

**ASSESSMENT OF LEADERSHIP PRACTICES AND PROBLEMS IN ST.
MARY'S UNIVERSITY COLLEGE IN ADDIS ABABA**

By

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Abstract

The successful organization has one major attribute that sets it apart from unsuccessful organization, dynamic and effective leadership. The purpose of this study was to identify the leadership styles the organization uses, the major actions the organization takes in order to satisfy employees' needs, to identify the kind of relationships the employees of SMUC have with their leaders, to identify the major problems which affect leadership practice in SMUC and to determine how leaders try to raise high moral and ethical standards among its employees. The methodologies followed in this study were descriptive survey. The sampling method used was stratified random sampling and after that simple random sampling method was used. In order to get sufficient and relevant information for the study both primary and secondary data were used. Questionnaire and interview guide/protocol were the data collection instruments used in the survey. The questionnaires were distributed to the sample employees and structured interviews were held with the sampled officials of SMUC. The data were uniquely and curiously filtered using statistical methods. The complete questionnaires were treated by descriptive statistics such as frequencies, percentages, and mean as measure of central tendency were methods of data analysis while the interviews were categorized by relevant themes and analyzed accordingly. Some of the conclusions were: subordinates at different levels of the Organization don't give equal and fair treatment, most of the leaders in SMUC don't try much to raise high moral and ethical standards among employees, most of the leaders at different levels of the Institute don't take ideas whenever there is a problem in job, the majority of the respondents disagree with idea of being highly interested in their job. The recommendation given was leaders should try to raise high moral and ethical standards so that all employees can do their job ethically and by moral. The leaders should also try to give fair and equal treatments to all their subordinates, and should try to getting ideas and opinions of their subordinates in that the subordinates see things from different angles so that they might give an idea which help them to solve the problem. The leaders should try to understand their subordinates' interest because this is very important for the success of the Institution and to maximize their subordinates' degree of interest. Generally, it is suggested that the leaders in the University College should be a guide for their followers in motivating the employees and in fulfilling their basic needs at different levels.

Introduction

Background of the Study

Historians, political scientists, and management theorists have produced an extra ordinary amount of literature over the past five years on the subject of leaders and leadership. The past five years were on the subject of leaders and leadership. During the past five years, magazines, for example, featured 1,184 articles referring to leadership, and an astounding 2309 articles that invoked the term leader. Therefore, one may have seen countless bibliographies of leaders and

empirical studies on leadership, but curiously enough, few have defined the conditions that produce leaders or the qualities and skills that effective leaders must possess (Allio, 2003, p.1).

The successful organization has one major attribute that sets it apart from unsuccessful organizations, dynamic and effective leadership (Drucker cited in Hersey, 2003, p.78). Businesses are continually searching for effective leaders, and they are not easy to find. This shortage of effective leadership is not confined to business but is evident in the lack of able administrators in government, education, foundations, churches, and every other form of organization. Thus, when we decry the scarcity of leadership talent in our society, we are not talking about a lack of people to fill administrative positions. What we are agonizing over is a scarcity of people who are willing to assume significant leadership role in our society and who can get the job done effectively (Hersey et al, 2003, p.78).

“Leadership is the process of influencing the behaviour of others in the direction of a goal or set of a goals or, more broadly, toward a vision of the future,” stated French cited in Singh, 2002, p. 325). According to Grey et al. (2002, p. 326), those few organizations that do exhibit effective leadership will have passed one additional test they are populated by effective followers. This is not an endorsement of the popular notion of leaderless teams. Rather, it means that leaders and followers exist as part of a symbiotic system.

In the same framework, Grey et al, (2002) stated:

Leadership is both a process and a property. The process of leadership is the use of non-coercive influence to direct and to coordinate the activities of the members of an organized group towards the accomplishments of group objectives. As a priority, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence (p.326).

Though there are many private higher education institutions in Ethiopia, St. Mary’s University College is one of the successful institutions found in the country. St. Mary’s University College (SMUC) is an outgrowth of St. Mary’s Language School which was established in Addis Ababa in 1991. The Language School was upgraded to a Language Center in 1995 and has solely been devoted to the improvement of the English language proficiency of students, establishing itself as a leading Language Center in the capital city. It was in this Language Center that the University College was born. St. Mary’s College was established under St. Mary’s General Educational Development PLC in 1998 with its Head Office in Hawassa and a Branch Office in Addis Ababa.

By way of reorganizing itself, the College spent the last quarter of 2002 in restructuring previous offices as well as establishing new ones that provide the needed support and services both to the students and to the staff. In 2003, the College expanded its services and started offering Degree Programs in Marketing, Management, Accounting, and Teacher Education Diploma Programs (in the fields of English, Mathematics, and Geography). A year later, the Computer Science Department was opened. After the Department had been beefed up with manpower, facilities, and equipment, it started offering Degree Program in computer Science. In the same year, the College also opened the Natural Science Stream (comprising the fields of biology, chemistry, and physics) which offered diploma level training under the Teacher Education Faculty of the College.

By August 2005, St. Mary's College had more than 15,000 students in the Distance Mode of Learning and 5,000 students in the Regular and Extension Programs. After concerned officials had done a lot of hard work and showed a dedication, the College was raised to the level of University College in February 2006. In the same year, St. Mary's University College (SMUC), in collaboration with Indira Gahandi National Open University (IGNOU) – a leading distance education institution in India, started offering Master's Programs within St. Mary's newly acquired campus. The Programs are underway at a time when there is a wide gap between the demand for tertiary-level quality education and the supply side of the services called for such Programs.

The Vision of St. Mary's University College (SMUC) is to become one among the leading higher education centers of academic excellence in teaching-learning, research, publications and community services, and, in effect, contribute to Ethiopia's development.

The Mission of the SMUC is to offer regular, continuing and distance education accessible to the society at large with reasonable tuition and scholarships, and with optimal focus on quality and standards in teaching, research and services that contribute to Ethiopia's human resource development.

SMUC aims at offering quality higher education, training, and services, conducting research and publications that exceed the requirements of students and stakeholders, and nurturing sustained and mutually beneficial relationship with them. With the human, financial and material resources; it has created and developed over the past ten years. The University College continues to be poised for success in the years to come (SMUC, 2009).

Statement of the Problem

St. Mary's had more than 15,000 students in the Distance Mode of Learning and 5,000 students in the Regular and Extension Programs. After its Officials and stakeholders had done a lot of hard work and showed a dedication, the College was raised to the level of University College in February 2006. As stated above, SMUC is a successful Private Higher Education Institution. However, through informal discussions held with the employees of SMUC, the following problems were observed by the student researcher. These include: Employees in SMUC are not motivated enough; There is less job satisfaction of the employees; There is a high turnover rate (30%) according to the data gathered from HRM Department of the University College; and There is a communication gap between the leaders and the employees.

Therefore, the student researcher was highly encouraged to investigate the leadership styles practised and problems faced in the St. May's University College through raising and addressing the following research questions:

Research Questions

In order to address the above problems, the following questions were posed by the student researcher. These were:

- What kinds of leadership style does the University College use?
- What major actions does the Organization take in order to satisfy employees' need?
- What kinds of relationship do the employees of SMUC have with their leaders?
- What are the major problems (factors) which have affected leadership practice in SMUC?
- How do the leaders of SMUC try to raise ethical standards among their employees?

Objectives of the Study

The general objective of the study was to assess the leadership practices and problems in SMUC and to give suggestions which help the Organization to take action about existing problems and enhance the leadership capacity of the Education Institution.

The study also specifically tried to:

- Identify the types of leadership style SMUC deals with;
- Identify the types of action the Organization takes to satisfy employees needs;

- Identify the types of relationships between the leader(s) and the employees of SMUC;
- Identify the major problems which have affected leadership practice in SMUC; and
- Determine how leaders try to raise high moral and ethical standards among employees of the University College.

Significance of the Study

As the study is on leadership practice styles and problems, it will refine, revise, or extend existing knowledge in these issues under investigation. Here, one may note that such refinements, revisions, or extensions may have substantive, theoretical, or methodological significance. It is well-known that most studies have two potential audiences such as leadership practitioners and professional peers. Thus, one should think about implications - how results of the study may affect scholarly research, theory, practice, educational interventions, curricula, counseling, and policy. In addition, the findings of the survey have significance for the practicing professional(s), knowledge reservoir, decision makers of educational policy and for initiating further studies on various aspects of the issues under investigation at St. Mary's University College in Addis Ababa.

Delimitations of the Study

The study was delimited particularly at Mexico Campus of St. Mary's University College (SMUC) (Head office) which is located near to Wabi Shebele Hotel in Addis Ababa. The study focused only on styles of leadership practice and problems faced for the Fiscal Year 2002. Prior years were not included in this study. Moreover, the student researcher studied it which was better and easier to collect the information and data needed and observed some matters personally.

Limitations of the Study

The study was highly restricted in its scope and depth but accepting the fact of bouncing limitations, such as shortage of time and budget as minor limitations. On the other hand, the student researcher didn't consider the supportive staffs in the sample survey in that their role is complimentary. Generally, these limitations and some others may throw shadow on the findings of few of the variables under investigation.

Organization of the Study

The report of this study was classified into five parts. The first part is introduction which presents the background of the study, statement of the problem, objectives of the study, significance of the study, delimitations of the study, and the organization. The Second Part is on the review of related literature. It also discusses about styles of leadership, autocratic or authoritarian style, democratic or participative style, Laissez-faire or free rein style and bureaucratic style. The next part deals with research design and methodology in general, and research design, target population, sampling technique, data collection tools and procedures, analysis and interpretation. Part Four presents data, analyzes them and interprets the figurative outputs in the study. Finally, the student researcher summarizes major points in the paper and draws conclusions. Thus, the study recommends some suggestions for action by stakeholders at different levels and in various contexts.

Review of Related Literature

Styles of Leadership

Leadership style is a typical behaviour pattern adopted by the leader for influencing his followers or leading his people. An executive has to lead different types of subordinates and has to adopt different styles for leading them at the workplace according to situation. The style of leadership is based on the kind of control the leader exercises on a group and their behaviour. The following are three main leadership styles exist. These are autocratic or authoritarian style, democratic or participative style, Laissez-faire or free rein style and bureaucratic style.

Autocratic or Authoritarian Style

It is also known as leader centered style. Under this style of leadership, there is complete centralization of authority in the leader; s/he has all the power to make decisions. There is no two-way communication, only downward communication is used. It is the leader who can only communicate he uses coercive measures. He adopts negative method of motivation. He wants immediate obedience of his orders and instructions. Any breach on the part of subordinates invites punishment.

Democratic or Participative Style

This style of leadership is also known as group centered or consultative leadership. Under this style, leaders consult the group and solicit their opinion and participation from the following in decision-making process. Democratic leaders confer authority on the group and after their consultation decisions are taken. Leaders under this style encourage discussion by the group members on the problem under consideration and arrive at a decision by consensus. Two way communication channels are used. Participation or involvement in decision making process is rewarded. Under this style, positive motivation techniques are used. Exchange of ideas among subordinates and with the leader is given encouragement.

Laissez-faire or Free Rein Style

Under this style of leadership, there is virtual absence of direct leadership. It is, therefore, known as “no leadership at all;” there is complete delegation of authority to subordinates so that they can make decisions by themselves. There is free flow of communication subordinates have to exercise self-control. They also have to direct their activities. It is people oriented style of leadership in true sense of the term.

Bureaucratic Style

Under this leadership, the behaviour of leader is determined by rules, regulations and procedures. These rules and regulations are followed by both the leader and the subordinates. No one can escape. Hence, the management and the administration have become a routine matter. This is apathetic to the employees because they know that they cannot do anything in this regard. It is the rules that determine their minimum performance. Rules allow work without participation and without committed to work (Singh, 2002).

Research Design and Methodology

Research Design

This study employed both quantitative and qualitative research designs. The study further used descriptive survey research design on the ground that it is essential to describe the leadership practices and problems of St. Mary’s University College at hand. In addition, interviews as qualitative research method were used to generate qualitative data on the issues under investigation.

Population and Sampling Technique

In St. Mary's University College, there were 194 academic employees and 142 administrative employees in 2011. The overall total of the employees who were working in SMUC were 336. As the student researcher found it difficult to observe directly every individual in the Institution, it is better to use a sampling method to select and drawn the required number of sampling units for the study. Thus, the student researcher used stratified random sampling method. In line with this, only 101(30%) of the total study population were considered for the investigation.

Table 1 – Distribution of the NGOs by Their Types and Sampling Techniques

No	Item	Population	Sample
1	Administrative	142	43
2	Academic	194	58
Total		336	101

NB. After the grouping of the target population into strata, the student researcher used simple random sampling method.

Source: Own survey findings, 2011.

Type of Data Collected

In order to get sufficient and relevant information for the study, both primary and secondary data were collected from relevant sources. The student researcher collected primary data from those employees of the SMUC and other relevant stakeholders; whereas the secondary data were collected from books, magazines and other materials located at different resource centres.

Data Collection Tools and Procedures

The student research used both structured questionnaire and interview guide/protocol as research instruments to collect pertinent data from the respective sources. The questionnaire was designed, pretested, edited and distributed to the sample employees and structured interviews were held with those selected officials of SMUC in order to collect primary data on leadership practice styles and problems faced in this regard. In addition, secondary data were collected from books, organizational documents, published and unpublished materials and from other web-based document as well as from the Internet.

Data Analysis Methods

After the collection of both quantitative and qualitative data had been completed, the data were uniquely and curiously filtered using statistical techniques and thematic analysis respectively. The quantitative data were analyzed and the outputs were presented in the form of frequency distribution with frequencies and percentages, while the interviews were first categorized in categories of themes based on leadership practice styles and problems faced and then analyzed accordingly.

Data Presentation, Analysis, and Interpretation

General Characteristics of the Respondents

This part has three sections, which includes the general characteristics of respondents, outputs of both quantitative and qualitative data analyses will be presented and then interpreted. By so doing, the study tried to address the research questions and the objectives.

Out of the 101 employees, 65 of them filled the questionnaire property and return it. Whereas, the rest 36 employees didn't return the questionnaire on time, the interview was conducted with senior management officials of the university collage.

Table 1- General Characteristics of Respondents

No	Item	Respondents	
		f	%
1	Sex		
	Male	47	72.3
	Female	18	27.7
	Total	65	100.0
2	Age		
	20-30	39	60.0
	31-40	22	33.8
	41-50	1	1.5
	Above 50	3	4.6
	Total	65	100.0
3	Education status/qualification		
	High school complete	5	7.6
	Certificate	1	1.5
	diploma	11	16.9
	First degree	27	41.5
	Second degree	21	32.3
	Total	65	100.0

Source: Own survey primary Data, 2011.

As show in Table 1, out of 65 respondents, 18(27.7%) of them were female and the rest, 47 (72.3%) were males. These show that most of the employees are males unlike female employees. Regarding their age, the ages of 60% of the employees were found to fall in age category between 20 and 30. 33.8% were between 31 and 41, and the rest, 1.5% and 4.6 % were between 41 and 50 and above 50 years respectively. These findings indicate that the academic and administrative staff of the St. Mary’s University College is dominated by young adults that are less experienced ones.

As to their educational status or qualification of the respondents, about forty-two percent of them were found to be holders of first degree in different fields of specializations, followed by second degree holder or master’s degree holders (32.3%), those completed their high school lessons were 7.6%, certificate holders constituted 1.5% and diploma holders accounted for 16.9% of the total employees in the Institution in Addis Ababa. These results of the study indicate that three-fourth of the staff have held the required educational statuses or qualifications. They are in position to skillfully undertake their respective tasks easily by using technology and other skills they have got. Therefore, the available trained and qualified human resources enables the University College to be more productive and creative which helps it to adopt to new technology in almost most every areas of the work.

Table 2 - Types of he Styles of Leadership practised in the Society

Item	Alternatives	Frequency of Responses	
		f	%
What kind(S) of leadership style does the organization follow?	Autocratic	2	3.07
	Democratic	44	67.7
	Laissez-faire	11	16.9
	Bureaucratic	8	12.3
	Total	65	100.0

Source: Primary data on socio-economic characteristics, 2011.

Concerning the style of leadership, an executive has to lead different types of subordinates and has to adopt different styles for leading them at the work place, according to the situation and it is based on the kind of control the leader exercises on a group and their behaviour. As illustrated

in Table 2, 2(3%) of the respondents identified autocratic style of leadership which is complete centralization of authority in the leaders and have all the power to make decisions, 44 (67.7%) of them indicated the democratic style which is group centered encouraged discussion by the group members, positive motivation techniques and two way communication are used, while 11 (16.9%) of them identified the Laissez-faire style which is also known as “no leadership at all”. There is complete delegation of authority to subordinates so that they can make decision by themselves and 8(12.3%) categorized the leadership style at St. Mary’s University College as bureaucratic one in which leader is determined by rules, regulations and procedures and these, in turn, are followed by the leader as well as by the subordinates. Therefore, no one can escape the rules and regulations of the Institution.

Generally, the leadership practiced in the Institution is considered as democratic style. Thus, SMUC is a group centered encouragement by the group members and positive motivation techniques are used as leadership style. Here the issue is that whether they are really using positive motivation techniques or not. The data on the issue under discussion are illustrated in Table 3.

Table 3 - Freedom of Discussion about their Job

Item	Alternatives	Frequency of responses	
		f	%
Subordinates feel free to discuss things about their job	Yes	21	32.3
	No	37	56.9
	Don't know	7	10.7
	Total	65	100.0

Source: Own survey primary data, 2011.

As shown in Table 3, 21 (32.3%) of the respondents said **yes** to indicate that the subordinates have felt free to discuss things related to their jobs with their leaders, 37(56.9%) said **no** and the other 7(10.8%) of the respondents were found to be in dilemma as they responded to the question as they did not whether they felt it or not.

The significant proportion (57%) of the respondents didn't feel free. This is because they have to discuss about day to day tasks in the Offices to do the jobs neatly and correctly. Otherwise, there would be mistakes in the daily routines and them unnecessary cost and time got wasted.

Table 4 - Leaders Ability in Raising High Moral and Ethical Standards between their Employees

Item	Alternatives	Frequency of responses	
		f	%
Leaders try to raise ethical standards among his/her people	Yes	18	27.7
	No	30	46.1
	Don't know	17	26.1
	Total	65	100.0

Source: Primary data of own survey, 2011.

Eye-catching performances are achieved by many organizations through the above executive leadership which is an effective and important leadership must perform. In the same framework, one importance of leadership is trying to raise high moral and ethical standards among his people. Therefore, a total of 18 (27.7%) of respondents said the leadership raised their moral and ethical standards, while 30(46.1%) were found to be against the stand of the first group of the respondents. The remaining, 17(26.1%) of them were found to be categorized under 'don't know'. Since the highest respondents said No to the question asked, this finding indicated that most of the leaders in SMUC had not tried too much to raise the moral and ethical standards among employees.

Table 5 - The Treatment Given by Subordinates

Item	Alternatives	Frequency of responses	
		No	%
Do leaders at different level of the Organization give equal treatment?	Yes	25	38.4
	No	30	46.6
	Don't know	10	15.3
	Total	65	100.0

Source: Own survey, 2011.

As shown above in Table 5, leaders at different levels of the University College do not give equal treatment to their subordinate employees. Accordingly, 25(38.4%) of the employees

expressed that every employee in the Institution had got equal treatment, while 30(46%) of them were found to be not equally treated by the leaders. Thus, this may be one of the reasons which have caused high turnover rate of the employees. This assertion is supported by the student researcher own observed and collected empirical data in the HRM Department of the Institution. In addition, the respondents further argued that the procedures which are followed in the internal promotion have been done on the basis of partiality. Sometimes, the leaders follow formal procedures to promote employees and, some other time; they would give a chance for their relatives.

Table 6 - The Degree of Interest towards Employees Job

Item	Alternatives	Frequency of Responses	
		f	%
There is a high degree of interest towards my job.	Strongly Agree	5	7.7
	Agree	17	26.1
	Neutral	14	21.5
	Disagree	27	41.5
	Strongly Disagree	2	3.0
	Total	65	100.0

Source: Primary data of own survey, 2011.

As indicated in Table 6, about eight percent of the respondents were found to strongly agree that there had been a high degree of interest towards their job, 17(26.1%) of them agreed, 14(21.5%) were found to be neutral and 27(41.5%) of disagreed with it and the rest, 2(3%) were found to be strongly disagreed to the statement that there is a high degree of interest to one's job at St. Mary's University College. Based on this empirical evidence, one can argue that the employees of the University College do not have a high degree of interest in their respective job. This may be due to either their working conditions or leadership practices.

However, the findings of the study generated from interviews are contradictory to most of the issues stated above. As the leaders of SMUC expressed, "We have healthy, smooth and friendly relationships with our subordinates. We also have an open environment, informal relationships and it may be a bit authoritarian in some levels but it is transparent."

On the other hand, the data collected through the questionnaires clearly indicated that the employees at SMUC had had a healthy relationship with their leaders at different levels of the organization. They stated, “They have a neutral responses and they simply interact with their subordinates and superiors. They have good relationships.”

Problems faced in Leadership Practice

Regarding problems which affect leadership practice in SMUC, the study documented, the following factors can be mentioned, as the informants stated:

The affecting factors can be categorized as external and internal factors. From the external factors, rules and regulations of Ministry of Education, policy, and cultural backgrounds of the leaders are the ones which are pulling us backward. From internal factors, not taking responsibility, gaps, not making decisions urgently, absence of team spirit, competition, leaders’ communication skills, not being dynamic on the part of the two parties and the presence of different types of employee behavior could be considered.

With regard to leadership style they suggest for the success of the Organization, the “democratic style of leadership” was found to be acceptable one. In this leadership style, there is a practice of being a model, giving a good example, being open to all, listening to subordinated and giving them responds, creating a participating in the feeling of the subordinates and by reading each other’s mind; they believe they can create n enabling environment in the working area. In contrast, one of the informants argued, “I can not say one style of leadership is better than the others. This is because there may be a time I need all the styles of leadership to be practised - there is a time when I need to be autocrat, laissez- faire and bureaucrat but mostly to be democrat style”.

The mechanisms the leaders used to influence employees are:“social interaction, being there in the employees happy and sad moments, being honest and transparent, being on time or before time, leading others by being role models for others and express this by going to their office personally”. However, the employees argued that the level of the leaders acting as a guide to their followers had been low. This may contradict with what the managers have said.

The assumptions that the leaders think about the high turnover rate are: not getting enough salary, unable to fulfill employees’ basic needs. One of the officials added, “when they get a better opportunity, when they get out off the country or it may be dissatisfaction of working environment, they frequently leave the Organization”. But, as the other empirical data showed, the employees frequently leave the Institution because the employee’s leaders don’t give fair and

equal treatment and, thus, the majority of the respondents develop low interest towards their job. Finally, the end result may be increased turnover rate. In order to minimize employees' turnover rate, the managers thought: "increasing the salary is the first option if things go well as they planned and are trying to motivate the employees more by fulfilling their basic needs and inviting employees in decision making and idea sharing programs, diversifying other programs." Even some other informants argued that there had been other factors for the increased turnover of the employees, as he said, "The ability of subordinates to work their tasks effectively depends on the job in which they are given. Most of them have no experience and attitude and culture have great influences on the employees not to work effectively".

Summary, Conclusion and Recommendation

Summary

The study assessed and analyzed the styles of leadership practised and the problems faced in SMUC and intended to suggest possible solutions to the problems. As shown in this study, 18 (27.7%) of them were females and the rest, 47 (72.3%) were males. In addition, when we see their educational qualification, 7.6% of the employees completed their schooling at high school level, 1.5% got certificate, 16.9% held diploma, 41.5% were first degree holders, and 32.3% were found to be holders of master's degree. These findings indicate that about forty-two percent of the respondents have already held first degree.

Regarding the style of leadership in SMUC, 2(3%) of the respondents identified the leadership as autocratic style, 44 (67.7%) of them as democratic style, and 11 (16.9%) of the subjects categorized the leadership style as Laissez-faire. In addition, 8(12.3%) of the sampled respondents considered the leadership style practiced at SMUC as bureaucratic one.

Concerning motivation of employees by the leaders at different levels, leaders were found to try motivating them. A total of 42(64.6%) of the respondents had had such opinions, but 13(20%) of them had not concurred to this opinion. As shown above, the leaders at different level of the Organization have given fair and equal treatment. Accordingly, 25(38.4%) of the employees expressed that their leaders had been doing so, while 30(46%) had had contradictory views.

Regarding the employees' interest towards their job, 5(7.7%) of them were found to strongly agree that they had had a high degree of interest towards their jobs, whereas 17(26.1%) of them were found to agree, 14(21.5%) were neutral, 27(41.5%) disagreed, and the rest, 2(3%) strongly

disagreed to the statement they had had high degree of interest towards their respective jobs assigned.

Conclusion

From the above major findings, the following conclusions can be drawn:

When we see the style of leadership, the study shows that SMUC uses democratic style which is expressed as group centered and encouraging discussion by the group members, uses positive motivation techniques and two way communications.

The leaders in SMUC express a show of authority in the pretext that it would frighten everyone into productivity. They are bosses rather than leaders. So, since the majority of the respondents said that leaders motivate their subordinates through fear and insecurity, this leads to most leaders in SMUC are being bossy rather than leaders. Leaders in SMUC are not giving due attention to employees' satisfaction. They do not do much in motivating their subordinates. Nevertheless, leaders in SMUC have healthy relationship and excellent interaction with their subordinates

Leaders at different levels of the Institution don't give equal and fair treatment. This is a major problem and is going to be difficult, for it may discourage those employees who have been trying their best in the Organization hoping for the success of their Institution and for better position in the future on their part. Thus, it's not about what they do; it is about who they are or how close they are with the subordinates and employees. Therefore, those employees who are not capable enough for the job may get the job, but this leadership style kills the Organization and it may also be the reason for the employees' turnover rate to go high.

Finally, one can conclude that most of the leaders at different levels of the University College don't take ideas of the potential employees whenever there is a problem in job. The practice of working together, sharing ideas and opinions really matters in an organization. Otherwise, it's going to take a long time to solve job's problem. Furthermore, the majority of the employees disagree with being highly interested in their job; it's because of their working conditions or style of leadership practice. Most of the leaders in SMUC also don't try much to raise high moral and ethical standards among employees.

Recommendation

Based on the major findings and conclusions drawn, the student researcher forwarded the following possible recommendations:

- In order to make subordinates feel free in order to do the job, leaders should try communicating with them, show them how to do the job easily by the employees and then the employees will work with complete activity, more freedom and increase responsibility.
- Leaders should try to raise high moral and ethical standards so, that all employees can do their job ethically and by moral. as known ethics is the discipline dealing with what is good or bad and with moral duty and obligations or managing human resource so that mutual benefits can be achieved.
- Leaders should also try to give fair and equal treatments to all their subordinates. That is in terms of the way he/she orders them, appreciates them, helps them during work and even the way he punish them must be the same.
- The leaders at different levels should try to collect ideas and opinions from subordinates. This is highly recommended since the subordinates see things from different angles they might give the leader a solution to the problem, they can even save time and then the subordinates will also feel glade to help and make their leaders happy.
- In order to maximize their subordinate's degree of interest, it is suggested that there should be compensation schema and other motivational techniques employees to help them in fulfilling their basic needs. However, there should be some sort of competition among the employees to get awarded the benefit packages.
- Leaders should be a guide for his/her respective followers whenever he/she has got to be on time, finish their work on time for treating his/her followers nicely during job and others. By so doing, such leaders can feel free to ask or order his/her subordinates whatever he/she wants them to do.
- Leaders should try to understand their subordinates' interest because it's very important for the success of the Organization. In order to try to have a benefit package, the leaders should ask them what they want and, if possible, try to do it, because St. Mary's University College SMUC has had high turnover rate of employees. Therefore, the leaders should prepare and conduct an exit interview or should document the major reasons on part of these employees while leaving the University College so that these may serve as inputs to finally come up with a solution.

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