

ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

LEADERSHIP PRACTICES AND PROBLEMS IN
TRANSPORT AUTHORITY

BY
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JULY 2010
SMUC
ADDIS ABABA

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FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT
APPROVED BY THE COMMITTEE OF EXAMINERS

Chair Person

Signature

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

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Acronyms

BPR- Business Process Re-engineering

LCP- Least Preferred Coworker

TA- Transport Authority

Bibliography

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APPENDICES

Appendix I

ቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ

ቢዝነስ ፋክሊቲ

የአስተዳደር ትምህርት ክፍል

የሥራ አመራር አተገባበርና ችግሮች በትራንስፖርት ባለስልጣን ለመገምገም የቀረበ መጠይቅ።

በድርጅቱ ሠራተኞች የሚሞላ

የተከበራችሁ መላሾች

እኔ በቅድስተ ማርያም ዩኒቨርሲቲ ኮሌጅ የአስተዳደር ትምህርት ክፍል ተመራቂ ስሆን በአሁኑ ወቅት የመጀመሪያ ዲግሪዬን ለማግኘት በከፊል ማሟያነት የሚያገለግል ጥናት “የሥራ አመራር አተገባበር በትራንስፖርት ባለስልጣን ቢሮ” በሚል ርዕስ ዙሪያ በመስራት ላይ እገኛለሁ።

የጥናቱ ዋና ዓላማ የሥራ አመራር አተገባበር ችግሮች በመስሪያ ቤታችሁ ውስጥ ምን እንደሚመስል ጥናት በማካሄድ እና በስተመጨረሻም የድርጅቱን የስራ አመራር አካላት ችሎታና አቅምን የሚያገለግል የመፍትሔ ሃሳቦችን ለማቅረብ ነው። በተጨማሪም ወደፊት በዚህ ርዕስ ዙሪያ ጥናታቸውን ለሚያደርጉ ሌሎች አጥኪዎች በመረጃ ሰጪነት የሚያገለግል ይሆናል።

ስለሆነም የእርስዎ ትክክለኛ እና ጊዜውን የጠበቀ ምላሽ ለጥናቱ መሣካት ከፍተኛ ድርሻ አለው። ስለዚህም ከአምስት ቀናት ባልበለጠ ጊዜ ውስጥ ተአማኒነት ያለውን ምላሽ ይለግሱግ ዘንድ በአክብሮት እየጠየኩኝ ጥያቄዎቼን በጥንቃቄ በማንበብ ለሚሰጡኝ ቀና ምላሽ በቅድሚያ እጅግ አድርጌ ላመስግን እወዳለሁ።

የሚሰጡኝም ምላሽ ለዚህ ጥናት ብቻ የሚውል በመሆኑ በከፍተኛ ሞያዊ ስነ-ምግባር የሚጠበቅ ሲሆን ለሌላ ለማንኛውም ጉዳይ የማይውል መሆኑን ላረጋግጥልዎ እወዳለሁ።

ይህ መጠይቅ ሁለት ክፍሎች አሉት በእያንዳንዱ ክፍል ያሉትን ጥያቄዎች በትክክል ይመልሱ ዘንድ በታላቅ አክብሮት እጠይቃለሁ።

ለሚያደርጉልኝ ቀና ትብብር አመሰግናለሁ።

ግላዊ መረጃ

ክፍል አንድ:

መመሪያ: (✓) ምልክት በተገቢው ሣጥን ውስጥ ያኑሩ

1. ጾታ

ሀ. ወንድ

ለ. ሴት

2. ዕድሜ

ሀ. 20-29

ለ. 30-39

ሐ. 40-49

መ. 50-59

ሠ. 60 እና ከዚያ በላይ

3. የትምህርት ደረጃ

ሀ. ከሁለተኛ ደረጃ በታች

ለ. ሁለተኛ ደረጃ ያጠናቀቀ

ሐ. ሰርተፍኬት

መ. ዲፕሎማ

ሠ. ቢ.ኤ.ዲግሪ ያለው

ረ. ኤም. ኤ. ድግሪ ያለው

ሰ. ሌላ ተጨማሪ ካለ -----

4. የስራ ልምድ

ሀ. 1-5

ለ. 6-10

ሐ. 11-15

መ. 16-20

ሠ. 20 ዓመት በላይ

ጥናቱን የሚመለከቱ ጠቃሚ መረጃዎች

ክፍል ሁለት:

እባክዎን ለሚከተሉት ጥያቄዎች (✓) ምልክት በተዘጋጀው ሣጥን ውስጥ በማስቀመጥ ምላሽዎን ይስጡ። ለቀረቡት ጥያቄዎች ከአንድ በላይ መልስ ሊሰጡ ይችላሉ።

1. በሰራተኞች እና በስራ አመራር አካላት መካከል ያለውን ግንኙነት እንዴት ይገልጹታል?

- ሀ. እጅግ በጣም ጥሩ
- ለ. በጣም ጥሩ
- ሐ. ጥሩ
- መ. ደህና
- ሠ. መጥፎ

2. በድርጅቱ ውስጥ ያሉ ሠራተኞች የስራ አመራር አካላቶች በሚያከናውኑት ተግባራት ረክተዋል?

- ሀ. በጣም እስማማለሁ
- ለ. እስማማለሁ
- ሐ. አላውቅም
- መ. አልስማማም
- ሠ. በጣም አልስማማም

3. የድርጅቱን እሴቶች ራዕዮች እና ዓላማዎች ስለማስፈጸም ከአለቃዎ ጋር በየጊዜው ይወያያሉ?

- ሀ. እወያያለሁ
- ለ. አልወያይም
- ሐ. አልፎ አልፎ
- መ. እርግጠኛ አይደለሁም

4. የድርጅቱን ዓላማ ከማስፈጸም አንጻር በምን ያህል ደረጃ አስተዋጽኦ አድርጌያለሁ ብለው ያምናሉ?

- ሀ. በጣም ከፍተኛ ደረጃ
- ለ. በከፍተኛ ደረጃ
- ሐ. በመጠኑ
- ለ. በአነስተኛ ደረጃ
- መ. በፍፁም አስተዋጽኦ አላረኩም

5. በመስሪያ ቤቱ የውሳኔ አፈፃፀም ሥርዓት ላይ ምን ያህል ተሳታፊ ነዎት?

- ሀ. በጣም በከፍተኛ ደረጃ
- ለ. በከፍተኛ ደረጃ
- ለ. በመጠኑ
- መ. በዝቅተኛ ደረጃ
- ሠ. ተሳትፎ አላውቅም

6. የአመራር አካላቱን ችሎታ የድርጅቱን ዓላማዎች ከማስፈጸም አኳያ እንዴት ይገመግሙታል?

- ሀ. በጣም ከፍተኛ
- ለ. ከፍተኛ
- ሐ. ተመጣጣኝ
- መ. ዝቅተኛ
- ሠ. በጣም ዝቅተኛ

7. የድርጅቱን የሥራ መሪዎች የሥራ አመራር አተገባበር ከሌሎች መንግስታዊ ከሆኑ መስሪያ ቤቶች ጋር ሲያነፃፅሩት እንዴት ይገልፁታል?

- ሀ. እጅግ በጣም ጥሩ ለ. በጣም ጥሩ
ሐ. ጥሩ መ. መካከለኛ ሠ. ዝቅተኛ

8. የድርጅቱን የሥራ መሪዎች የሥራ አመራር አተገባበር ከሌሎች መንግስታዊ ከሆኑ መስሪያ ቤቶች ጋር ሲያነፃፅሩት እንዴት ይገልፁታል?

- ሀ. እጅግ በጣም ጥሩ ለ. በጣም ጥሩ
ሐ. ጥሩ መ. መካከለኛ ሠ. ዝቅተኛ

9. በድርጅቱ ውስጥ ባሉ የሥራ መደብ ሐላፊዎች መካከል የስራ አለመግባባቶች አለብለው ያስባሉ?

- ሀ. በጣም ከፍተኛ ደረጃ ለ. በከፍተኛ ደረጃ
ሐ. በመጠኑ መ. በዝቅተኛ ደረጃ ሠ. በፍፁም አይታይም

10. ለሕብረተሰቡ ጥራት ያለው አገልግሎት ከመስጠት አንጻር የድርጅቱን አቅም እንዴት ይገመግሙታል?

- ሀ. እጅግ በጣም ጥሩ ለ. በጣም ጥሩ ሐ. ጥሩ
መ. ደህና ሠ. መጥፎ

11. የአመራር አካላቶች የሰራተኞችን ችሎታ ከመመዘን አኳያ እንደ ጓደኝነት እና ጥላቻን ከመሳሰሉ ማንኛውም ዓይነት ተጽእኖዎች ነፃ ናቸው ተብሎ ይታመናል። እርስዎ በድርጅቱ ባለው ሁኔታ በዚህ ዓረፍተ ነገር ይስማማሉ?

- ሀ. በጣም ከፍተኛ ደረጃ ለ. በከፍተኛ ደረጃ
ሐ. በመጠኑ መ. በዝቅተኛ ደረጃ ሠ. በፍፁም አልስማማም

12. የእቅድ አወጣጥ ስርዓትን በተመለከተ ከአለቃዎች ጋር በምን ያህል ደረጃ ተሳትፏል?

- ሀ. በጣም ከፍተኛ ደረጃ ለ. በከፍተኛ ደረጃ
ሐ. በመጠኑ መ. በዝቅተኛ ደረጃ ሠ. በፍፁም አልተሳተፍኩም

13. ሠራተኞች በየጊዜው ለሚያስመዘግቡት የስራ ችሎታ ተገቢውን ወሮታ ያገኛሉ ብለው ያምናሉ?

- ሀ. በጣም ከፍተኛ ደረጃ ለ. በከፍተኛ ደረጃ
ሐ. በመጠኑ መ. በዝቅተኛ ደረጃ

14. በአጠቃላይ በድርጅቱ ውስጥ ያሉ የስራ መደብ ሀላፊዎች የሚከተሉትን የስራ አመራር አተገባበር ብቃት እንዴት ይገመግሙታል?

ሀ.እጅግ በጣም ጥሩ ለ.በጣም ጥሩ ሐ.ጥሩ
መ.ደህና ሠ.መጥፎ

15.እባክዎን በድርጅት ውስጥ ለሥራ አመራር አተገባበር ችግር ፈጥረናል ብለው የሚያስቡትን ነገሮች ከዚህ በታች ባለው ክፍት ቦታ ላይ ይዘርዝሩ።

16. ከላይ ለገለጹት ችግሮች ምን ዓይነት የመፍትሔ ሀሳቦችን ይጠቁማሉ?

17.በአጠቃላይ የድርጅቱን የሥራ አመራር አተገባበር የበለጠ ለማሻሻል እና ለማሳደግ እንደ መፍትሔ ሐሳብ ይጠቅማሉ ያሉትን ይጠቁሙ?

Appendix II
St. Mary's University College
Faculty of Business
Department of Management
Structured Questionnaire for Employees

Survey on leadership practices and problems in Transport Authority
Addis Ababa; 2010

I am prospect of St. Mary's University College from the department of management. I am conducting a research for the partial fulfillment of my BA degree in management, titled "Leadership Practices and Problems at Transport Authority".

The purpose of the study is to investigate and identify the strengths and limitations of leadership trends at transport authority in light of the theoretical aspect of the discipline. The study also aims to document findings as a reference material for other researchers.

Therefore your genuine and timely responses are highly appreciated for the success of the study.

I would like to inform you that your answers are completely kept confidential. For this purpose, there is no need of writing your name on this form.

The questionnaire has two parts and you are expected to answer all the questions under each section genuinely.

Thank you for your kind cooperation!

Part I. Background of Respondents

Please answer the following questions genuinely and put "✓" mark in the box which contain the alternative you chose please be informed also that, in some conditions you may have more than one answer.

1. Sex

- a. Male
- b. Female

2. Age

- a. 20-29
- b. 30-39
- c. 40-49
- d. 50-59
- e. 60 and above

3. Educational Background

- a. Below high school certificate
- b. High school certificate
- c. Diploma
- d. BA/BSC degree
- e. MA/MSC
- f. Other, specify _____

4. Experience

- a. 1-5 years
- b. 6-10 years
- c. 11-15 years
- d. 16-20 years
- e. 21-25 years
- f. Above 25 years

Part II. Information concerning the study

1. How do you express your relation with your supervisor?
 - a. Excellent
 - b. Very good
 - c. Good
 - d. Fair
 - e. Poor
2. The employees of the organization are satisfied with the leadership practice of the organization
 - a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree
3. Do you communicate the values, visions and goals of the organization with your supervisor?
 - a. Yes
 - b. No
 - c. Not sure
4. Do you believe that you have an important role to the goal achievement in the organization?
 - a. Yes
 - b. No
 - c. Not sure
5. To what extent do you participate the decision making process of the organization?
 - a. To a very great extent
 - b. To a great extent
 - c. To some extent
 - d. To less extent
 - e. Not at all

6. How do you evaluate the performance of leaders of T.A in order to attain the objectives of the organization?
- a. Very high
 - b. High
 - c. Moderate
 - d. Low
 - e. Very low
7. How do you see the leadership practices of your organization as compared to that of another government organization?
- a. Excellent
 - b. Very good
 - c. Good
 - d. Average
 - e. Poor
8. To what extent are employees comfortable with the current leadership styles demonstrated by your leaders?
- a. To a very great extent
 - b. To a great extent
 - c. To some extent
 - d. To less extent
 - e. Not at all
9. Do you think that there is a functional misunderstanding between leaders at different level, in your organization?
- a. Yes
 - b. No
 - c. Not sure

10. How do you evaluate the performance of your organization on attaining quality service to the society?
- a. Excellent
 - b. Very good
 - c. Good
 - d. Fair
 - e. Poor
 - f. I can not judge
11. Ideally supervisors are deemed to be free from personal biases like friendship, hate etc. in rating employee's performance. Do you agree with the implementation of the above statement in your organization?
- a. Strongly agree
 - b. Agree
 - c. undecided
 - d. Disagree
 - e. Strongly disagree
11. To what extent does your superior involve you in the planning process of the organization?
- a. To a very great extent
 - b. To a great extent
 - c. To some extent
 - d. To less extent
 - e. Not at all
13. Are employees recommended sufficiently for their outstanding performance?
- a. Yes
 - b. No
 - c. Not sure

14. How do you evaluate the general leadership competence of the managers at different levels?

a. Excellent

b. Very good

c. Good

d. Fair

e. Poor

15. Please write the main problems that you have observed on the leadership practices of your organization?

I. _____

II. _____

III. _____

15. Suggest any solutions for these problems?

I. _____

II. _____

III. _____

16. What do you recommend to the organization in general in order to improve its current leadership practices and performance?

Appendix III

Interview for Managers and Supervisors

1. How do you express your relationship with subordinates?
2. What leadership style do you follow to lead your subordinates?
3. How do you communicate your strategy and organizations objective with your subordinates?
4. Do you believe that your leadership practice has important contribution to goal achievement in transport authority?
5. Can you tell the main problems that you observed on the leadership practice of your organization?
6. To what extent you participate employees on planning and decision making process?
7. What are the criteria for your selection to participate on decision making process?
8. Do you believe that the quality of service your organization gives to the society is satisfactory?
9. Is there a well framed national plan and results that show the development of transportation?
10. To what extent is the leadership style of your organization is suitable to deal with to day's management thoughts?

THANK YOU!!!

Declaration

I, the undersigned, declare that this senior essay is my original work; prepared under the guidance of Ato Goytom Aberham. All sources of material used for the manuscript have been duly acknowledged.

Name: _____

Signature _____

Place of Submission _____

Date of Submission _____

Submission Approval

This senior research paper has been submitted to the department of management in partial fulfillment of the requirements for BA degree in management with my approval as on advisor.

Name Ato Goytom Aberham

Signature _____

Date _____

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Exercising one style of leadership is not suitable to handle all types of subordinates in organizations because in today's organizations not one kind and type of people are employed but a human resource with different varieties of skills, Knowledge and competencies are acquire. They differ in their quality, determinations and their attitude towards the organization.

They also exhibit different behaviors as they differ in their attitude and their out look. The important point here is to study their behavior closely and they should then be lead accordingly because an executive leader while exercising his duties must know the psychology of the people he is working with and leading them. He must understand their behavior and accordingly can make use of the various style of leadership.

According to Tannenbaum, Weschler and Massarik (462) "leadership is an inter personal influence exerted in a situation and directed, through the communication system, towards the attitudes the attainments of specific goals."

From this point of view, we understand that leadership is relation oriented, that involve the influencing agent and the individuals who are influenced and usually, it is equated with the differential exertion of influences

When leaders of any organization able to practice the above factors in their group of employees, they will be able to lead them effectively and best use of their potential.

The aim of the study was to investigate and identify the strengths and limitations of the leadership trends in Transport Authority and to forward possible recommendations for the problems encountered.

1.2. Background of the organization

The transport authority is established as an autonomous public authority having separate juridical personality the proclamation that established the authority is number 468/2005. It is stated in the proclamation that authority is accountable to the ministry of transport and communication.

The transport authority objective

1. To promote an efficient, adequate, economical and equitable transport system.
2. To ensure that public transport services are safe and comfortable.
3. To develop domestic and international transport network and
4. To promote the development of all aspect of transport.

VISION

Our vision is to ensure the provision of the modern, in targeted and safe transport service to meet the need of all the communities.

MISION

- ❖ To promote and ensure the provision of efficient, economic and safe transport service of the country.
- ❖ To coordinate and strengthen the road traffic improvement system.
- ❖ To develop road transport directives and standards in line with the development of the country.
- ❖ To develop transport data base system to enhance research and analysis of the development of the sector.

CORE VALUE

- ❖ Customer satisfaction is our institution culture.
- ❖ Based on good ethics we render efficient service.

1.3. Statement of the problem

Any organization needs a well framed and organized leadership practice in order to perform its activities. Thus, organizations need to design their leadership practices clearly.

According to a preliminary assessment made by the student researcher through an informal communication with some staff members of Transport Authority, the organization has the following problems.

- ❖ There is functional misunderstanding between leaders at different levels
- ❖ Most of the leaders do not participate employees on decision making process. The presence of these problems may affect the overall performance of the organization.
- ❖ Despite the fact that the organization has well experienced employees, when its performance is measured the quality of service that it gives to the society is not satisfactory.

The above problems that are observed on the leadership practice of the organization currently were the main concern of the researcher.

What encouraged the student researcher to engage in this study is the complaints of individual staff members over a staff meeting and from practical observations while the student researcher were on an internship program for two months at transport authority.

1.4 Research Question

The study tries to find out answers for the following basic questions;

1. What type of leadership style do most managers at different managerial levels in the organization is used currently?
2. What are the problems observed in the leadership practice of the organization?
3. To what extent is the leadership style of the organization suitable to deal with the rapidly changing circumstances taking place in to day's management thought?
4. How far employees satisfied with the existing leadership practices of the organization?

1.5 Objective of the study

The general objective of this study is to investigate and identify the strengths and limitations of leadership trends in Transport Authority. The following specific objectives are drawn from the general objective:

- ❖ To identify the type of leadership style mostly practiced in transport authority.
- ❖ To identify the internal influences which affect the leadership practice of the organization.
- ❖ To find out the existence of proper plan and policy about the type of leadership that the organization is following currently and to prove its applicability.
- ❖ To find out the problems observed on the leadership practice of the organization.
- ❖ To come up with possible and workable recommendations for the problems encountered.

1.6 Significance of the study

The study has the following importance

- ❖ It provides information on the leadership practices of transport authority.
- ❖ It cites the areas of problems in the leadership practices of the organization that needs special attention to improve the service.
- ❖ It contributes to increase the overall performances of the organization by providing the necessary information on proper functioning of the leadership practices.
- ❖ It may also serve as a reference material for other researchers.

1.7 Delimitation (scope of the study)

The scope of the study is limited at the head office of Transport Authority, which is located in Addis Ababa. Regional branches of the organization are

not included in the study due to shortage of time and finance and material resources as well. The sample size is also delimited to 96 from a total population of 319, assuming that it is not manageable economically to involve more than 30% of the population. In addition, the student researcher delimited the data collection tools to interview and questionnaire because these are believed to be appropriate tools to gather relevant data from a wide range of respondents.

1.8 Research design and methodology

1.8.1 Research design

The general research method that is employed in conducting the research is descriptive type. Descriptive research design is used because the research involves answering questions such as what and how. The research design has compilation of review of related literature, construction of questionnaire and interview questions, compilation of data gathered from primary and secondary sources and summarize findings construct conclusion and forward recommendations that were relevant to address the situation.

1.8.2 Types of data collected and used

For this study both primary and secondary sources of data are used. The primary data were collected from the respondents in the organization and the secondary data are collected from available documents of the organization in order to get sufficient and relevant information for the study.

1.8.3 Method of data collection

Three kinds of data collection instruments were used with the intention of achieving the goals of the study.

They are interview, document review and questionnaire. The interview was prepared for administrative staffs and the questionnaire for operational staff members.

Both qualitative and quantitative data were used. Thus, qualitative method is used for interview and document review where as, to analyze the data obtained through the distribution of questionnaire quantitative method is used.

1.8.4 Population and sampling techniques

At the head office of transport authority there are about 319 employees which are very useful to the study. Out of the total population 30% (96) were selected as a sample element. In this study the student researcher used accidental sampling method. Accidental sampling is used because it enables the researcher to go for convenient respondents'. The sampling unit of the study includes the transport authority directors, experts and operational employees. Moreover, the selected sampling technique is easy and inexpensive for implementation.

1.8.5. Methods of data analysis

The data collected through questionnaire is analyzed using percentages. Whereas, the data obtained from document review and interview is analyzed qualitatively.

1.9 Limitation of the study

Research work requires availability of sufficient time, money and other resources. In addition the willingness of the concerned organizational representatives to give the necessary information can be mentioned as another limitation of the study. Further more; employees were reluctant to fill the questionnaire.

1.10 Organization of the paper

The paper contains four chapters.

- Chapter one gives a general introductory about the study
- Chapter two includes review of related literature.
- Chapter three discusses the findings of the study, based on the data obtained.
- The last chapter includes the summary, conclusion and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Definition and Nature of Leadership

“Leadership is the process of influencing a group of followers, adding, Value, and helping the community adapts to change.” It is also the quality exhibited by those who lead (Allio Robers J, 1999; P.12)

This definition underscores the relationship between leaders and followers, without whom there is no leader. The leader must be a moral force for the community, whatever it may comprise from business to nations and must guide its evolution. A leader, by inference, is one exhibits leadership.

On the other than (R.S DWIVEDI 2001; P.462) defines leadership as follows; “Leadership is an interpersonal influence exerted in a situation and directed, through the communication system, towards the attainment of specific goals.’

The author adds, “Leadership is the ability to influence a group towards the achievement of goals” .(Ibid 463) overall, as perusal of literature reveals ,leadership is used in behavioral science with three major meanings the characteristics of a position, the feature of an individual and a category of behavior. Again, it is relation oriented, involving the influencing agent and the individuals influenced, it is equated with the differential exertion of influence. Accordingly, organizational leadership is viewed as the influential increment beyond mechanical compliance with the routine directives of the organization. In organizational settings or supervisors at a given level in the hierarchy are given equal power and authority to give rewards and punishments. However, some of them may use their legitimate power and authority more effectively to maximize their influence in the structure, whilst others may not fruitfully employ them and, thus, fail to get optimum results. (Ibid)

Leadership and Human Relations: The formally appointed head may not necessarily be an influential leader, and there may exist an informal leader having greater influence on the work team, notwithstanding this difference, the basic responsibility of a formal leader in an organizational setting is to get work done through subordinates, and this is achieved by effectively influencing the behavior of other individuals to whom the work has been assigned. This makes it imperative that the leader knows and understands the fundamental principles, concepts, methods and techniques of human relations. Accordingly, the leader, irrespective of whether he is a foreman supervisor or an executive, must be able to effectively motivate his people by communicating with them, training and developing their potentialities with a view to direct their efforts to accomplish a common goal. This indicates that the key to effective leadership is human relations. Although human relations are an integral part of the leadership function, it is not only responsibility which a leader possesses and requires. A leader has to know and perform several things involving basic management functions such as planning , organizing, staffing, directing, controlling and coordinating the totally of the leader's job involves all things leading to the determination of work, which must be accomplished by human resources in organizational settings.(Singh, 2002:325)

Leadership as an Art or a science: leadership is becoming increasingly complex with the increasing demands on leader in organizational settings. There is a difference of opinion as to whether it is an art or a science. Those who consider it as and art assert that leadership is an initiative skill and therefore, there exists very little possibility of building transferable knowledge regarding it. However, those who consider it as a science feel that there exists a possibility to develop and disseminated knowledge regarding it. (Ibid)

Leadership as a profession: another difference of opinion prevails in respect of considering leadership as a profession. Although leadership is yet not qualified to be called professional. Numerous leaders are attempting to perform their task in a professional manner by informally complying with professional requirements. Moreover, there is a doubt as to whether the emerging general body can provide a basis for a true profession. However, it's hoped that this trend toward building and disseminating a body of leadership knowledge would mark the first step towards professionalism. (Ibid)

2.2 Importance of leadership

Importance of leadership does not need any over emphasis. Success of leadership is because of its leadership. Even national independence, growth of industrial or business organization is also because of effective leadership. Eye-catching performances are achieved by many organizations through able executive leadership.

An effective and important leadership must perform the following functions.

1. A leader should act as a friend, philosopher and guide to the people whom he is leading. He must have the capacity to recognize their potentialities and transform them in the realities.
2. A leader should win the confidence of his people and seek their cooperation and convince them of policies, procedures and the goals to be achieved. He should be able to wipe out the differences among his people unite them as a team and build up team spirit.
3. He maintains discipline among his group and develops a sense of responsibility. He should be impartial in treating people under him and build up a high morale. He should as far as possible not use coercive methods. He should represent his people in and outside the organization. According to R. Likert, "Leaders act as a linking pin between the work groups and the forces outside it"

4. He should motivate his subordinates to achieve goals. He seeks their commitments to attain the objectives of the organization.
5. He should try to raise high moral and ethical standards among his people. (Singh N. 2000; P, 376)

2.3 Leadership traits and skills

Leadership traits have been defined in two ways:

- (1) traits used to differentiate the leaders from their on-leaders or followers;
- (2) Traits that differentiate effective from ineffective leaders.

Thus, attempts have been made to differentiate leaders from non-leader on the basis of personality traits and to identify personality traits, which promote a high level of group productivity because the effectiveness of leaders depends upon the effectiveness of the group. A personality trait has been defined as some constant quality behavior which characterizes the individual in a wide range of his activities. (Dwivedi R.S. P, 466)

2.3.1 Earlier trait theorists

It has been assumed by trait theorists that all successful leaders possess common personality traits. Among trait theorists, Tead, Bemard and Schell are worth mentioning. Tead has emphasized a list of 10 traits which he finds necessary in leaders, admitting that all of these qualities may not necessarily appear in every leadership situation nor are they equally required of every leader however, and he feels that they are ideally desirable qualifications for a leader.

Among the traits, which executives usually require are innate interest and affection for people, strength or power of personality, scientific trend of mind, etc.

Stogdill, demonstrates that there are a number of traits which have been frequently found among successful leaders in a variety of groups and situations, such as persistence, consistency, self-confidence and dependability. (Ibid)

2.3.2 Later trait theorists

Later trait theorists include McClelland, Dwivedi and McGregor. Ettinger states that the small entrepreneur must primarily display the required characteristic of personality and leadership. McClelland said that in a mobile society, where an occupational position is somewhat dependant on performance instead of family or political connections, managers, executives or entrepreneurs should have a higher achievement motive than man in other comparable occupation Dwivedi administered as a questionnaire covering personality traits to managers from different public and private sector undertakings located in and around Delhi in order to explore the relative importance of these traits as viewed by Indian managers. The highest ranking traits were being cooperative, intelligent and energetic, while the lowest were free from cultural influence among English speaking nationals. It is very difficult to assert unanimously what is meant by personality traits. Such as intelligence, coverage, and flexibility, this commonly listed as traits of a successful leader. Theoretically to select individuals for leadership positions, one should look for traits related to leadership positions, one should look for traits related to leadership success among the job applicants. However this is not feasible in actual practice. Besides difficulty in defining traits, it is not possible to ascertain as to whether a particular trait has a direct bearing on leadership effectiveness. Let us assume that an individual possess a sociable personality but lacks initiative will he/she be effective in a leadership position in a marketing department? The trait theory provides no solution to this thorny problem. Personality traits are increasingly employed in modern organizations as basis for selection of both leaders and followers. (Ibid)

2.3.3 Motivational Traits

Leader with a high degree of achievement motivation are likely to set high standards of performance for themselves and for their work groups whereas those with low amount of it are least likely to bother about high standards or excellence in their work and are most likely to be content with low and routine type of performance.

As regards power motivation, it has been assumed that leaders with high amount of this quality with negative inclination are likely to adapt an likely to be permissive or adapt a free rein style.

Similarly, those with moderately high power motive with positive inclination are likely to adapt a participative and democratic style of leadership.

So far as affiliation motivation is concerned , it is believed that leaders with a high degree of this quality are likely to be more relations-oriented, warm, friendly and supportive, whereas those with low of it are likely to be impersonal bureaucratic, and inaccessible. Leaders with a very high degree of affiliation motivation and a low amount of achievement motivation are likely to waste a great deal of their time and energy pleasing others and seeking popularity of the risk of standards of performance with a view to maintain good relations. (Ibid)

2.4 Leaderships skills

As quoted in Debra L.et al (2000:384) an effective leader appears to rest on three personal and basic development skills. (1) Technical skills, which is used to refer to proficiency and understanding of a specific kind of activity involving a method, process, procedure or technique. This skill is primarily concerned with working with 'things (2) Human skill which is the manager's ability to work with others and to build a cooperative effort with the group he manages. This skill is primarily concerned with working with 'people' (3) conceptual skill, which implies the ability to visualize the organization as a whole. This skill enables the manager to perceive and recognize the interrelationships of various factors operating within the total organization.

The relative importance of these skills are required more than the conceptual skill. (DWIVEDI R.S, 2001; P, 471)

2.5. Leadership styles

According to (R.S DWIVEDI 2001; P, 471) attempts have been made to identify several styles, including authoritarian, democratic, laissez-fair and a strict autocrat, a benevolent autocrat or a genuine autocrat, a pseudo-democrat, etc.

Broadly speaking, there have emerged three types of leadership styles, comprising autocratic or leader-centered or free-rein. The autocratic style refers to the behavior of a leader marked by unilateral decision-making, concentration of immense power in his own hands and the implantation of his decisions through the followers by the use of authority.

Participative style emphasizes teamwork and group effort, and deals with a pattern of decision-making involving discussions and consultations with the followers, sharing of power by permitting the subordinates to make decisions and to let the decisions stem from them. A permissive style refers to the least indulgence by the leader, abandonment of authority and allowing the subordinates to work entirely on their own. The recent view is that the participative or the group-centered style is the one that is most conducive to productivity.

2.5.1. Autocratic style

The autocratic style permits little delegation of authority to subordinates. The subordinates are expected to follow the orders of their and the extent of their participation is usually limited to informing the leaders of their problem. They are required to implement instructions of their leader without raising questions. The leader uses his authority to accomplish organizational objectives. In this type of leadership, subordinates are entirely dependent on the leader and production tends to decline in the absence of the leader. It may be noted that although this style of leadership is not necessarily based on a negative philosophy of getting results, the leaders may tend to use their authority to prevent or delay rewards the leaders can make decisions which

they consider to be in the best interest of their subordinates, and impose these decisions on the plea that this will benefit them in the long-run, (Ibid)

2.5.2. Permissive style

This style permits substantial delegation of authority to subordinates. The subordinates are expected to formulate the objectives which they are to accomplish and the leaders always stand by to provide general guidance. In this type of leadership style, the leaders tend to give general rather than detailed instructions. This style differs from the participative style in so far as it permits delegation of authority for most decisions to subordinates while in the participative style, the leaders retain this authority. This style is likely to be effective only in situations where high quality subordinates exist. (Ibid)

2.5.3. Participative style

Participative leadership style has become a slogan in modern management literature. *it implies that the subordinates should be provided with and opportunity to participate in decision* made in their work settings, and which influence them directly or indirectly. There is a plethora of literature on the advantages of participative leadership encouraging supervisors and executives to enhance worker's participation in different organization activities, particularly in the decision-making process. (Ibid)

2.6. Emerging theories of leadership

2.6.1 Charismatic leadership theories

These theories are the outcome of studies conducted by house he analyzed the behavior, value and attitudes of political and religious leader, and found a set of charismatic features in their leadership. These leaders revealed charismatic features in their leadership.

These leaders revealed characteristics, such as self-confidence and confidence in subordinates. The subordinates emulate the values and behavior of charismatic leaders and experience a sense of self-confidence, impression management skills, socials sensitivity and empathy. Sometimes, charismatic leadership is also a function of a crisis demanding drastic change as well as subordinates dissatisfactions with the status quality. (Michael and etal, 2004:110)

2.6.2 Transformation leadership theory

A leadership perspective that explains how leaders change team or organizations by creating communicating and modeling a vision for the organization or work unit, and inspiring employee to strive for that vision. (Machane and Gunow 2000:450)

2.6.3 Transactional leadership theory

Leadership that help organizations to achieve their current objective more efficiently by linking job performance to valued rewards and ensuring the employees have there sourced needed to get the job done. (Ibid 450)

2.7. Distinction between leadership and management

(Singh N 200; P, 326) said that Leading and managing go together but some differences exist between the two. The following are the points of differences between them:

1. Management establishes relationship through authority. This is relationship between superiors and subordinates within the framework of organization. Leadership does not require any framework or organization. Management needs formal organized groups leadership does not require any such groups. Informal groups can be led not managed. Anyone can follow leader. There are no juniors or seniors among followers. But in management juniors have to follow seniors.
2. Management expects managers to be rational decision-making while leadership vent on moods and expectations of the followers. Leadership has emotional appeal while management does not have such appeal rather it acts on rationality.
3. All leaders are not managers and all managers are not leaders. Managers direct subordinates by virtue of authority vested in them while leaders have no such formal authority invested in them; rather they derive power from their followers. Leaders use this power to guide, direct and influence people.

4. Managers have formal authority to reward the employees with promotion or transfer them or demote them if they erred. But leaders have no such authority. Leaders with people power to satisfy their social needs and ego.
5. Management tries to accomplish organizational objectives. Leadership tries to accomplish people's hopes, aspirations and expectations
6. Management is the process of planning, organizing, actuating controlling the activities of the to attain organizational object leadership on the other hand is a process of influences behavior of people to attain their shared goals.
7. According to Peter Drucker, "Management's efficiency climbing the leader of success; leadership determines whether leader is leaning against the right wall."
8. Management is accountable for its behavior in clearly defined but leadership is not so accountable in clearly defined manner.
9. Leadership qualities for management are supposed to be essential and added advantage but, for leadership managerial qualities are not essential at all.
10. Management requires policies and procedures to direct people for attainment of goals of the organization. Leadership achieves goals through actions by the people.

2.8. Role of leader/managers identified by theorists based on observational studies

Theoretically, researchers have identified varied roles of senior executives. One study suggests three roles. International, information and decisional; and each involves set of sub-roles. Another study proposes four basic roles of chief executives; vision setter. Motivator, analyzer and task, master. Attempt has also been made to differentiate between the roles of successful (those promoted rapidly) and effective (those with satisfied and committed subordinates and high performance units) executives of the four executive activities (i.e. communication, traditional management, human resources management and networking), only networking has significant positive relationship with success. Communication and human resource management lay largely contributed to executive effectiveness. Historically, managers appeared with two key roles a, to maintain order and to see that the interests of employees are carried out and -----to function as a bearer of expertise. (Ibid)

2.9 Situation as determinant of leadership

2.9.1 Situations viewpoint

According to the situations viewpoint, a specific situation determines the effectiveness of leadership. If the situation changes the individual holding the leadership role will change. For example, if an individual us a leader in a situation which demands knowledge of conducting employee morale survey, his position as a leader is supported by his background and knowledge in this respect. However, if this situation changes and another situation arises which demands knowledge of conducting consumer survey, some other individual may assume the leadership role because of his background and knowledge in that field of work. The situations theory asserts that the individual perceived to be most suitable for leadership in a particular situation will come forward spontaneously from the group as the leader.

Accordingly, attempts may be made to place individuals in different informal situations demanding specific interaction and select those individuals who

assume leadership positions in such situations for formal leadership positions in organizational settings. It is argued that individuals who tend to rise to leadership positions in informal group situations are likely to be useful in formal leadership positions.

However, as situations change, there is some doubt whether such individuals will be effective in formal positions. The informal group may follow a leader in a social situation but may not do so in a formal situations.

The focus in the situational approach to leadership is on observed behavior rather on any hypothetical inborn or acquired ability. It stresses the behavior of leaders and their subordinate's vis-à-vis different situations. Attempts are being made to encourage the possibility of training individuals with a vie to adapt their behavior to changing situations. (Narayana, 2000:356)

2.9.2 Fielder's contingency model

As any one style of leadership cannot be considered suitable for all situations and subordinates, attempts have been made to formulate a leadership contingency model asserting that various types of situations appears to favors various styles of leadership .It has been assumed that the effectiveness of the leader is based on his ability to act in terms of situational requirements. Attempts have been made to ability to act in terms of situational requirements. Attempts have been made to categories leaders as task-centered and relations-centered on the basis of a psychological test called the Least Preferred Coworker (LPC).The identification of the style orientation of a leader provides a base to ascertain leadership effectiveness in various situations. Accordingly, situations have been categorized in three groups: highly favorable to the leader and intermediate. Fielder ascertained the favorability of the situation to the leader in terms of three factors his personal relations with the subordinates, the vividity and the amount of structure in the task the subordinates perform and the authority possessed by the leade in his formal position in organizational settings.

The favorableness of the situation refers to the extent to which the situation permits the leader to exercise his influence over group of followers.

On the basis of numerous research studies, it was concluded that the task-centered leaders performed best in those group situations which fell on the extremes of favorableness, i.e. situations which appeared highly unfavorable to the leaders and those which were highly favorable to them. The relationships centered leaders tended to perform best in the intermediate situations represented by a majority of job situations I in modern organizational settings. The theory implies that it would be more fruitful to identify the requirements of the situation and then select the leader with appropriate styles instead of attempting to modify leader behavior itself. (Ibid)

CHAPTER THREE

DATA ANALYSIS AND INTERPRETATION

This chapter contains two parts, namely the general background of respondents and analysis of data concerning the study which are collected through questionnaire and a management of interview. Out of the total population of 319, 96 (30%) were selected to complete the questionnaire distributed and respond to the interview questions.

The questionnaires were distributed to 92 employees. Out of the distributed questionnaires seventy three were completed and returned. The return rate is 79%. Interview was conducted with 4 senior management members of the organization.

3.1 General background characteristics of respondents

The following table shows analysis of the general background of the respondents that were included in the study.

Table 1. Respondents by sex, age, educational background and work experience

Item	Alternatives	Frequency responses No = 73	
		No.	%
Sex	Male	47	64
	Female	26	36
	Total	73	100
Age	20-29	11	15
	30-39	42	58
	40-49	13	18
	50-59	7	9
	60 and above	-	-
	Total	73	100
Educational background	Below high school	-	-
	High school certificate	3	4
	Diploma	24	33
	BA/BSC degree	42	58
	MA/MSC	4	5
	Above	-	-
	Total	73	100
Work experience	1-5 years	17	23
	6-10 years	19	26
	11-15 years	11	15
	16-20 years	14	19
	21-25 years	7	10
	Above 25 years	5	7
	Total	73	100

(Source primary data)

According to table 1, item 1, 64 percent of the respondents are male and 36 percent are female respondents. This will lead as to conclude majority of Transport authority employees are male. Therefore, there is high concentration of male in the organization. The data may however indicate that there is reasonable representation of the female employees in the study.

From table 1 item 2, it is clear to readers that 15 percent of the study population consists of youngsters who are below 30 years of age. Majority of the respondents that is 58 percent however fall between the ranges of 30-39 years. Moreover, 18 percent of them fall under the age range of 40-49 years. The rest 9 percent are between 50-59 years. This shows that majority of the employees are in their productive and maturity age. Accordingly, there is no doubt on their responses reasonability as well as relevance to the study.

Almost half of the respondents are degree holders, which comprise 58 percent; 33 percent are diploma holders; 4 percent are high school graduates and 5 percent are MA/MSC holders. The number of the degree and diploma holders' counts 91percent containing significant majority of the respondent. This may indicate that organization is equipped with qualified work forces more or less.

As indicated in table 1, item 4, 23 percent of the respondents have a work experience of less than 5 years, 26 percent are between 6-10 years, 15 percent are between 11-15 years, 19 percent have served for 16-20 years and 10 percent have a work experience ranging between 21-25 years, the rest 7 percent have more than 25 years work experience. This shows that large number of respondents are senior.

3.2. Analysis and interpretation of data concerning the study

Table 2: Employees responses on the relationship they have with their supervisors

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
How do you express your relation with your supervisors?	Excellent	7	10
	Very good	11	15
	Good	13	18
	Fair	15	20
	Poor	27	37
	Total	73	100

(Source primary data)

Concerning employees relation with their supervisors, 10 percent of the respondents said that it is excellent while 15 percent of the respondents chose very good, 18 percent of the respondents believes they have good relation, 20 percent of the respondents said their relation with their supervisor is fair and the rest 37 percent of the respondent rated the

relationship as poor. It is quite possible to say that majority of the employees in the organization have no close relationship with their supervisors. Therefore, we can say that if employees have no close relation with their supervisors, it may significantly decrease their motivation to work and also may make them to be very reluctant on using their physical energy as well as their cognitive thinking when they perform their job in a way they could have used it. Thus, we can conclude that this will create a potential threat to the organization on attaining its objectives and addressing satisfactory service to the society as well as to employees on the attainment of job satisfaction and upgrading their commitment to work.

Table 3: Responses of employees on satisfaction with the leadership practice of the organization

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
The employees of the organization are satisfied with the leadership practice of the organization.	Strongly agree	3	4
	Agree	13	18
	Undecided	17	23
	Disagree	31	43
	Strongly disagree	9	12
	Total	73	100

(Source primary data)

Table 3 above presents information regarding employees' satisfaction with the current leadership practice of the organization. Accordingly, 43 percent of the respondents said that they are dissatisfied with the existing leadership practice; while 23 percent of them were not able to decide. On the other hand, 22 percent of the employees expressed their satisfaction with the existing leadership practice of the organization. Thus, majority of the employees are dissatisfied with the current leadership practice of the organization. From the data, it is possible to say that the organization has leadership problem. Whenever employees are dissatisfied they are likely to

leave. They would seek and have a great expectation for changes to happen, and moreover, they would be in need of new blood to leadership positions with an excellent emotional intelligence that would make them empower. In summary, the dissatisfying leadership practice of the organization will have a great contribution on employee's poor motivation and high job dissatisfaction that would make them very dormant to use their potential in any way it is needed while they perform their task, in the way they would have used it if they were satisfied. So, it is possible to conclude this is a potential bottleneck for the organization as well as for employees to develop teamwork spirit with shared values, common goals and in addressing of the organization's objectives as a whole.

Table 4: Respondents views on the superiors' readiness to communicate organizational values, vision and goals with subordinates

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
Do you communicate the values, visions and the goals of the organization with your supervisor?	Yes	23	32
	No	39	53
	Not sure	11	15
	Total	73	100

(Source primary data)

As it can be seen in table- 4, 53 percent of employee respondents do not communicate the values, visions and the goals of the organization with their supervisors; while 32 percent of them responded as they communicate and the rest 15 percent said that they do not at all communicate with their supervisor on attaining the values, visions and the goals of the organization. According to the data the majority of employees in the organization have no communication with their supervisors about the different kinds of values, vision and goals of the organization. Therefore, supervisors may possibly face difficulties towards accomplishing their job and taking an effective action.

Table 5: Employees participation in decision making process

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
To what extent do you participate in the decision making process of the organization?	To a very great extent	5	7
	To a great extent	11	15
	To some extent	17	23
	To less extent	23	32
	Not at all	17	23
	Total	73	100

(Source primary data)

As presented in table- 5, employees response regarding their participation in decision making process in the organization is observed as, 32 percent of respondents said that they participate in decision making to less extent. On the other hand, 23 percent of the employees answered to some extent, 23 percent said to a great extent and the rest 7 percent said they participate to a very great extent. This indicates that there is no sufficient employees' participation in decision making process in the organization. Thus, this situation is likely to result in lack of belongingness and trust among employees.

Table 6: Responses of employees on leaders' performance in attaining organization's objectives

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
How do you evaluate the performance of leaders of T.A in order to attain the objectives of the organization?	Very high	9	12
	High	12	17
	Moderate	19	26
	Low	28	38
	Very low	5	7
	Total	73	100

(Source primary data)

Regarding leaders' performance in attaining organization's objectives, 38 percent of the employee respondents said that their supervisors' performance is low; while 26 percent of them answered that it is moderate. On the other hand, 17 percent and 12 percent said it is high and very high respectively. The remaining 7 percent of the respondents rated their leaders as very low performers. Therefore, from the above data we can easily assert that the leaders' level of performance is generally not satisfactory.

Table 7: Leadership practice of the organization as compared with other government organizations

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
How do you see the leadership practice of your organization as compared to that of other government organizations?	Excellent	3	4
	Very good	9	12
	Good	11	15
	Average	21	29
	Poor	29	40
	Total	73	100

(Source primary data)

Table: 7 exhibits that according to 40 percent of the respondents the leadership practice of the organization is poor as compared with other government organizations. According to the data 29 percent of the employees said their organization's leadership practice is average as compared with others. On the other hand; 15 percent 12 percent and 4 percent responded that it is good, very good and excellent, respectively. Thus, about 31 percent (23) of the respondents seem to be satisfied with their leaders. However, it should be realized that the leadership of the organization is deficient as conformed by majority of the respondents.

Table 8: Employees comfort with the current leadership style

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
To what extent are employees comfortable with the current leadership styles demonstrated by your leaders?	To a very great extent	2	3
	To a great extent	6	8
	To some extent	30	41
	To less extent	21	29
	Not at all	14	8
	Total	73	100

(Source primary data)

Table 8, presents' response of employees on the suitability of leadership style exercised by their leaders. Accordingly, 41 percent of the employees said that they are comfortable to some extent, 29 percent to less extent, and 8 percent of them said they are not satisfied not at all. On the other hand 11 percent of the respondents seem to be comfortable with the leadership style demonstrated by their leaders. This implies that most leaders in the organization do give little attention to empower their employees. This means communication is certainly one way. Thus, leaders a dominant role. Moreover, leaders do not inspire and motivate employees to work as a team. This situation will definitely demolish the motivation and moral of employees and hamper the efficiency of the organization.

Table 9: Employees response on functional misunderstanding between leaders

Item	Alternatives	Frequency responses No. 73	
		No.	Percentage
		Do you agree that there is functional misunderstanding between leaders at different levels in your organization?	Strongly agree
Agree	23		31
Undecided	13		18
Disagree	4		5
Strongly disagree	2		3
Total	73		100

(Source primary data)

As indicated in table 9 above, that asked whether there is functional misunderstanding between leaders at different levels 73 percent of the employees responded that there is functional misunderstanding among leaders in the organization. On the other hand, 18 percent of the respondents remained undecided, and 8 percent of them disagreed with the statement. Therefore, from the data it is possible to say that there is functional misunderstanding among leaders. This is likely to result in conflict of responsibilities and affect the successful accomplishment of organizational goals. This would also be threat to followers as well as to the organization to bring quality, as well as fast and sustainable service to the society.

Table 10: Employees evaluation on the organization performance

Item	Alternatives	Frequency responses No. 73	
		No.	Percentage
How do you evaluate the performance of your organization on attaining quality service to the society?	Excellent	10	14
	Very good	14	19
	Good	4	5
	Fair	21	29
	Poor	24	33
	Total	73	100

(Source primary data)

As can be seen from table 10 above, 33 percent of the respondents said that the performance of the organization towards attaining quality service is poor while 29 percent of them felt that it is fair. On the other hand, 38 percent of the respondent rated it as good and above. Based on this data, we can possibly say that the attention given by the organization to provide quality service is not that significant. This is likely to diminish the reputation of the organization.

Table 11: Response in rating employees' performance

Item	Alternatives	Frequency responses No. 73	
		No.	Percentage
Supervisors rate their subordinates without bias or discrimination, in the organization.	Strongly agree	6	8
	Agree	12	17
	Undecided	27	37
	Disagree	14	19
	Strongly disagree	14	19
	Total	73	100

(Source primary data)

The above table describes employees' response on objectivity of their superiors' response in rating their performance. Accordingly, 38 percent of the respondents conformed that bias of superiors is observed when evaluating performance of subordinates. Only 25 percent of the respondents responded positively to the statement. On the other hand 37 percent remained undecided. Therefore, from the information we can say that there are personal biases like friendship or hate in rating employees' performance.

Table 12: Employees involvement on the planning process of the organization

Item	Alternatives	Frequency responses No. 73	
		No.	Percentage
To what extent does your superior involve you in the planning process of the organization?	To a very extent	6	8
	To a great extent	9	12
	To some extent	21	29
	To less extent	28	39
	Not at all	9	12
	Total	73	100

(Source primary data)

Table 12: presents employees response about their involvement in the planning process. Consequently, 39 percent of them said they are involved to less extent while 29 percent of employees answered to some extent. Equal number of respondents which is 12 percent each also said that they are involved to a great extent and not at all respectively. The rest 8 percent responded to a very great extent. Therefore, there is less employee participation on planning process. Thus, the organization may face difficulties on mobilizing employees' knowledge, credibility and their cognitive thinking.

Table13: Employees evaluation on manager's leadership competence

Item	Alternatives	Frequency responses	
		No. 73	
		No.	Percentage
How do you evaluate the general leadership competence of the managers at different level?	Excellent	5	7
	Very good	9	12
	Good	19	26
	Fair	11	15
	Poor	29	40
	Total	73	100

(Source primary data)

Table 13: presents data about the general leadership competence of the managers at different level of management. Accordingly 40 percent of the respondent employees evaluated their managers leadership competency. However, 26 percent of the employees evaluated their managers leadership competence as good. And 15 percent of them rated it positively. Whenever organizations think of their leaders competency they should give an emphasis on inspiring others, ability to motivate, emotional maturity, problem solving, flexibility, risk taking and other factors. Based on the above data, there is unsatisfactory leadership competency of leaders in the organization as conformed by the employees' responses. Thus, it is possible to conclude that most leaders in the organization do not have leadership competencies.

Summary of open ended questions

The summary of response for the open ended questions which were included in the questionnaire, that ask respondents to write the main problems of leadership practices of their organization is enumerated as follows:-

- Absence of well defined tasks between departments
- Insufficient delegation of power
- Lack of motivation to work
- Poor communication among employees and managers.
- Lack of supervisors' performance to inspire subordinates, being role model, catching etc.
- Using old fashioned type of leadership
- In conducive working environment
- Benchmarking trends that were adopted in the organization does not match with the country's condition and employees working culture.
- Lack of supervisors' competency.
- There is no organizational culture that participate employees in both planning and decision making process.
- Lack of recognitions, promotions and different kind of incentives for extra work and good performances of subordinates

Finally, respondents were asked to recommend any possible solutions in order to improve the organization's current leadership practice and its performance.

The respondents suggested their possible solutions to the problems as follows:-

- There must be transparency of power
- There should be teamwork spirit among departments
- Avoid communication barriers like too much bureaucracy
- Conduct training and development program
- All the community of the organization should develop tolerance
- Supervisors should work on monitoring and coaching

- Even though, taking other countries and successful organizations experience as benchmark is good, those trends should be modified according to the country's economy, socio-cultural conditions and more over, the needs and wants of the customers.

Summary of the Interview conducted with the management

This part summarizes the findings from interview with senior directors of transport authority. Among them the researcher has interviewed with four department heads. Based on their responses; there is a smooth relationship between leaders and followers unlike with employees' responses. However, one of them argued that though she believes human element on working area has significant role equivalent as raw materials, finance and information, there are times she may be forced to treat followers unfriendly and use punishment as reinforcement.

Unlike employees all of the directors responded on the style of leadership and said they are democrats. However, three of them believe there are lots of problems in the organization such as poor performances of employees as well as leaders, manual system, lack of coordination, facility problems, communication barriers, bureaucracy, and so on. On the other hand one among them argued that most of the problems are solved during implementation of B.P.R in the organization.

Regarding the question, to what extent they participate employees on planning and decision making process two of them said that they never participate followers neither on planning nor on decision. The other interviewee said that she believe every employee has his/her own task to perform and make plans and decision are my own duties. However, the other person said that he has thoughts that every body must feel the organization as his/her own property therefore, he participate all followers under him whenever he make plans and decisions. The last person argued that every subordinate do not have to participate on every plans and decisions. He participate followers based on the kind of plans and decisions he made and based on the demand.

For the question they are asked about the quality of service their organization gives to the society they all think that the quality of service their organization gives to the society is not satisfactory which means there is a great deal of gap between the demands of customers and service delivery potential of the organization. They also believed that lack of transport service observed in every day in Addis Ababa city as well as in regional towns shows the poor potential and very low quality of the organization.

Finally, when they are asked to what extent their leadership practice is suitable to deal with today's management thoughts, two of them say their leadership practice is very suitable because they implement B.P.R. and the program they are following currently is participant that empowers employees so that they could develop team spirit. The last two persons said the existing leadership style and the work culture do not allow them to exercise the different kinds of management thoughts and believes.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the main findings of the study and presents conclusions and recommendations to the identified problems based on the conclusions.

4.1 SUMMARY OF FINDINGS

The study tries to investigate and identify the strengths and limitations of leadership trends in transport authority.

It was intended to come up with possible and workable recommendations for the problems encountered and to provide information on the leadership practice of the organization.

According to the primary data obtained, the study has come up with the following findings.

- ❖ The study indicates majority of the employees in the organization have poor relationship with their supervisors.
- ❖ Most of the respondents feel that they are dissatisfied with the existing leadership practice of the organization that let them to have poor motivation.
- ❖ As revealed by majority of the respondents, employees participation in planning and decision making process is low.
- ❖ Both groups of respondents believe that the quality of service the organization gives to the society is not satisfactory.
- ❖ Most of employee respondents confirm that there are functional misunderstandings between leaders.
- ❖ According to the study, leaders are influenced by personal biases such as friendship, hate etc. in rating employees performance.
- ❖ The finding shows that, the majority of employees do not have any communication about the different kinds of values, vision, and goals of the organization with their supervisors.

- ❖ As the finding obtained from the interview, the leaders believe there are lots of problems in the organization such as poor performance of employees as well as leaders, manual system, lack of coordination, facility problems, communication barriers, bureaucracy, and so on.
- ❖ The finding shows two controversial issues whether the leadership practices of the organization are suitable to deal with today's management thoughts or not. Some of the respondents believe it is suitable because they implement B.P.R that allows them to get the work done at one place with shorter time and they start to empower employees. However, other respondents think the existing leadership style and the work culture do not allow them to exercise the different kinds of updated management thoughts and believes.

4.2 CONCLUSIONS

Based on the above findings the following conclusions are drawn:

- ❖ Though the responses of managers do not concede with the employees responses, the majority of employees have no close relationship with their supervisors. Therefore, we can say that this poor relationship is likely to significantly decrease their motivation to work and also may make them to be very reluctant on using their potential when they perform their task.
- ❖ Most of the employees are dissatisfied with the existing leadership practice of the organization. This may result in developing great expectation for change and moreover, they would be in need of new blood to leadership positions with an excellent emotional intelligence that would make them to have high job satisfaction.
- ❖ Employees participation in planning and decision making process is low. This may indicate that leaders in the organization do not have a participatory program to employees and they are more of authoritarian managers than democrat leaders. Thus, majority of employees in the organization has lack of feelings such as belongingness and trust.

- ❖ As the findings indicate, the quality of service the organization gives to the society is not satisfactory. This may result in creating a great deal of gap between the service and the demands of the society.
- ❖ The study shows that there is functional misunderstanding among leaders. This indicates that low effective work accomplishment and communication towards common goal. This would also be a threat to bring quality, fast and sustainable service to the society.
- ❖ The majority of employees feel that leaders are influenced by personal biases like friendship, hate etc. This may result in discriminating followers based on their relation with their supervisors.
- ❖ The study indicates that, leaders of the organization has poor leadership competencies such as inspiring others, ability to motivate others, emotional maturity, problem solving flexibility, risk taking and so on. Therefore, the absences of these factors have a negative influence on subordinate's performance.
- ❖ According to the findings the different kind of values, vision and goals of the organization are not communicated among employees. Accordingly, those leaders of the organization may face difficulties in attaining organizational goals and may also have difficulties in taking an effective action in the future.

4.3 RECOMMENDATIONS

The following recommendations are forwarded based on the findings and the conclusions made, hoping that they may contribute to an improved leadership practice in transport authority.

- ❖ Leaders of the organization is advised to build positive and good relationship among them as well as their followers, through formal communications, discussions and so an.
- ❖ The organization is advised to identify the dissatisfaction of employees that leads them to be reluctant, not motivated and low productive etc. Thus, the leaders should improve their leadership practice by avoiding those problems encountered and by making corrections as per the recommendations. Moreover, the organization should design participatory leadership and work on employee's job satisfaction, promotions, training and development program for better performances.
- ❖ The organization in general and the leaders in particular are strongly advised to improve the participation of employees on planning and decision making process so that they could feel belongingness to the organization by following participatory leadership style and by delegating power to others.
- ❖ The organization has to take other similar organizations trends, which is currently in position of highest standards, as benchmark in order to increase the quality of its service.
- ❖ It is strongly recommended that the organization as well as the leaders should work together having a defined task and should avoid functional misunderstanding between them so that they could deliver fast and sustainable service to the society.
- ❖ The leaders are advised to avoid influences that would create personal biases such as friendship and hate in order to avoid discrimination in the organization.

- ❖ The organization and its leaders are strongly advised to work together on developing leader's competency.
- ❖ The organization is suggested to work on communicating and addressing the values, vision and goals to employees all the time.
- ❖ Whenever there is leadership problem in the organization, employee's productivity and using their potential becomes under question mark even if they have good interest to their job. Thus, leaders are advised to improve their quality to work with motivated employees.