed that lack of effective leadership skill contributed to this problem and they also stated that mostly work schedule are task-focused and routine, with no flexibility yet decisions and policies are imposed on subordinates that has adverse effect on employees' performance. On the other hand, employees in many organizations including the organizations under study do not go beyond task competence to foster behaviors for the enhancement of the climate and effectiveness of the organization.

That's why this study attempts to assess the leadership style that best stimulates performance of employees. Hence, the main purpose of the study will be to examine the effect of leadership style on employees' performance in Carter Center Ethiopia and Orbis International Ethiopia. Many researches previously conducted didn't cover contextual aspects of employees' performance. This research also intended to fill this gap.

1.3 Basic Research Questions

The study is customized to answer the following research questions formulated on the problems.

- ✚ What leadership style is currently practiced at Carter Center Ethiopia and Orbis International Ethiopia?
- ✚ How does employee perceive their task, contextual and adaptive performance?
- ✚ What is the effect of leadership styles on employees' performance?

1.4 Objectives of the study

1.4.1 General objective

The general objective of the study was to investigate the relationship between leadership style and employees' performance in Carter Center Ethiopia and Orbis International Ethiopia.

1.4.2 Specific objectives

The specific objectives were;

- ✚ To identify the existing leadership style in The Carter Center Ethiopia and Orbis International Ethiopia.
- ✚ To identify the perceptions of employees on their performance
- ✚ To assess the effects of leadership style on employees' performance

1.5 Significance of the study

The findings were primarily shared with the senior management of the studied NGO's, other similar organizations and interested stakeholders. Specifically, this study will help the organizations to identify leadership style and its effect on their employees' performance impacting the overall organizational performance. This study and the findings will serve as an input to support future similar studies in an NGO environment and to add value to the existing literature on the topics of leadership styles and employee performance.

1.6 Scope of the study

The study was only focused on employees of The Carter Center Ethiopia and Orbis International Ethiopia based Addis Ababa office. It is limited to only the two selected NGOs from all other International Nongovernmental organizations working in Ethiopia. In order to know how leadership styles, affect the employee's performance, the study only focused on Democratic, Autocratic and laissez-faire leadership styles.

1.7 Limitation of the study

The researcher faced some challenges while doing this study. The majority of the respondents' have been in a tight work, some were not as such willing to fill the questionnaires. And the respondents are scattered in different projects for field visits and project activities. There were budget constraint in carrying out this study in wider scope. It makes the researcher conduct the study within only main offices of two organizations. In addition to this, time was also one of the constraints from doing an in-depth study.

1.8 Definition of terms

Under this topic conceptual definition of terms used in this study are presented.

Leader: A person or thing that holds a dominant or superior position within its field and is able to exercise a high degree of control or influence over others.

Leadership: is the process of influencing others to get the job done effectively over a sustained period of time. The action of leading a group of people or an organization.

Leadership style: is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

Employee: any person employed by the organization either on a regular or temporary basis.

Performance: is a record of the person's accomplishments.

1.9 Organization of the Research Report

The study was organized in the following form: The first chapter contains introductory which consists of general background, statement of the research problem, basic research questions, objectives of the study, definition of terms, and significance of the study, hypothesis of research, scope and limitation of the study. The second chapter provides, summary of related literature review of theoretical and empirical studies in the study of Effect of leadership style on employee's performance. The third chapter discusses the research design & approach, the types and source of data & the data collection methods that were used in the study, the target population and the sample design used to determine the sample size, and method of data analysis tools. The fourth chapter will be devoted on Results and Discussion; which summarize the results/findings of the study and/or discuss the findings. Finally, chapter five summarizes the findings from the results of the study, conclusions and forwarded relevant recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This part of the study was reviewed all available and related literatures. It tried to come-up with an insight on the leadership style and its effect on employees' performance from both the theoretical and empirical angle. It was concluded portraying the conceptual framework.

2.1 The Concept of Leadership

According to Ngambi et al (2010) and Ngambi (2011) as cited by (Obasan & Banjo, 2014), leadership is influencing others commitment to use their full potentials in achieving a value added, shared vision with passion and integrity. An important factor in the leadership process is the relationship that a leader has with individual followers.

Leadership is a set of behaviors that supervisors and managers at all levels of seniority and hierarchy, experience and education can learn and apply. The expected outcome for all public, private, or non-profit organizations is the achievement of operational and strategic objectives with more committed employees. (Kouzes and Posner, 2007 & 2011)

Leadership is necessary for many reasons. On supervisory level, leadership plays a vital role in designing the organizational system and to enhance subordinate motivation, effectiveness and satisfaction. At a strategic level, leadership is necessary to ensure the coordinated functioning of the organization as it interacts with dynamic external environment. Therefore, leadership is required to direct and guide organization and human resources toward the strategic objectives of the organization and ensure that organizational functions are aligned with the external environment. (Antonakis et.al, 2004)

Leadership is "a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational objective. The study of leadership has been an evolutionary process. Leadership theories have been developed and refined by successive generations of research.

2.2 Leadership Theories

2.2.1 Trait Theory

Trait theory is the earliest approach used to study Leadership and back to as early as the twentieth century. During this time, the leadership research focused on isolating leader traits—that is, characteristics—that would differentiate leaders from non-leaders or more effective leaders from less effective leaders. (Wood et. al, 2010). Some of the traits studied included physical stature, appearance, social class, emotional stability, fluency of speech, and sociability. Despite the best efforts of researchers, it proved impossible to identify a set of traits that would always differentiate a leader from a non- leader. Maybe it was a bit optimistic to think that a set of consistent and unique traits would apply universally to all effective leaders. However, later attempts to identify traits consistently associated with leadership (the process of leading, not the person) were more successful.

Researchers lately recognized that traits alone were not sufficient for identifying effective leaders. This is because it ignored the interaction of the leaders with their group members and the situational factors as well. Therefore, leadership research from the late 1940s to the mid-1960s concentrated on the preferred behavioral styles that leaders demonstrated. Researchers wondered whether something unique in what effective leaders did—in other words, in their behavior—was the key. The trait leadership theory believes that people are either born or are made with certain qualities that will make them excel in leadership roles. That is, certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader.

2.2.2 Behavioral Theories

According to the behavioral approach to leadership, anyone who adopts the appropriate behavior can be a good leader. Researchers on leadership behavior who followed the behavior approach to leadership, attempted to uncover the behaviors in which leaders engage rather than what traits a leader possesses.

Thus, researchers were able to measure the cause and effects relationship of specific human behaviors from leaders. From this point forward, anyone with the right conditioning could have access to the once before elite club of naturally gifted leaders. In other words, leaders are made not born.

Researchers hoped that the behavioral theories approach would provide more definitive answers about the nature of leadership than did the trait theories. The three main leader behavior studies are described below.

2.2.2.1 Ohio State studies

Two leadership behaviors for the researchers of the Ohio State University studies are task-oriented and person-oriented behavior. The first concentrates on the effective accomplishment of a task. The second one is concerned with the establishment of a conducive working atmosphere with followers. In course of time, the scholars of this university named these behaviors as initiating structure and consideration respectively (Stogdill, 1974:64; Yukl, 2010:53).

2.2.2.2 University of Michigan Studies

Leadership studies conducted at the University of Michigan at about the same time as those being done at Ohio State also hoped to identify behavioral characteristics of leaders that were related to performance effectiveness. The Michigan group also came up with two dimensions of leadership behavior, which they labeled employee oriented and production oriented. Leaders who were employee oriented were described as emphasizing interpersonal relationships. The production-oriented leaders, in contrast, tended to emphasize the task aspects of the job. Unlike the other studies, the Michigan researchers concluded that leaders who were employee oriented were able to get high group productivity and high group member satisfaction. (Wood et. al, 2010)

2.2.2.3 Managerial grid

The managerial grid was introduced by Blake and Mouton (1964). It focuses on the task and the people orientations of managers and combinations of concerns between the two extremes. This grid is concerned with production (horizontal axis) and for people (vertical axis). It represents five basic leadership styles namely: impoverished leadership, authority-obedience leadership, country-club leadership, middle-of-the-road leadership, and team leadership. The horizontal axis refers to a leader's production/task orientation, whereas the vertical axis refers to a people/ employee orientation. Furthermore, these researchers proposed that "team management" was the most effective type of leadership behavior because it stressed both the employee and production orientations (Yukl, 2010:287; Wood et. al, 2010:405).

2.2.3 Contingency Theories

The Contingency Leadership theory argues that there is no single way of leading and that every leadership style should be based on certain situations, which signifies that there are certain people who perform at the maximum level in certain places; but at minimal performance when taken out of their element.

To a certain extent contingency leadership theory are an extension of the trait theory, in the sense that human traits are related to the situation in which the leaders exercise their leadership. It is generally accepted within the contingency theories that leader are more likely to express their leadership when they feel that their followers will be responsive. Under contingency theories there are three contingency theories—Fiedler, Hersey-Blanchard, and path-goal.

2.3 Leadership Models

Leadership models gives a picture as to why leaders act the way they do. The models also provide highlights how leaders behave to changing situation, organization and staff behavior (Simpson, 2012). Researchers identified various leadership models. Some of which are states below.

2.3.1 Behavioral Models

These models look at leaders most effective behaviors. As represented by the Managerial grid modes developed by the Blake and Mouton, there are five basic leadership styles namely: impoverished leadership, authority-obedience leadership, country-club leadership, middle-of-the-road leadership, and team leadership.

- **Impoverished Leadership style (Indifferent):** Low concern for people and productivity. Leaders practicing this style avoid being blamed for any mistake. Innovation and creativity are stifled. This leads to team demotivation and dissatisfaction.
- **Authority-Obedience Leadership Style (produce/perish/Doctorial):** Low concern for productivity
Staffs needs are ignored. Leaders assumes that staffs are expected to perform in turn of the salary they are paid. They tend to apply rules, punishment and sanctions to ensure goals are met.

- **Country-Club Leadership Style (Accommodating):** High concern for people/Low concern for Productivity.

The principle in this leadership style people will work hard when they are happy and felt secured. In doing so, they create relaxed working culture with plenty of fun. This may turn low productivity due to low direction and control.

- **Middle-of-The-Road Leadership Style (Status Quo):** Mid-scale balance of people and productivity.

Leaders following this style attempt to balance the needs of the staff and the organization. Their ultimate goal is to achieve medium or average performance.

- **Team Leadership (Sound):** High productivity/high concern for people

Leaders who choose this style encourage commitment and teamwork. The style requires that staff feel that they are constructive parts of the organization.

2.3.2 Functional Leadership Model

The Functional leadership model does not address behavior of the leader. It focuses on the responsibility of the leader. This model encompasses two types of models:

- Kouzes and Posner's Five leadership practices

Kouzes and Posner suggested that leadership is a collection of behavior and practices as opposed to a position. They identified five practices that allow the job to get done.

1. Model the way: clarify values and set an example
2. Inspire a shared vision: Enlist others envision the future
3. Challenge the process: Experiment & take risk search for opportunities
4. Enable others to act: Foster collaboration strengthen others
5. Encourage the heart: Recognize contributions, celebrate victories, values and accomplishment

- **John Adair's Action Centered Leadership**

This leadership symbolizes three overlapping responsibilities of leader: **The Task**, **Building the team** and **develop individuals**.

The Task: leaders are in charge with getting the job done for which the team exists. For this reason, leaders focus on this element.

Building the Team: The approach is to ensure the greater good of the team rather than individual. The aim is to bring the team supportive of each other, understand their contribution and expectations and take shared responsibilities for reaching the ‘goal’.

Develop individuals: recognize the needs of individuals within a group - recognizes, praise, safety, status etc...

2.3.3 Integrated Models

James Scouller defined the main model in this leadership approach in his “three levels of leadership”: Personal, private and public which are further labeled as inner and outer level leadership.

The outer levels consist of Public and private leadership where public leadership are the behaviors involved in influencing two or more people and private leadership the behaviors involved in influencing on a one-to-one basis.

The inner levels are concerned with leaders’ presence, skill and know how.

2.3.4 Situational/Contingency Models

These models are based on the principle that behavior is determined and influenced by the situation the leaders find themselves in. There are various models under situational models of leadership. The main models in this group are:

- **Bolman & Deals 4 frame model:** Leaders approach the organization in the view of structural, political, human resources and symbolic.
- **Hersey and Blanchard’s Situational leadership model:** this model is based around the idea that there is no one optimum style of leadership. Hersey and Blanchard defined leadership style in terms of Telling, selling, participating, delegating.
- **Kurt Lewin’s 3 style model:** Kurt Lewin identified three styles of leading. These were:
 - Autocratic (Authoritarian)
 - Democratic (Participative)
 - Laissez-faire (Delegate)

- Path-Goal Theory: The model states that motivating team is the main role of a leader. It also identified four leadership styles: Directive, Supportive, participative and Achievement orientated.
- Tannenbaum & Schmidt's Leadership Behavior Continuum Model: Concentrated on the decision-making element of leadership
- The Fieldler Contingency Model: The model is based on the premise that the effectiveness of a leader is based on two forces: leadership style and situational favorableness
- Vroom-Yetton leadership Model: These model states that the best style of leadership is contingent on the situation. They identified five leadership styles for group decision making these are Autocratic type 1 (A), Autocratic type 2 (AII), consultative type 1 (CI), Consultative type 2 (CII) and Group based type 2(GII).

2.4 Leadership styles

Schermerhorn (1999) believed that leading is a process used to motivate and to influence others to work hard in order to realize and support organizational goals, while Hersey (2001) believed that leadership influences individuals' behavior based on both individuals' and organizational goals. Robbins (2001) characterized leadership as the capacity of a person to impact the conduct of a gathering to accomplish organizational objectives. As per the authors there are different leadership styles and some of them are discussed below.

2.4.1 Democratic Leadership

Democratic leadership style is exhibited where the focus of power is more towards the group as a whole, and where there is greater interaction within the group (Mullins, 2002), the manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager would characteristically lay the problem before the subordinates and invite discussion. In this respect the manager's role is to be a conference leader rather than that of decision taker. The manager allows the decision to emerge out of the process of the group discussion, instead of imposing it on the group as a boss. This leadership style is appropriate only in instances where the nature of the responsibility associated with the decision is such that group members are willing to share with their manager, or alternatively the manager is willing to accept responsibility for decisions, which he or she has not made personally.

Democratic leaders encourage group members to participate but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group.

Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

2.4.2 Autocratic Leadership

Autocratic leaders, also known as authoritative leaders, provide clear expectations for what needs to be done when it should be done, and how it should be done. This style of leadership is strongly focused on both command by the leader and control of the followers. There is also a clear division between the leader and the members. Autocratic leaders make decisions independently with little or no input from the rest of the group.

Autocratic leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good one when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader. This is a leadership style that motivates employees by engaging higher goals and good values which can move employees to perform past desires and change both people and organizations Bass (1985).

2.4.3. Laissez-Faire Leadership

Laissez-faire in French literally means to let people do as they choose. Laissez-faire leaders avoid making decisions, abdicate responsibilities, do not use authority, refuse to take sides in a dispute and show lack of interest in what is going on. Such leadership is considered active to the extent that the leader “chooses” to avoid taking action. This component is generally considered the most passive and ineffective form of leadership (Antonakis et al., 2003). A laissez-faire leader shows passive indifference about the task and subordinates, i.e. ignoring problems and subordinate needs (Yukl, 2008).

Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders.

Characteristics of laissez-faire Leadership

- Very little guidance from leaders
- Complete freedom for followers to make decisions
- Leaders provide the tools and resources needed
-

2.5 Employee Performance

2.5.1 The Concepts of Employee Performance

According to Armstrong, M. (2009), performance is both the behaviors and results of employees which means behaviors emanates from performer and transform performance from abstraction to action.

Employees Performance is defined in terms of effectiveness, efficiency and ongoing relevance (the extent to which the organization adapts to changing conditions in its environment). Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rationale for which organizations exist. The task of a leader in the organization in this case will be to nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is the will to give.

The term “employee performance” signifies individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around.

Performance in the work place is defined as good ranking with the hypothesized conception of requirement of a role. The job performance is divided into: Task, contextual and adaptive. Task performance is related to cognitive ability expressed in behavioral role as recognized in job descriptions and by remuneration systems, they are directly related to organizational performance, whereas, contextual performance are value based and additional behavioral roles that are not recognized in job descriptions and covered by compensation; they are extra roles that employees are expected to go above and beyond the requirements listed in their job descriptions. Contextual performance includes volunteering for additional work, following organizational rules and procedures even when personally inconvenient, assisting and cooperating with coworkers, and various other discretionary behaviors. Adaptive performance in the work environment refers to adjusting to and understanding change in the workplace. An employee who is versatile is valued and important in the success of an organization. Employers seek employees with high adaptability, due to the positive outcomes that follow, such as excellent work performance, work attitude, and ability to handle stress.

The level of employee performance is determined by the employee level of competence, motivation, support and incentives in order to perform effectively. It is also highly dependent of the employees’ manager who needs to provide continuing support and act as a role model, coach and stimulator and the appropriate leadership style the manager exhibits. (Armstrong, M. (2009)

The roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness as noted by Nkata (2005). With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development and recognize employees for their contribution to the organization.

Various research efforts have aimed to examine the effects of leadership on performance. In recent times, however, the emerging focus on leadership has particularly been on leadership styles. Different leadership styles bring about different consequences, which have direct or indirect

impact on the attitude and behaviors of the employees. Leadership affects a wide array of work behaviors, including employees' motivation, self-efficacy, creativity, and coping with stress. It also predicts crucial work-related outcomes such as task performance. Azhar (2004) affirms that democratic, autocratic and laissez-faire styles of leadership all produce different job performances under different situations. Dolatabadi and Safa's (2010) study established that directive (i.e. autocratic) leadership style has negative influence on employee's commitment to quality of offered services to customers.

2.1.3 Types of Employee Performance

As Tirarchy model of employee performance lists employee's performance as Task performance, Contextual performance and Adaptive performance.

2.1.3.1 Task Performance

Task performance is related to cognitive ability expressed in behavioral role as recognized in job descriptions and by remuneration systems, they are directly related to organizational performance.

2.1.3.2 Contextual Performance

Contextual performances are value based and additional behavioral roles that are not recognized in job descriptions and covered by compensation; they are extra roles that employees are expected to go above and beyond the requirements listed in their job descriptions. Contextual performance includes volunteering for additional work, following organizational rules and procedures even when personally inconvenient, assisting and cooperating with coworkers, and various other discretionary behaviors.

2.1.3.3 Adaptive performance

Adaptive performance in the work environment refers to adjusting to and understanding change in the workplace. An employee who is versatile is valued and important in the success of an organization. Employers seek employees with high adaptability, due to the positive outcomes that follow, such as excellent work performance, work attitude, and ability to handle stress.

2.1.4 Determinants of Employee Performance

- ✚ **Working conditions:** Workplace environment greatly impacts the employees' level of enthusiasm and performance. It could positively and negatively affect employee confidence, output and commitment.
- ✚ **The employee:** The level of employee performance is determined by the employee level of competence, motivation, support and incentives in order to perform effectively.
- ✚ **Leadership:** The level of employees' performance is also highly dependent of the employees' manager who needs to provide continuing support and act as a role model, coach and stimulator and the appropriate leadership style the manager exhibits (Armstrong, 2009).
- ✚ **Compensation:** It is a mere fact that every employee wants to be rewarded for his achievements. According to Armstrong (2005), compensation Management is one of the important parts of human resource management in the move towards good organizational performance. As noted by Nkata (2005), the roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness. With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development and recognize employees for their contribution to the organization.

2.4 Empirical review

Literature related to leadership style and employee performance are reviewed and explained under this section.

Sebastian et al. (2017) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study on A Private Company in Singapore and Malaysia. The sample size used by the researchers is 100 using convenience sampling technique. A five-point Likert scale questionnaire was used to collect data. SPSS software used in analyzing the questionnaires. The findings showed that democratic Leadership style has significant positive impact on employees' performance. Autocratic leadership style, however, shows a significant negative impact on employee performance. Laissez-fair leadership style has positive style has positive impact on employee performance.

Ojokuku, et al. (2012) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers was 60. The study contained twenty randomly picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the department heads of accounting heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used, and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on performance of followers here. It is highly recommended that banks need to practice this leadership styles to be competitive in a global market.

Anyango, c. (2015), did research on “Effects of Leadership Styles on Employee Performance at Bank of Africa in Kenya: A dissertation submitted in partial fulfillment of the requirements for the Degree of Master of Human Resources Management of the Open University of Tanzania. The result found from the study showed that it is inconsistent with the hypothesis of the study that: “the Autocratic leadership style positively affects employee performance in Bank of Africa Kenya” additionally, the study findings are inconsistent with studies imperially studied in the study. The study also found that laissez-faire leadership styles are insignificantly positively affect employee performance. These results are consistent with the study’s hypothesis which stated that “the laissez-faire leadership style does not affect employee performance in Bank of Africa Kenya”.

Belete, J. (2015) studied the Effects of Leadership Style on Employees Performance in case of Kaffa Zone Higher Public Educational Institutions: The Thesis submitted to Jimma University, College of Business and Economics, Department of Management in partial fulfillment of the Requirements for the degree of master’s in public management (MPM) Program. The study concluded that Democratic Leadership does not influence employee performance which is consistent with the research hypothesis. It was further noted by the researcher that the administrative structure put in place is not flexible to the extent where the democratic culture can breed freely.

Result of the study also explored that there was a negative relationship between Autocratic leadership and employee performance. This meant that autocratic leadership affected individual

performance efficiency to work, individual innovation and creativity in Kaffa Zone higher public educational institutions. Finally, the findings of the study show that laissez-faire leadership negatively affects employees' performance which is inconsistent with the research hypothesis.

Obasan Kehinde and Hassan Banjo (2014), they made study on empirically the impact of leadership styles on employee performance Nigerian public sector as a case study. They found that Transformational leadership style will bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instills pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future. They recommend that transformational leadership style is good or appropriate for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm. "Leadership has got a paramount attention in both the academia and practitioners since recent decades as determinant factor on employee behavior and performance.

2.5 Conceptual Frame work

Conceptual framework will be used to show the relationship between the Independent and dependent variable. Hence, the below figure will represent the study's conceptual framework that will explain the relationship between the two variables that make-up the basis of the study.

Independent Variable

Dependent variable

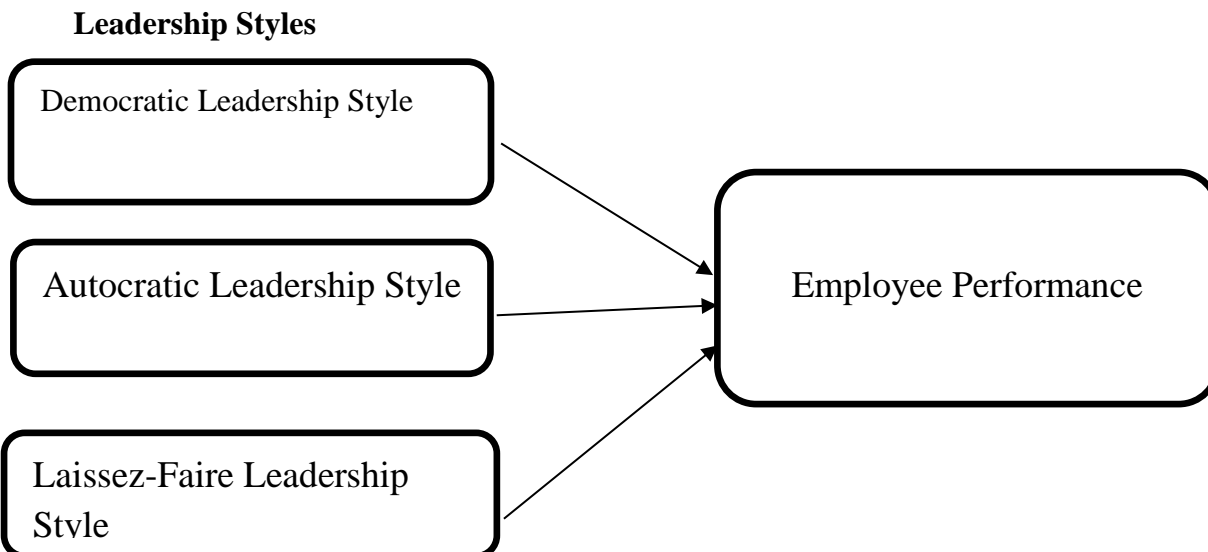


Figure 1 The Conceptual Frame work (2019)

1.9 Research Hypotheses

This study is set to investigate the effect of leadership styles on employee performance. The following hypotheses will be tested.

H1: The Democratic leadership style positively affects employee performance

H2: The authoritative style positively affects employee performance

H3: The laissez-faire leadership style positively affects employee performance

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This part of the study was explored the methods used in data collection and their justifications. It covers research approach, research design, area of study, population, sample size and selection methods, data collection tools and methods, data management, data processing, data analysis and variable scope.

3.1 Research Design and Approach

Research design is an advance planning of the methods to be adopted for collecting the relevant data and the analysis, objectively and economically. It is the conceptual structure that specifies the methods and procedures for collecting and analyzing the information needed and ensures its relevance for solving a problem (Mark et. al, 2009). For the efficiency of the study and to yield maximal information, explanatory and descriptive research designs was used.

Similarly, this study used a combination of both quantitative and qualitative approaches. Qualitative approach used to explain the in-depth meaning of the constructed facts, the intimate relationship between researched situational constraints that shape the enquiry. For a systematic investigation of the study's determinants and quantitative properties, phenomena, their relationships and to measure the fundamental connection between empirical observation and mathematical expression of attributes quantitative approach were also used. (Kothari, 2004; Mark et. al, 2009).

3.2. Population and Sampling Techniques

3.2.1 Research Population

Populations of the study are employee, managers and supervisors of the selected organizations. There is a total of 545 employees working in the two organizations. Studying the whole of the population is impossible due to the difficulty of the geographical accessibility of the field sites of the organizations, the high cost and time requirement was dictated this consideration. And it is because the offices encompass all different positions that the organizations comprise. Due to these mentioned facts, project office employees in the organization was excluded and those based in

Addis Ababa will only be considered. A total of 144 employees based in Addis Ababa will be considered as a target population from which sample populations will be drawn.

3.2.2 Sampling Design

To draw the sample of this study stratified sampling will be adopted. Sampling is the process or technique of selecting a suitable sample, a subset from a larger population, for the purpose of determining parameters or characteristics of the whole population (Mark et. al, 2009 & Zikmund et.al, 2009). Under the adopted sampling, stratified random sampling, the population will be divided into sub-populations, called ‘stratum’, which are more homogeneous individually than the total population. Likewise, this study will consist of group of employees in the selected organizations based in Addis Ababa and project areas.

To appropriately determine the sample of this study, the following formula was adopted.

N = total number of the target population which is 144 employees working in Addis Ababa

Sampling to be used stratified sampling

The study will adopt; $n = N / (1 + N(e^2))$

Where: N =Population, n = sample size, e =Margin of Error, 95% confidence level and 5% standard of error.

$$N=144, e=5\%$$

$$n = N / (1 + N(e^2))$$

$$n = 144 / (1 + 144(.05^2)) = 106$$

<u>Strata</u>	<u>Total # of employee</u>	<u>%Sample</u>	<u>Sample size</u>
Carter Center Ethiopia Addis Ababa staff	71	49.3%.....	52
Orbis International Addis Ababa staff	73	50.6%.....	54
Total number of Population.....	144		<u>106</u>

3.3 Procedures of Data Collection

In order to carry out the research, the researcher employed questionnaire as research instrument to collect primary data from employees who are the primary concern for the subject matter. Structured questionnaire containing different parts and types of questions in which the first section intends to obtain general information, the second and third part intends to obtain specific information regarding leadership style of the organization. Self-administered questionnaire was distributed to selected employees of the two organizations.

3.4 Methods of Data Analysis and Presentation

After the data has been collected, the statistical package for social science (SPSS) version 20.0 was used to analyze the data obtained from primary sources. The respondents' scores were summarized from the package and made ready for analysis. The data was analysed and presented using descriptive and inferential statistics. Descriptive statistical techniques and descriptive narrations are suitable to find out the prevalence of the situation or the phenomena as it stands at the time of the study. The result was presented using tables and charts and described in the form of frequencies, mean, standard deviation and percentage. In addition to this, the inferential statistical methods such as ordinary least square multiple regression method was used to analyze Cause and effect relationships. Tools of analysis such as Pearson correlation, one-way ANOVA were used, for instance, to determine the relationship that exists between dependent and independent variables the correlation and regression among independent variables.

3.5 Reliability and Validity

Mugenda & Mugenda (2003) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Validity as noted by Robinson (2002) is the extent to which result obtained from the analysis of the data actually represents the phenomenon under study. In this paper, validity is ensured by having objective questions included in the questionnaire. This is achieved by carefully drafting the instrument used to identify any ambiguous, awkward, or offensive questions.

Reliability

Reliability refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). Cronbach alpha is a test of reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test. Cronbach

alpha reliability coefficient normally ranges between 0 and 1. George and Mallery (2003:231) have provided the following rule of thumb for the Cronbach's alpha >.9 excellent,>.8 good, >.7 acceptable, >.6 questionable, >.5 poor and <.5 unacceptable. After data collection a Cronbach's Alpha test was performed which reaffirmed our assumptions of reliability and the result is shown below under table 3.1.

Table 3.1; Measure of Internal Consistency –Cronbach's Alpha

Dimensions	Cronbach's Alpha	Internal Consistency	N of Items
Democratic	0.821	Good	10
Autocratic	0.789	Acceptable	10
Laissez-Faire	0.884	Good	10
Performance	0.889	Good	15

Source: Own Survey 2019

According to the assumption of reliability test of the above table 3.2, Cronbach's alpha value is between 0.00 to 1.00 with an acceptable range of 0.70 or above. As stated in the above table 3.2, the Cronbach's Alpha value for each construct indicates that, democratic 0.821, autocratic 0.789, laissez-fair 0.884 and the overall performance 0.889. Thus, the observed variables truly reflect the latent construct and deletion, or amendments are not necessary.

Validity

To check the operationalization of variables against some criterion, criterion-related validity type was selected. Among various criterion-related validity types, predictive validity type was applied to test the predictive ability of the construct under study. Predictive validity assesses the operationalization's ability to predict something it should theoretically be able to predict Trochim, (2016). Multiple regressions are used to see the relation between dependent and independent variable and to predict the value one dependent variable with an increase in each unit of independent variables Gulden and Nese (2013). Accordingly, the researcher was used multiple linear regression model to find a set of predictors among the three-leadership styles dimension which are most effective in measuring the overall employee performance. According to definition given by many authors Multivariate regression analysis model that account for individual explanatory variables specified for the particular study were formulated in the following:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \epsilon$ Whereby:

- ✚ Y is employee performance (dependent variable);
- ✚ α is regression constant;
- ✚ $\beta_1 - \beta_4$ are regression coefficients; X1 is Democratic leadership style; X2 is Autocratic leadership style; X3 is Autocratic; and, ϵ is error term.

3.6 Ethical Considerations

To ensure unanimity, voluntary participation and confidentiality of respondents a covering letter was prepared explaining the aim of the research, the confidentiality of the responses and instructions for completion. The questionnaire was drawn up containing questions on the variables and demographic data both to the managers as well as their employees and they were asked to complete the questionnaire anonymously and return them directly to the researcher. In all cases, names are kept confidential thus collective names like ‘respondents’ were used.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter presents firsthand information that was collected mainly via questionnaires. The findings are presented, analyzed and interpreted using different diagrammatic as well as descriptive statics tools.

4.1 Response Rate

Out of 106 questionnaires distributed, out of which all 101 were valid responses. As discussed in chapter three, the sample size for the research was 106. This represents 95.28 % of the sample which was more than adequate for data analysis.

4.2 Demographic Characteristics of Respondents

In this section concise information of the respondents' demographic data in terms of gender, age, position, education level, and work experience are captured. Descriptive statistics were performed on the demographic variable as a means of describing the respondents. Below is table that shows the summary of the respondents' demographic background.

Table 4.1 Respondents demographic profile

Gender of the respondents	Frequency	Percent
Valid Male	70	69.3
Female	31	30.7
Age of the respondents		
Valid 20 -30	12	11.9
30-45	55	54.5
46- 60	29	28.7
≥ 60	5	5
Department		
Valid Program	46	45.5
Program support	55	54.5
Qualification		
Valid Diploma	7	6.9
Degree	46	45.5
Masters & above	48	47.5
Work experience		
Valid Less than a year	4	4
1-3 years	24	23.8
4- 6 years	45	45.6
7- 10 years	18	17.8
Above 10 years	10	9.9

Source: Own Survey 2019

As demonstrated in table 4.1 above, regarding gender of respondents 70(69.3%) were Male, while 31 %(30.7%) were female. This implies that more males were participating as subjects of the study the female. Age distribution 55 (54.5%) were age between the age (30 -45) years, 29 (28.7%) were (46-60) years, 12 (11.9%) were between (20 -30) years, 5 (5%) were over 60 years of age. This shows that the organizations have an adult employee. Based on department division 55(54.5%) were program support and 46(45.5%) were program staffs. Respondents level of education were also taken into consideration while collecting this data 48 (47.5%) of the respondents are graduates of master’s degree and above, while 46 (45.5%) of the respondents have first degree and large percentage of them and 7 (6.9%) of the respondent are diploma holders. With respect to the employees stay at their respective organization, the above table depict 4 (4%) have worked less than a year, 24 (23.8%) of the respondents have worked 1-3 years, 45 (44.5%) of the respondents have worked 4-6 years, 17 (16.8 %) of the respondents have worked 7-10 years, the rest 10 (9.9) of the respondents have served 10 years and above within in the selected NGOs. Finally, most of the respondents have worked above 4 years and the respondents are adequately representative samples who can clearly explain the organization under this study.

4.3 Analysis of collective data

4.3.1 Results

In orders to analyze, describe and summarize the characteristics of responses frequency, mean and standard deviation were used. In this section, the research assessed the leadership styles dominant in the two selected organizations. The study assessed three types of leadership style such as Democratic, Autocratic and Laissez-Fair leadership styles. Each of them had ten (10) items. Descriptive statics were used for employee’s ratings of their leaders to identify the most dominant leadership style in the two organizations. The below table illustrates 101 employees’ rating of their leaders’ style.

Responses on Democratic leadership

Table 4.2 Responses on Democratic Leadership

Democratic Leadership Style	Mean	Std. Deviation
Leaders need to help subordinates accept responsibility for completing their work.	3.0990	1.06306
Leaders should give subordinates complete freedom to solve problems on their own.	3.1089	1.08537
The leader is the chief judge of the achievements of the members of the group.	3.4752	1.16270
It is the leader’s job to help subordinates find their “passion.”	3.6931	1.06529
Providing guidance without pressure is the key to be a good leader.	3.4059	1.05998

In most situations, workers prefer little input from the leader.	2.9406	.96770
Effective leaders give orders and clarify procedures.	3.1089	1.08537
People are basically competent and if given a task will do a good job.	3.4752	1.16270
It is best to leave subordinates alone.	3.6931	1.06529
I am involved in performance appraisals to my department and decision making.	3.4059	1.05998
Aggregate value	3.3406	0.66771

Source: Own Survey 2019

According to Table 4.2, the highest response rate was noted on the first item, with mean 3.69 and 1.065 standard deviation that leaders have a great role to help subordinates find their “passion” and in the other dimension respondents prefer it is best to leave subordinates alone. The statement with the lowest mean of 2.94 and 0.967 standard deviation’ believes in most situations, workers prefer little input from the leader. Overall democratic leadership upon assessing the ten statements had a mean score of 3.34 and standard deviation 0.668. This mean high score and indicates that respondents agreed that their supervisors use democratic leadership.

Responses on Autocratic leadership

Table 4.3 Responses on Autocratic leadership

Autocratic Leadership Style	Mean	Std. Deviation
As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.1485	1.06194
Most workers want frequent and supportive communication from their leaders.	2.4455	1.11781
My performance is assessed by my supervisor alone.	2.871	1.1633
Employees need to be supervised closely.	2.8911	1.11266
Performance requirements are designed according to the leader’s needs.	2.9208	1.15484
Most employees feel insecure about their work and need direction.	3.1386	1.02985
It is fair to say that most employees in the general population are lazy.	2.8713	1.16330
Leadership rules are designed by superiors.	2.8911	1.11266
Employees have lack of initiatives and needed to be directed at all-time have to apply tough/strict measures to make us carry out daily tasks accordingly.	2.9208	1.15484
Leaders make decisions independently.	3.1386	1.02985
Aggregate value	2.9238	0.65225

Source: Own Survey 2019

As shown in the above table, the statement that ‘As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives’ had the highest mean of 3.14 and standard deviation of 1.062. The statement with the lowest mean of 2.87 and standard deviation of 1.63 ‘Most workers want frequent and supportive communication from their leaders’. Overall authoritative leadership upon assessing the ten statements had a mean score of 2.92 and a standard deviation of 0.623. This mean is below the midpoint and indicates that respondents disagreed that their supervisors use authoritative leadership. The results suggest that Authoritative leadership style is less exhibited by immediate supervisors at the selected NGOs.

Responses on Laissez faire leadership

Table 4.4 Responses on Laissez faire leadership

Laissez faire Leadership style	Mean	Std. Deviation
In complex situations, leaders should let subordinates work problems out on their own	3.5050	1.17153
Leadership requires staying out of the way of subordinates as they do their work	3.5941	1.08792
My supervisor does not impose policies	3.4554	1.07261
As a rule, leaders should allow subordinates to appraise their own work.	3.7030	.94387
My supervisor often allows us (the worker) to solve complex work problems by ourselves	3.4950	1.13687
My department performs with no leadership barriers	3.4455	.98463
My supervisor relies on his /her own judgment when passing on performance requirements.	3.5050	1.17153
Fail to interfere until problems become serious.	3.5941	1.08792
Avoid getting involved when important issues arise.	3.4554	1.07261
Avoid making decisions.	3.6030	.94387
Aggregate value	3.5455	0.74934

Source: Own Survey 2019

Table 4.4 presents the mean and standard deviation of the results from respondents’ assessment of laissez faire leadership style. This was assessed by ten items. The statement that ‘As a rule, leaders should allow subordinates to appraise their own work’ had the highest mean of 3.70 and standard deviation of 0.944 while the question with the lowest mean of 3.44 and standard deviation of 0.984

was that 'My department performs with no leadership barriers'. Overall Laissez faire leadership upon assessing the ten statements had a mean score of 3.54 and a standard deviation of 0.749. This mean is above the midpoint and indicates that respondents agree that their supervisors indeed utilize laissez faire leadership to a high extent.

In the above tables, the higher score for each scale indicate more of a tendency to use a specific leadership style. Accordingly, the result shows Laissez-Faire leadership scale had the highest mean (M=3.54, SD=.0.749) among the three main scales of leadership style, followed by the democratic leadership scale (M=3.34, SD=.667), with the lowest scores for the Autocratic Scale (M=2.92, SD=.652). As assumed, the difference in mean scores obtained from the analysis suggested that all the three leadership styles are exhibited in the organizations.

Therefore, from the results of the analysis of leadership styles, it can be concluded that Laissez-faire leadership style is the most dominant leadership style in the selected organization followed by Democratic leadership style. However, authoritative leadership style is the least exhibited style.

4.4 Descriptive Analysis of Perception on Employee Performance

Employee performance was seen in the notion of Task, Contextual and adaptive performance. The analysis of employee performance was captured based on the scale by using a total of 15 items - five for task performance, five for contextual performance and also five for adaptive performance. The purpose of presenting this kind of data was to record how employees rated themselves on employee performance, given the different aspects of performance presented to them in the instrument.

Mean result was used to analyze the extent at which the sample group in average agreed or disagree with the raised statements. Low mean implied that majority of the respondents disagree while, higher mean value indicates their agreement. Accordingly, the perceptions of the respondents were captured using a five-point Likert scale (1- Strongly Disagree, 2- Disagree, 3 - Neutral, 4 - Agree and 5 - Strongly Agree) and interpreted in accordance with the below detailed Zaidatol et. al., (2012), mean scores degree.

- Mean = 1.00 – 2.33 → Low,
- Mean= 2.34 – 3.67 → Moderate and
- Mean = 3.68 – 5 → High

Accordingly, employees' intention to stay and their perception towards the studied independent variables are analyzed with the frequency and mean results as follows.

Table 4.5: Frequency and Mean Results of the Respondents' Perception

Summary Descriptive Statistics			
	Mean	Std. Deviation	Conclusion on the Mean & Std. Deviation
I. Task Performance			
I use to maintain high standard of work	4.04	.733	High with low Std. deviation
I am capable of handling my assignments without much supervision.	4.14	.774	High with low Std. Deviation
I am very passionate about my work	4.09	.728	High with low Std. Deviation
I know I can handle multiple assignments for achieving organizational goals	4.03	.767	High with low Std. Deviation
I use to complete my assignments on time.	4.11	.636	High with low Std. Deviation
Aggregate value	4.09	.728	High with low Std. Deviation
II. Contextual Performance			
I used to extend help to my co-workers when asked or needed.	3.52	.742	Moderate with low Std. Deviation
I love to handle extra responsibilities.	4.13	.820	High with low Std. Deviation
I extend my sympathy and empathy to my co-workers when they are in trouble.	3.80	.848	High with low Std. Deviation
I actively participate in group discussions and work meetings.	4.02	.910	High with low Std. Deviation
I used to praise my co-workers for their good work.	3.80	1.01	
Aggregate value	3.86	.867	High with low Std. Deviation
III. Adaptive Performance			
I actively participate in group discussions and work meetings.	3.96	.747	High with low Std. Deviation
I always believe that mutual understanding can lead to a viable solution in organization.	3.50	.782	Moderate with low Std. Deviation
I used to complete my assignments on time.	4.13	.905	High with low Std. Deviation
I used to praise my co-workers for their good work.	4.09	.749	High with low Std. Deviation
I used to lose my temper when faced with criticism from my team members.	3.85	.788	High with low Std. Deviation
	3.91	.788	High with low Std. Deviation

Source: Own Survey 2019

According to table 4.9, the findings on task performance showed an aggregate mean value of 4.09 is high. This result implied that, the respondents agree that they their task performance is in a high standard. Similarly, the above table showed that high aggregate mean results of 3.91 for adaptive performance which was interpreted as high standard of performance. The above table also, showed that high aggregate mean results of 3.86 for contextual performance which was interpreted as high standard of performance.

The employees were asked to mention their actual performance in the last fiscal year (2017/18). Accordingly, the answer is forwarded for their average performance in the last both organizations under study uses (1 to 5) scale rating to measure their employee's performance which is defined as follows:

- For performance rate between 1 and 2 - Did not achieve expected results
- Between 2 and 3 - Partially achieved expected results
- Between 3 and 4 - Fully achieved expected results
- And between 4 and 5 - Achieved more than expected results and
- Employees are rated 5 for exceptional achievement.

The result of the open-ended questions prevailed that the respondents' performance rating in the FY 2017/18 were 23 of the respondents got between 3 to 4, this implies that 23% of the sampled population fully achieved their expected results. The remaining 78 (78%) respondents in the selected NGOS declared that they were rated between 4 to 5, which means that they achieved more than what was expected of them. From the above result, it can be concluded that the performance of the employees in the organizations under study was in the highest level of performance.

4.5 Descriptive Analysis for Effect of Leadership Style on Employee performance

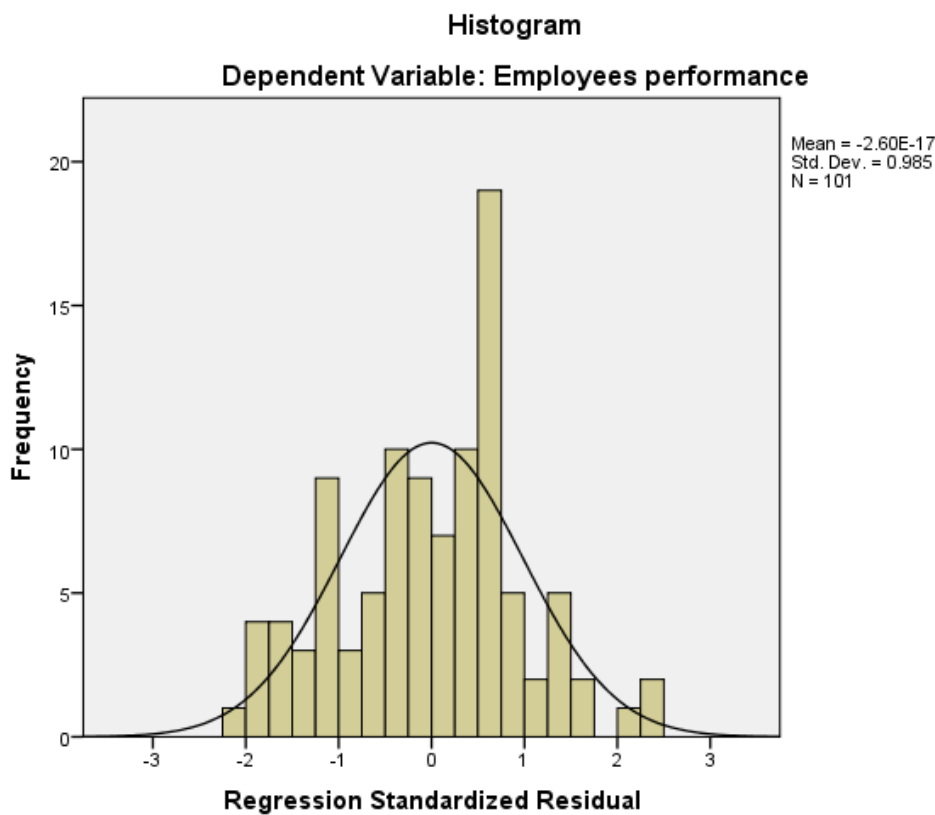
In order to examine the effect of leadership style on employee performance, inferential statistics i.e. correlation and regression analysis, have been considered and the results are interpreted as follows.

4.5.1 Normality Test

According to Osborne and Waters (2002) variables have normal distributions. Those non normally distributed variables are distrubed with substantial outliers. They can be identified through visual inspection of histograms or frequency distributions. If the residuals are normally distributed, the histogram should be bell-shaped and Bera-Jarque statistic would be not significant Brooke (2008).

In parametric statistics, we fill the blanks concerning shape by assuming that the sampling distribution of the mean is normal Mordkoff (2016). Normality can be determined based on skewness and kurtosis statistics. Whereas kurtosis measured the relative flatness and Preakness of data values in the center versus in the tails of frequency distribution when compared with normal distribution Anyango, C. (2015). To test normality of sample distributions the researcher was used histograms, skewedness, and kurtosis as presented in the following figure 4.2.

Figure 4.2 Normality Test Using Histograms



Source: Own Survey, 2019

As seen in the above figure 4.2, visual inspection of the histogram, it is bell shaped. As a result, normality is not a problem to perform regression analysis.

In addition to histograms to test normality the researcher has used skewedness and kurtosis value which is presented in the following table 4.6.

Table 4.6 Statistics

	N	Skewness		Kurtosis	
	Valid	Statistic	Std. Error	Statistic	Std. Error
Democratic leadership style	101	-0.6967	0.24022	0.32498	0.47606
Autocratic Leadership style	101	0.01198	0.24022	0.01801	0.47606
Laissez faire Leadership style	101	-0.7231	0.24022	0.52253	0.47606
Employees performance	101	-0.4054	0.24022	-0.1485	0.47606

Source: own Survey, 2019

As observed in the above table, the second assumption that needs to be checked is normality that is, the variables have to be normally distributed. In normality test, the rule is that it must be +1 to -1 so that it can be significant (Adams, 2017).

4.5.2 Test of Multicollinearity

Multiple regressions assume that the independent variables are not highly correlated with each other. Colliniarity also called also called multicollinearity refers to the assumption that the independent variables are uncorrelated Darlington (1968) and Keith (2006). Multicollinearity occurs when several independent variables correlate at high levels with one another or when one independent variable is a near combination of other independent variables Keith (2006). The more variables overlap (correlate) the less able researchers can separate the effects of variables. Multicollinearity can result in misleading and unusual results, inflated standard errors, and reduced power of the regression coefficients that create a need for larger sample sizes Jacquard et al (2006).

If multicollinearity is found in the data, one possible solution is to center the data. To center the data, subtract the mean score from each observation from each independent variable. However, the simplest solution is to identify the variables causing multicollinearity issues (i.e., through correlations or VIF values) and removing these variables from the regression. The VIF value tells us how much the variance of the coefficient estimate is being inflated by multicollinearity. Interpretations and conclusions based on the size of the regression coefficients, their standard

errors or associated T-test may be misleading because of the confounding effects of collinearity Mason and Perrault (1991).

The assumption is tested using variance inflation factor (VIF) values and tolerance. Variance inflation factor (VIF) - The VIF 's of the linear regression indicates the degree that the variance in the regression estimates are increased due to multicollinearity. VIF values higher than 10 indicates that multicollinearity is a problem. In addition to VIF value, tolerance value for each variable should be less than 1. As a result of the above assumption and associated theories, the researcher was used variance inflation factor (VIF) and level of tolerance to test detect multicollinearity among explanatory variables and to perform linear multiple regression analysis. Accordingly, the values for each parameter were presented in the table 4.12 below.

Table 4.7: Multicollinerity Diagnosis

Model		Coefficients ^a	
		Tolerance	VIF
1	(Constant)		
	Democratic leadership style	.906	1.104
	Autocratic Leadership style	.983	1.017
	Laissez faire Leadership style	.905	1.105

a. Dependent Variable: Employees performance

Source: own Survey, 2019

As observed in the above collinearity statistics table 4.7, the value of variance inflation factor (VIF) DLS .983, LLS 1.105 and ALS 1.007 respectively which is below 10. Numerous approaches have been proposed for coping with multicollinearity Charlotte and William (1991). Some authors argue that a tolerance value less than 1 or VIF greater than 10 roughly indicates significant multicollinearity. According to the value Autocratic leadership has the largest tolerance value as compared to the other independent variables. Generally, diagnosing the VIF and tolerance values, multicollinearity is not a problem or there is no inflation in the variance of coefficients. This would tell us there is an opportunity to overcome the overall regression analysis.

In addition, the overall statistical acceptability or significance of the model was proved as indicated in the below ANOVA table. The ANOVA helped to determine the model's significance in predicting the dependent variable, Employee Performance.

Table 4.8: The Model Significance Diagnosis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.631	3	2.210	11.625	.000 ^b
	Residual	18.442	97	.190		
	Total	25.072	100			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Laissez faire Leadership style, Autocratic Leadership style, Democratic leadership style

Source: own Survey, 2019

In addition to the multicollinerity and the overall statistical acceptability or significance, both linearity and normality were tested and proved that the model fits for conducting multiple linear regression. Following these, regression analysis was conducted, the regression model summary showed, how much of the variance in the dependent variable employee performance is accounted by the independent variables (Democratic, Autocratic and Laissez-Fair Leadership Styles).

4.5.3 Test of Correlation

In addition to other regression assumptions, correlation analysis in between independent variables have to be tested before going in to regression analysis. Person correlation coefficient was used to examine the magnitude (intensity of relationship -1 to +1) and the direction of the relationships (+ve/-ve) (Mark et.al., 2009). Likewise, the significance level, p-value, is labeled as “Sig.” in the SPSS output and helped to statistically determine the significance of the results during a hypothesis test. If the significance value is less than 0.05 ($p < 0.05$) then the relationship is statistically significant. If the significance value is greater than 0.05 ($p > 0.05$) then the relationship is not statistically significant.

Table 4.9 Correlation result

		Democratic	Autocratic	Laissez faire	Employees performance
Democratic leadership style	Pearson Correlation	1	0.101	.299**	.466**
	Sig. (2-tailed)		0.316	0.002	0
Autocratic Leadership style	Pearson Correlation	0.101	1	0.106	-0.04
	Sig. (2-tailed)	0.316		0.29	0.689
Laissez faire Leadership style	Pearson Correlation	.299**	0.106	1	.323**
	Sig. (2-tailed)	0.002	0.29		0.001
Employees performance	Pearson Correlation	.466**	-0.04	.323**	1
	Sig. (2-tailed)	0	0.689	0.001	

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey 2019

As of seen in the above correlation matrix table 4.9, organizations leadership style to employee's performance. The democratic and laissez faire variables have significantly positive impact on Performance at a positive significant level of $p=.000$ and $.001$. The Spearman's Correlation Coefficient value democratic and laissez faire leadership styles for performance are $.000$ and 0.001 respectively at a significant level $r= 0.01\%$. The value for autocratic leadership style is $.689$ which is at in significant level. This shows that, democratic and laissez-faire leadership style have significant positive impact on performance of employees. Person correlation coefficient was $1, .101$ and $.299$ respectively). Therefore, the overall correlation analysis was satisfactory in order to proceed to regression analysis.

4.5.4 Analysis of the Regression Results

The study used regression analysis to measure the relative strength and determine statistical significance between the independent variables (Democratic, Autocratic and Laissez-faire leadership styles) and the dependent variable (employee performance) exclusively focusing on the trends of Carter Center Ethiopia and Orbis International Ethiopia. In order to scrutinize the significant effect of the independent variables on the dependent variable multiple linear regression analysis was employed. This is because the study comprises one dependent variable and two or more independent variables (Kothari 2004). Meanwhile, it is mandatory to confirm the model's adequacy and fitness form a statistical perspective before running the regression analysis.

After conducting the test of regression assumptions such as normality, correlation analysis and collinearity diagnosis the study had made analysis, presentation and interpretation of regression results. All tests confirmed that, the models were adequate and fitted to form a statistical perspective. All assumptions truly reflect the model's in representing the reality. Accordingly, the result of the regression analysis is tabulated and presented in the following table 4.10.

Table 4.10: Presentation of Regression Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.264	.242	.436

a. Predictors: (Constant), Laissez faire Leadership style, Autocratic Leadership style, Democratic leadership style

b. Dependent Variable: Employees performance

Source: Own Survey 2019

Likewise, R, the coefficient of multiple correlation, in the above table showed the degree of association that the selected factors (Democratic, Autocratic and Laissez-Fair and Leadership Styles) have with employee Performance to stay have i.e. 0.514. In addition, the R square, the coefficient of determination, established that the extent to which changes in the dependent variable could be explained by the change in the independent variables. Similarly, 26.4% of the variation in the dependent variable, employee performance, is explained by the independent variables (Democratic, Autocratic and Laissez-Fair Leadership Styles). Thus, the model proved to fit and adequately predict the relationship between the variables. In addition to this, the other thing that must be taken in to consideration is the ANOVA statistics independent variable in the standard model which was presented in table 4.11.

Table 4.11 Multiple Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.651	.313		8.473	.000
	Democratic leadership style	.310	.069	.413	4.519	.000
	Authcratic Leadership style	-.080	.067	-.104	-1.187	.238
	Laissez faire Leadership style	.140	.061	.210	2.294	.024

a. Dependent Variable: Employees

Source: Own Survey 2019

Additional analysis will be on Coefficients where the range of alpha value of 0.05, 0.001 or 0.01 is used to explain the significance of the variable. The regression coefficients in table 4.13 demonstrate that the relative extent of the influence that each independent variable has on the dependent variable and through which the most contributing predictor/dependent variable is revealed. Accordingly, unstandardized beta coefficient was considered to explain the strength of each predictor/independent variable influence on the criterion employee performance.

As per shown on the above table 4.11, democratic leadership style with a significant value of 0.000 which is lower than 0.01, hence democratic leadership is found to have a positive significant impact on employee performance. This finding is similar to Ojokuku, et al. (2012) where they found that democratic leadership style, in which employees are allowed to have sense of belonging, believed higher responsibility can be carried out with little supervision, and leaders help followers

achieve their visions and needs, enhance organizational efficiency. Autocratic leadership style with a significant value of 0.0238 which is higher than 0.01, hence autocratic leadership is found to have in significant impact on employee performance. This finding is similar to Jayasingam & Cheng (2009) where they found autocratic power produces negative influence on employee performance. Laissez-faire leadership style with a significant value of 0.024 which is higher than 0.01, hence laissez-faire leadership is found to have a positive significant impact on employee performance. There is positive and significant relationship between laissez faire leadership and employee performance. This is further interpreted as among the tested predictors, the democratic leadership style beta coefficients indicated statistically meaningfully & more significant predictor of employee performance. Laissez faire Leadership followed with a closer significant result.

To recap, the result, from 101 respondents in the study 94 (93.06 %) of them are believe that democratic leadership style is better to improve employee's performance in the organizations under the study. The respondents explain democratic leadership as, lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. 7 (6.93%) of the respondents who are in managerial position preferred to follow laissez-fair leadership style. They also suggest that Mixed types of leadership style is preferable to boost the performance of the employees as each individual contributor are unique by themselves and the situations also dictates the leadership style and the decision they are going to be made. The findings from the open-ended questions were drawn based on the respondents' perceptions for the existence of these leadership styles while having interaction with their managers. The qualitative findings in this research, therefore, in broad terms served to enrich the quantitative findings.

4.6 Discussion

Furthermore, the correlation results in Table, 4-16, has indicated a positive significant relationship between the dependent variable, employee performance and Democratic and Laissez-Fair Leadership Styles. Based on the correlation & regression analysis, the hypotheses related to these independent variables with $p < 0.05$ were accepted. However, the hypothesis in relation to Laissez-Fair leadership style is rejected as the significance level is weak, $\text{Sig.}(p) = 0.689$ where is $P > 0.05$. The hypotheses tests are further analyzed in the Tale 4.12 below.

Table 4.12 Summary of the Research Hypotheses Results

Hypothesis	Result	Remark
H1 The democratic leadership style positively affects employee performance in the selected Organization	<ul style="list-style-type: none"> • $r=0.466$ & $P<0.01$ • $\beta=0.310$ & $P<0.05$ 	<ul style="list-style-type: none"> • There is +ve relationship • The relationship is significant <p>Thus, H₁, is accepted</p>
H2 The Autocratic leadership style positively affects employee performance in the organizations under study.	<ul style="list-style-type: none"> • $r= -0.004$ & $P>0.01$ • $\beta=-0.080$ & $P>0.05$ 	<ul style="list-style-type: none"> • There is -ve relationship • The relationship is insignificant <p>Thus, H₂, is rejected</p>
H3 The laissez-faire leadership style positively affects employee performance in the organizations under study.	<ul style="list-style-type: none"> • $r=0.323$ & $P<0.01$ • $\beta=0.140$ & $P<0.05$ 	<ul style="list-style-type: none"> • There is +ve relationship • The relationship is significant <p>• H₃, is accepted</p>

From all the respondents 25 (24.75%) of them believe that, their immediate supervisors demonstrate democratic leadership style behavior. They are clarified that leader makes decisions based on the input of each team member and each employee has an equal say on a project's direction. 29 (28.71%) employees believe that Laissez-faire leadership style was dominantly practiced by their immediate supervisor. The employees expressed that their supervisors empowered and trusting them to work. They also like and allow the employees to have complete freedom to make decisions concerning the completion of their work. While only 7 (6.93%) employees describe that their supervisor exhibits autocratic types of leadership styles. These leaders make decisions without taking input from anyone who reports to them. The remaining 41 (40.59%) employees stated that their supervisors do not exclusively exhibit one type of leadership style rather a mix of the three types of leadership styles depending on the situation and the obstacles they face.

It was further found that each organization culture traits were significant with a regression coefficient β value of each independent variable in the above table established that Democratic Leadership, $\beta= 0.310$ this result suggests that performance of employees whose immediate supervisor exhibited democratic leadership characteristic increased significantly by 3.10 percent. Autocratic Leadership style $\beta= -0.080$ negative insignificantly predict employees' performance. With regard to Laissez fair Leadership style $\beta= 0.140$ signifies that Employees performance significantly increase by 1.4% when their supervisors exercised Laissez fair leadership style. With this result, it is statistically supported to conclude that there is a positive relationship between democratic and laissez fair leadership styles and job performance and Autocratic leadership style

have a negative impact on employee job performance at Carter Center Ethiopia and Orbis International Ethiopia.

Through regression analysis it was also indicated that 26.4% of the variation in the dependent variable, employee performance, is explained by the independent variables (Democratic, Autocratic and Laissez-Fair Leadership Styles). Thus, the model proved to fit and adequately predict the relationship between the variables. The remaining 73.6% variations on employee performance are explained by other variables out of this model or variable.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary of the major findings of the study, conclusions reached, and recommendations forwarded on the basis of the conclusions.

5.1 Summary of Findings

The purpose of the study was to examine the effect of Leadership style on employee job performance taking the case of Carter center Ethiopia and Orbis International Ethiopia. The research was guided by the three research questions: What leadership Style are being used in the selected organization, how employees perceives their performance and what is the effect of the leadership style on employee performance.

Explanatory research design was used in this study in which 106 employees was sampled form a study population of 144 employees in the selected NGOs using stratified sampling techniques. A structured questionnaire was used to collect primary data from the sample. The measurement of the leadership style was adopted from www.sagepub.com. Employee's performance was measured by the scale of (Pradhan and Xavie). The data collected from the respondents was analyzed by using descriptive and statistical analysis and the findings were presented through use of tables and charts. To discover the relationship and effect of leadership styles on employee performance, Pearson's Correlation and Regression analysis were used. Based on these dimensions major findings of the research are summarized as follows.

- ✚ The response rate proved adequate and more than acceptable, (i.e. 95.28%) to analyze and report the findings. The respondents' general information was captured. Gender distribution showed 70 (69.3%) male and 31 (29.7%) were female indicating that there was unequal representation of male and female in the research. Age distribution indicated that majority of the respondents are in the age group 30-44 which is considered middle adult and productive work force. Majority of the respondent (48 which is close to 48%) accounted from education (Master's degree holders and above). From the respondents, 45(44.6%) of the respondents having more than 4 years and 24 (23.8%) respondents served the organization from 1 to 3 years. Generally, the demographic mix of the respondents confirmed the study's purpose.

- ✚ Based on research question one, the study found out that Laissez faire leadership style was the most dominant leadership styles at the two selected organizations at a highest mean score of 3.54 followed by democratic leadership style at a mean of 3.34 and the autocratic leadership style was less exhibited at 2.92. These differences in mean scores obtained from the analysis implicitly tell all the three leadership styles are practiced in the organizations.
- ✚ The study sought to find out the perception of employees' performance in the notion of task, contextual and adaptive. The results revealed that the task performance of employees is at high level with an aggregate mean value of 4.09 and standard deviation of <1. Likewise, the adaptive performance scored a mean value of 3.91 (SD=<1) and contextual performance also scored 3.86 and (SD<1), suggesting that the employee performance in this regard the high.
- ✚ The third main research question of this study was to analyze the effect of leadership styles on performance of employees. Based on this research objective, the result of from regression analysis show that democratic leadership style is the most exhibited style organizations under the study followed by the laissez-faire leadership style and Autocratic. Employee performance is above average. Overall, scores in democratic leadership style were found to be strongly correlated with both measures of employee performance and overall performance.
- ✚ The result from spearman's correlation coefficient revealed that, there is a positive relationship between the three leadership styles i.e. Democratic, Autocratic and Laissez faire with employee job performance. In the ANOVA analysis, the result discovered that there is statistically significant relationship between leadership styles and employee performance.
- ✚ The regression model summary result has established, 24.2% of the variation on employee performance is explained by leadership style.

- ✚ In the multiple linear regression analysis, the result found that Democratic leadership style significantly positively affected employee performance. Laissez faire leadership styles exhibited insignificant positive effects on employees' performance. Authoritative leadership style had a negative insignificant relationship correlation with performance in Carter center Ethiopia and Orbis international Ethiopia.

5.2 Conclusions

This study was intended to examine the effects of leadership styles on performance of the employees in The Carter Center Ethiopia and Orbis International Ethiopia. The study was also set out to explore how the three types of leadership styles; democratic, autocratic and laissez-faire simulates the employees' task and contextual performance. The literature revealed that leadership style the manager exhibits is highly influence the level of employees' performance. Based on summary of the findings of this study, the researcher derived the following conclusions in order to address the three-research question that this study sought to answer.

The study showed that democratic leadership style, autocratic leadership style and laissez-faire leadership styles are practiced at Carter Center Ethiopia and Orbis International Ethiopia. This result provide support for the contingency theories which argues there is no single way of leading and that ever leadership style should be based on certain situations. However, the study further revealed that democratic leadership style was dominantly practiced by the managers followed by laissez-faire leadership style. Supervisors participates employees in the decision-making process and encourages them to assume responsibilities by making frequent and supportive communication.

With regard to Employee performance, the results revealed that the level of employee performance at the three organizations under study was high. Employees are cooperative, dedicated, and enthusiastic. They execute their assigned jobs and meet deadlines and maintain high standards of work to achieve their departmental goal.

As shown in the summary of the research findings, democratic leadership style has positive influence on employee performance. This indicates that when democratic approach is applied, performance of employees would increase. This result was consistent with early research studies (Basit, et al (2017); Ojokuku et al. (2012)).

The finding of this study also shows that Autocratic leadership style has insignificant negative effect on the performance of the employees. This was inconsistent with the result of other researchers' findings (Anyango (2015); Belete (2015)).

Laissez-faire leadership style has positive influence on employee performance, which indicates that employees' performance would increase when laissez-fair leadership style is applied. This was also consistent with the result of other studies (Basit, et al (2017)). Laissez-fair leadership style is more appropriate when employees understands their responsibilities well and possess strong analytical skills and their leaders are very much confident on them.

Most employees have high performance this implies that, exceptionally high in quality with outstanding contributions that deserve special recognition. And the rest of them, are work with limited supervision and produce work that is consistently high in quality. In addition to this, the more practiced leadership style is mixed of the three styles according to the situation. Furthermore, these leaders represent the aspect of the leadership development of mixed leadership styles. From the study findings, it can be concluded that leaders should practice more of democratic leadership style in order to bring the highest performance levels of employees.

5.3 Recommendations

In view of the findings of this study, leaders at Carter Center Ethiopia and Orbis International Ethiopia are using the right mix and application of democratic leadership style, autocratic and laissez fair leadership styles. The researcher recommends to keep on applying the right attributes of the three leadership styles that could stimulate the best outcome depending on the situation.

It is a mere fact that organizations need to have highly capable leaders who can lead employs for the accomplishment of the organizational goal. Based on the findings of this research, laissez-faire leadership style has greater effect on employee's performance. In order to keep the spirit of high performing team, it is recommended to practice more of laissez-faire leadership style.

The main objective of this research was to explore the effect of leadership style on employee performance. The positive association between leadership styles' and performance helps in improving productivity of organization. Organizations need to have highly capable leaders to lead their employees in daily operation and accomplish the organizational goals.

- ✓ In view of the findings of this study, it was inevitable the use of the right mix and application of the three leadership styles. The managers in the organizations recommended to keep on applying the right attributes of the three leadership styles that could stimulate the best outcome depending on the situation.
- ✓ It is a mere fact that organizations need to have highly capable leaders who can lead employees for the accomplishment of the organizational goal. The leaders or supervisors should be aware of what is important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively. The supervisors should also have their own visions and development plans for followers, working in groups and champion team work spirit. Based on the findings of this research, democratic leadership style has +ve effect on employee's performance. In order to keep the spirit of high performing team, it is recommended to practice more of democratic leadership style.
- ✓ Supervisor's authoritative leadership style has –ve effect on employees' performance, it will decrease employee performance. So, they should try to avoid this type of leadership style. Contrarily, supervisors should clarify expectations and provide goals and standards to be achieved for the followers.
- ✓ Organizations can develop certain training programs or mentoring by professionals for the supervisors and leaders. The leadership training program can be designed based on employee needs and organizational needs to achieve the very best from such particular programs and to make the leadership styles more effective.

5.4 Implication for Further Studies

As mentioned earlier in this paper, not adequate research has been done on the effect of leadership styles on employee's performance in Non-Governmental Organizations in Ethiopia. This study limited itself to only two organizations and recommendations are therefore made for further research in all Non-governmental organizations in order to broaden research in the sector. For further research study, the researchers recommend a study on the influence factors for employees on any of the sector of Ethiopia.

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Appendix

Employee Questionnaire

ST. MARY'S UNIVESITY, SCHOOL OF GRADUATE STUDIES THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

The Effect of Leadership Style on Employee Performance

Dear Respondent,

I am a final year MBA student at St Mary's University, School of Graduate Studies. As part of the requirements in completion of the MBA program, I am undertaking a research on The Effect of Leadership Style on Employee Performance at your esteemed organization. To this end, I am collecting data from employees working in this organization. You have been selected as a valuable participant for this research. The purpose of this research is to measure and analyze the effect of leadership styles on employees' performance. My purpose is not to evaluate individual managers or subordinates: rather it is to investigate and to gain insight of how certain leadership styles have a distinctive impact on employees' performance.

In order for the research to yield valid results, it is important that you answer all questions as honestly and truthfully as possible. The confidentiality of all participants will be protected in my thesis and individuals will not be identified by name in or any other distinguishing factor in the thesis. I will be the only person with access to this data, including transcription.

Your participation in helping me finalize my study is greatly appreciated. For any of your inquiries or in need of additional information I can be reached at: Haimanot Zewdu, Tel + 251-912086266
E-mail haimanot_z@yahoo.com.

I. Demographic Information

Please mark (√) in the box of your preferred choice

Personal Data

Q1. Gender:

1. Male 2. Female

Q2. Age between:

1. 20 -30 2. 30-45 3. 46- 60 4. ≥ 60

Q3. Department

1. Program 2. Program support

Q4. Qualification:

1. Diploma 2. Degree 3. Masters & above

Q5. How many years have you served in this organization?

1. Less than a year 2. 1-3 3. 4- 6 4. 7- 10 5. Above 10 year

II. Examining Leadership style

The following statements are designed to measure Leadership style in your esteemed organization. Please indicate the level of your agreement with each of the following statements by selecting and putting a tick mark (√) in the box of your choice.

- 1 → Strongly Disagree
- 2 → Disagree
- 3 → Neutral
- 4 → Agree
- 5 → Strongly Agree

I. Examining Leadership style						
		1	2	3	4	5
➤	What leadership style is currently being practiced at your esteemed organization					
	Democratic Leadership style					
1	Leaders need to help subordinates accept responsibility for completing their work					
2	Leaders should give subordinates complete freedom to solve problems on their own.					
3	The leader is the chief judge of the achievements of the members of the group					
4	It is the leader’s job to help subordinates find their “passion.”					
5	Providing guidance without pressure is the key to be a good leader					
6	In most situations, workers prefer little input from the leader.					
7	Effective leaders give orders and clarify procedures.					
8	People are basically competent and if given a task will do a good job.					

9	It is best to leave subordinates alone.						
10	I am involved in performance appraisals to my department and decision making						
	Autocratic Leadership style						
11	As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives						
12	Most workers want frequent and supportive communication from their leaders						
13	My performance is assessed by my supervisor alone.						
14	Employees need to be supervised closely						
15	Performance requirements are designed according to the leader's needs.						
16	Most employees feel insecure about their work and need direction						
17	It is fair to say that most employees in the general population are lazy						
18	Leadership rules are designed by superiors.						
19	Employees have lack of initiatives and needed to be directed at all-time have to apply tough/strict measures to make us carry out daily tasks accordingly						
20	Leaders make decisions independently						
	Laissez-faire Leadership style						
21	In complex situations, leaders should let subordinates work problems out on their own						
22	Leadership requires staying out of the way of subordinates as they do their work						
23	My supervisor does not impose policies						
24	As a rule, leaders should allow subordinates to appraise their own work.						
25	My supervisor often allows us (the worker) to solve complex work problems by ourselves						
26	My department performs with no leadership barriers.						
27	My supervisor relies on his /her own judgment when passing on performance requirements.						
28	Fail to interfere until problems become serious						
29	Avoid getting involved when important issues arise						
30	Avoid making decisions						

III. Performance Measurement Questionnaire

The following statements are prepared to measure the performance of employ affected or not by leadership style. Please indicate the level of your agreemen following statements by selecting and putting a tick mark (√) in the box of **1.Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agr**

II. Measuring employee performance							
1	I used to maintain high standard of work						
2	I am capable of handling my assignments without much supervision.						
3	I am very passionate about my work						

4	I know I can handle multiple assignments for achieving organizational goals					
5	I used to complete my assignments on time.					
6	I used to extend help to my co-workers when asked or needed.					
7	I love to handle extra responsibilities.					
8	I extend my sympathy and empathy to my co-workers when they are in trouble.					
9	I actively participate in group discussions and work meetings.					
10	I used to praise my co-workers for their good work.					
11	I used to perform well to mobilize collective intelligence for effective team work.					
12	I could manage change in my job very well whenever the situation demands.					
13	I can handle effectively my work team in the face of change.					
14	I always believe that mutual understanding can lead to a viable solution in organization.					
15	I used to lose my temper when faced with criticism from my team members					

IV. Short Answer Question

Answer the following precisely and concisely.

1. What is your average performance in the last fiscal year (2017/18)? _____
2. What is the dominate leadership style that is exercised by your immediate supervisor? (Hint: Democratic, Autocratic and laissez faire list leadership styles)

3. What type of leadership do you propose for your organization/department to boost employee performance?

STATEMENT OF DECLARATION

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Tilaye Kasahun (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name: Haimanot Zewdu

Signature

Advisor: Tilaye Kasahun (PhD)

Signature

St. Mary's University College, school of graduate studies, Addis Ababa May 2019

