

**ST. MARY'S UNIVERSITY COLLEGE**

**BUSINESS FACULTY**

**DEPARTMENT OF MANAGEMENT**

**AN ASSESSMENT ON PROBLEM OF  
LEADERSHIP PRACTICE IN KOLFE  
KERANYO SUB CITY**

**BY:**

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**JUNE 2011**

**S.M.U.C**

**ADDIS ABABA**

**ST. MARY'S UNIVERSITY COLLEGE  
AN ASSESSMENT ON PROBLEM OF  
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**STUDY**

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## **TABLE OF CONTENT**

### **CHAPTER ONE**

1.1	Background of the Study -----	1
1.2	Statement of the Problem -----	2
1.3	Research Questions -----	2
1.4	Objective of the Study -----	3
1.5	Significance of the Study -----	3
1.6	Delimitation of the Study -----	3
1.7	Definition of Terms -----	4
1.8	The Research design and Methodology -----	4
1.8.1	Research Design -----	4
1.8.2	Population and Sampling Techniques -----	4
1.8.3	Type of Data Collected -----	5
1.8.4	Instruments of Data Collection -----	5
1.8.5	Data Analysis Methods -----	5
1.9	Limitation of the Study -----	6
1.10	Organization of the Study -----	6

### **CHAPTER TWO**

#### **REVIEW OF RELATED LITERATURE**

2.1	Definition of Leadership -----	7
2.2	Nature of Leadership -----	7
2.3	Creative Character of the Leadership Work -----	9
2.4	Leadership Style -----	9
2.5	Leadership Classification -----	10
2.6	Significance of Leadership -----	11
2.6.1	Factors of Leadership Need -----	11
2.6.1.1	Incompleteness of Organizational Design -----	11
2.6.1.2	Changing Environmental Conditions -----	12

2.6.1.3 Internal Dynamics of Organization -----	12
2.6.12.4 Nature of Human-Membership in Organization --	12
2.7 Leadership Roles and Functions -----	13
2.7.1 Leadership Roles -----	13
2.7.2 Leadership Faction -----	15
2.8 Effective Supervision -----	15
2.8.1 Fair Treatment -----	16
2.8.2 Fair Evaluation of Work -----	16
2.8.3 Involving Subordinates in Decision Making -----	17
2.8.4 Developing Personal Relations with Subordinates -----	17
2.8.5 Availability to all Subordinates -----	18
2.9 Theories of Leadership -----	18
2.9.1 Trait Theories of Leadership -----	19
2.9.2 Group Theories of Leadership -----	19
2.9.3 Situational Theories of Leadership -----	20
2.9.4 Contingency Theories of Leadership -----	21
2.10 Destitution Between Leaders and Managers -----	22

### **CHAPTER THREE**

#### **DATA ANALYSIS PRESENTATION AND INTERPRETIATION**

3.1 Introduction -----	23
3.2 Data Analysis, Interpretation and Data Gathered through Interview -----	34

### **CHAPTER FOUR**

#### **SUMMARY, CONCLUSION AND RECOMMENDECTIONS**

4.1 Summary -----	36
4.2 Conclusions -----	38
4.3 Recommendations -----	39

# List of Tables

## **CHAPTER ONE**

Strata classification of respondents and sample respondents -----	5
---	---

## **CHAPTER TWO**

Leadership roles -----	14
Leadership Function-----	15
Distinction between leaders and managers -----	22

## **CHAPTER THREE**

Background of Respondent -----	23
Employees Satisfaction -----	25
How Do You the Role played -----	25
The Relationship and the leaders -----	26
Employees Satisfaction with Leadership style -----	26
The Leadership Style Contribution to Turnover -----	27
Leadership Involvement in Setting Direction -----	28
Involving Employees in Setting Direction -----	28
Relationship with Leaders in communicating values and Objectives. -----	29
Evaluating the Leadership practice to that of others -----	30
Questions related to competency -----	31

# **CHAPTER ONE**

## **Introduction**

### **1.1. Background of the study**

Every society, organization, institution, country and the world requires lead the people towards achievement of their common goals. Leadership provides direction, guidance, restores confidence and makes the way easy for achieving the role of leader and acquires leadership of subordinates, employees and workers working under them and are instrumental in guiding their efforts towards the achievement of organizational goals. Managers work under the frame work of rules and regulation and employees can be controlled automatically. They also work, still they need a leader who inspires them, guides and directs them in their work. This is not done by rules and regulations. They are passive guides. Leadership activates the people. He/she there works. Leadership influences behavior of the people. Leadership has the ability to attract others and causes them to follow. It is a role individuals play in a group at a given time. Leadership acquires dominance and the followers accept his/her directives and controls leadership provides direction and vision for future. (Singh; 2002:325)

Kolfe Keranyo sub city is established in 1995 E.C by the Addis Ababa city administration during restructuring of governmental organization to decentralize work. There are ten sub cities in Addis Ababa City administration from which kolfe keranyo is one of them. The sub-city is located in south western part of Addis Ababa. It is bounded by three sub Cities named Addis Ketema, Ledeta and Nefas silk lafto and in south west by Kebele farmers.

There are 15 weredas and 450,000 populations in the sub city. The number of employees in Kolfe Keranyo sub-city is 815. Having several administrative structures, the main purpose of the sub city is giving service for the society.



## **1.2 Statement of the problem**

The main objective kolfe keranyo sub-city is to provide service to the society. Serving the society in every aspect requires strong and good quality leadership which inspires the employees towards the achievement of their goals. It is also obvious that a good leadership empowers the subordinates to help them develop an independency in decision making. According to a preliminary assessment/ observation made by the researcher, though there are some leaders with good quality to inspire the workers, the majority of the leaders in the sub-city are not as expected. Every work is done individually or by team where as the decision is made by managers. This kind of leadership practice is not satisfying. On top of this, the workers are expected to accomplish task with out no recognition of their feelings. Due to this, some professional staff members including leaders are not staying in the organization for long. This lead to employee turnover. Beside this, the work load which doesn't recognize employee's feelings made those remaining employees to be in tension.

Based on this, the research tried to address the problem and give feed back for the organization.

## **1.3 Research Questions**

To address the problem mentioned in statement of the problem, the study attempted to assess the following basic research questions.

1. What are the gaps in leadership practice of the sub-city?
2. How do the managers lead their employees?
3. To what extent are the employees satisfied with the leadership style demonstrated by their leaders?
4. Who is responsible to solve employee related problems?
5. What is the leadership style practiced in the sub-city?

## **1.4 Objective of the Study**

The study has general and specific objectives

### **General Objective**

To investigate problem of leadership practice in the sub city and suggest possible solution for the problem.

### **Specific Objectives**

The study has the following specific objectives.

- To see the problem of leadership practice in the sub-city.
- To see how leaders interfere in overall organization's working environment.
- To find out the kind of leadership style practiced.
- To evaluate the feeling of employees to wards the leadership style practiced in the sub-city and provide solution to problems associated with leadership and staff members.
- To use the finding for further investigation

## **1.5 Significance of the Study**

The study has the following significances.

- The research may give light information to the organization to see the gap and establish good leadership management in the sub city.
- By doing this, the organization will benefit.
- It may help other researches as reference for further investigation of the problem.
- Beside this, the student researchers use it as experience development and for course completion.

## **1.6 Delimitation of the Study**

Thought there are ten sub-cities under city administration of Addis Ababa, it is very difficult to address all of them. Therefore, kolfe keranyo sub-city is the target area of the study. The area is selected because the student researcher is working in the sub-city and it is convenient for data gathering.

### **1.7 Definition of Terms**

**“Leadership”** is a process of influencing other individual to mobilize and direct their efforts towards certain goals.

According to Hodge and Johnson leadership is fundamentally the ability to form and mould the attitude and behaviors of other individuals, whether formal or informal situations and the management relate to the formal task of decision and command. (DWIVEDI 2001:463)

### **1.8 The Research Design and methodology**

#### **1.8.1 Research Design**

The student researcher used descriptive research method. This is because the problem should be described to find out the solution.

#### **1.8.2. Population and Sampling Techniques**

The sampling techniques used stratified random sampling. The numbers of employees in the sub-city and the selected department are clearly specified. To determine the sample size, the work flow of the organization is seen. Based on this the student researcher purposely selected convenient sector from the sub-city as indicated below. The selected sectors have total population number of 345 and convenient different strum. According to sample size determination technique 30% of the number which is 103 is taken as sample size to focus on.

Therefore, since the sample size is still large to make the size convenient, 50 employees and management staff were selected randomly. From those, 10 management staffs were interviewed while the rest 40 staff were requested to fill questionnaires.

The chosen strata is shown in table below

**Table 1 Strata classification of respondents and sample respondents**

Strata	Number	sex		Sample size	
		Male	Female	male	Female
Capacity building	39	19	20	2	3
Tourism and culture	57	29	28	4	4
Justice	28	14	14	2	2
Women and children affairs	18	9	9	1	1
Youth and sport	28	15	13	2	2
Inland revenue	70	32	38	5	5
Finance and economy	28	16	12	2	2
Health	33	22	11	3	2
Communication affairs	17	11	6	2	1
Afe Gubaie	7	3	4	1	1
Education	20	50	5	2	1
Total	345	185	160	26	24

### **1.8.3. Type of Data Collected**

Source of data:- Employees and management staffs in the Sub-City

Types of data: - Primary and secondary

The student researcher used both primary and secondary data.

### **1.8.4. Instruments of Data Collection**

The method that was used for data collection is observation, interview and questionnaires. The student researcher made observation throughout the year though there was no check list prepared.

### **1.8.5 Data Analysis Methods**

The student researcher collected all the response of sample population to verify and check errors and make clear representation of samples. Relevant data is collected from the data source specified above and the facts are tabulated systematically and analyzed, organized and interpreted using percentage. The technique differentiating and grouping is according to age, sex, experience, and education level.

### **1.9 Limitation of the study**

Time is a very crucial thing to accomplish any task. The research work requires sufficient time, material, willingness and cooperation of all targets people. Further more an expected change in every place is limitation for the study.

### **1.10 Organization of the Study**

The study consists of four chapters. The first chapter includes Background of the study, Statement of the problem, Objective of the study, Research questions, Significance of the study, Delimitation/Scope/of the study, definition of terms, Research design and Methodology, Limitation of the study and organization of the Study.

The second chapter is review of related literature. This part incorporated the books and other related material that has to be referred to highlight the concepts of terms and all necessary issues to be considered regarding leadership management practices from different perspectives.

The third chapter includes all data presentation and analysis interpretation.

The fourth and the last chapter include Summary, Conclusion and Recommendation of the study.

## **Chapter Two**

### **Review of Related Literature**

#### **2.1. Definition of Leadership**

- According to Chester I. Bernard, “leadership refers to the quality of the behavior of the individual where by they guide people on their activities in an organized efforts”(Singh, 2001:325)
- According to Grey and Starke, “leadership is both process and property. The process of leadership is the use of none coercive influence to direct and coordinate the activities of the members of an organized group toward the accomplishment 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” (Singh 2001:325)

#### **2.2. Nature of Leadership**

Leadership is the capability of a person to lead and influence others, command following, control and direct group members, and secure acceptance. A leader is a person who has leadership qualities or the one who leads. Obviously leaders have followers, Koontz and associates have therefore observed. “In a very fundamental sense, leadership also is follower ship, and we must discover why people follow. Basically, people tend to follow those who offer them a means of satisfying their own desires and needs. The task of managers is to

encourage people to contribute effectively towards the accomplishment of enterprise goals and to satisfy their own desires and needs in the process.”

A manager or an executive, particularly a human resource manager, who has leadership qualities, and is able to command allegiance of his people, has greater possibility for success. Then his ability to accomplish the common goals and objectives with the help of his people would enhance. (Michael, 2002:354)

Robert Tannenbaum, therefore defined leadership as interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of a specialized goal or goals.

In fact, the Managers ability to influence his people is based on various factors like legitimate power, ability to influence by virtue of expertise, capability and contacts, traits, attitudes and approaches, behaviors manners, ability to create confidence in the subordinates and so on. There are situational factors also enables the managers to possess authority to lead their people and to command adherence. Competence is perhaps one of the most effective parameters of ability to influence, as Robert A. Baron has remarked. “If you wish to succeed in influencing your subordinates and to be perceived by them as an effective leader, cultivate aura of competence. To the extent you do your impact on your subordinates may well be enhanced” No doubt, competence is a good determinant of leadership. There are many other factors also which may support the actual leadership. To quote from Ordway Tead, “Leadership is the name given for that combination of qualities by the possession of which one is able to get some thing done by others, chiefly because through his influence they become willing to do it.” Management is the process of

getting things done by others. Obviously leadership helps one to be an effective manager?

Hence, Glover is right in holding the view that leadership is that outstanding aspect of management which manifests ability, creativeness and initiative there by gaining from people the confidence, cooperation and willingness to work by organizing and building employee morale. In this context four major aspects of leadership, which McGregor pointed out are worth mentioning. These are:- (Michael,2002:355)

1. Characteristics, of the leader
2. Attitudes, need and other personal characteristics of the followers.
3. Characteristics of the organizations such as its purpose, its structure and the nature of the task to be performed
4. Social, economic and political milieu (Michael 2002:454)

### **2.3 Creative Character of the Leadership Work**

The work of the leader is not characterized by his organizational character alone or by the fact that the leader assumes a certain title like a specialist in a certain profession. The work of a leader resembles other profession too. By its essence the work of the leader is actually like that of creative workers. He should not only transmit things, but he should also analyze and decide. A leader should not act automatically and formally without analyzing. Otherwise he will be a tragedy for the workers cause. A leader should think. He should not be a simple performer. Though the structure and organization of a production unit may be very much improved, there will always be activity or question which will require a leader's solution. In such a case the leader's duty is not only to synchronize activities, but also to win different units on the basis of the assigned performance. He should realize in practice this synchronization according to the concrete conditions and according to



the new situation. This activity, which is connected with the analysis of conditions in which the collective is working, expresses the creative side in the work of each leader. (Ganov p, and Tesfaye Abdi 1984:25)

## **2.4 Leadership Style**

There are several methods to classify leadership they can be classified in terms of amount of authority and participation exercised in the organizational settings. Thus they can be autocratic or authoritarian, participative or democratic, and permissive or free- reining or laissez-faire.

- In an authoritarian approach to leadership, the leaders delegates very little authority and provides very little participation to their subordinates in the decision making process
- Leaders adopting the participative approach or democratic leaders provide active involvement to their subordinates in the decision making process.
- The permissive, /free-running or laissez faire/. leadership permits substantial delegation of authority to subordinates and accordingly allows them to set objectives and solve problems themselves.
- As it is observed from the approaches of the leader
- Autocratic leader delegates the subordinates little authority and decision making involvement. This is not inviting the subordinates to work freely. If the subordinates are not fully involved in decision making and organizational objective setting, it has negative impact on them.
- The permissive /free- reining or laissez faire/ leadership permits substantial delegation of authority to subordinates and accordingly allows them to set objectives and solve problems themselves. (DWIVEDI,2002:464)

## **2.5. Leadership classification**

In another way, leadership is classified as positive and negative, based on the approaches of leaders to mobilize and maintain the levels of motivation of subordinates. Some leaders tend to emphasize the use of rewards for subordinates to get things done whereas other emphasizes the use of punishments for failure to produce results. The former type is positive while the latter is negative. In positive leadership, leaders enthruse a spirit of cooperation in their subordinates to get the results in return for rewards. This type of leadership is people centered, and is believed to provide optimal results through committed people.

In negative leadership the leaders employ real or implied threats to stimulate their subordinates although in the short run, the threats to ones security fetches results, in the long-run, it causes resentments and kills the initiative among subordinates who tend to conceal their true capabilities. (DWIVEDI, 2002:465)

## **2.6. Significance of Leadership**

A major question arises as to why an organization, once it has achieved maturity, requires leaders, leadership and influential increments. The answer to this indicates the significance of leadership in organizational settings. The exertion of influence in the organization does not automatically flow from its structural properties but from the individual in the leadership. There are several reasons which place at most importance on the need for leadership: - the incompleteness of organizational design, changing environmental conditions, the internal dynamics of the organization, and the nature of human membership in organizations. (DWIVEDI, 2002:465)

### **2.6.1. Factors of leadership need**

#### **2.6.1.1. Incompleteness of organizational design:-**

The feature of incompleteness of organizational design becomes evident when one compares the real organization with the organizational chart. Every one knows that the actual behavior is more complex, inclusive and

variable than the plan. It is because of this fact that as soon as an individual joins the company and receives the duty-chart this first step is an attempt to learn from his fellow members how things are actually done the unwritten but crucial facts of organizational life. Thus leadership is required to compensate for these organizational shortcomings. (DWIVEDI, 2002:465)

#### **2.6.1.2. Changing environmental conditions:-**

The significance of leadership also arises from the openness of organization as a system and from the fact that it operates in a changing environment. An organization is influenced to a great extent by its environment. Since the environment is constantly changing in respects of technological, legal, cultural, climatic and several other conditions, it becomes imperative on the part of the organization to change itself accordingly. The effective change over requires leadership because, there exists no built in stabilizing devices in organizations for coping with such altered requirements. (DWIVEDI, 2002:465)

#### **2.6.1.3. Internal dynamics of organization:-**

The need for leadership arises from the internal dynamics of the organization itself. At the organizational level as a whole, we find growth dynamics and at the level of organizational sub-structures, there prevails the internal tendency towards in balance and recovery. This condition requires constant organizational change, both internally and in relation to the environment with a view to obtain a new balance and working structure. Leadership is required to make such adjustive changes. (DWIVEDI)

#### **2.6.1.4. Nature of human- membership in organization.**

The significance of leadership also stems from the nature of human membership in organizational settings. People forming an organization are members of several organizations. Human membership in the organization involves only a part of the individuals. Numerous extraneous activities and affiliations take up the bulks of his time and satiate his needs. These extra organizational activities influences human behaviors at work, and changes in these activities necessitates changes in work settings. If these changes come into conflict with the desired behavior in the organization, there arises an urgent need to make some change with in the organization itself. Moreover, there is individual change and development stemming from maturity, age and assimilation of experience which in turn, causes changes in member's nature and level of needs and motives. Further, there is turnover and replacement introducing unique experience and personality in the organization. All these changes demand adaptation on the part of the organization which is accomplished with the aid of people in leadership roles.

(DWIVEDI, 2002:466)

## **2.7. Leadership roles and Functions**

Leadership roles and function are privotal in leadership effectiveness. This is why writers like Gouldner have included the leadership roles in the definition of leadership.

### **2.7.1 Leadership roles**

Good leaders are good communicator, organizers and coordinators too.

Companies with imaginative policies of leadership development would have better leaders. Better leaders in turn will develop better followers-employees. Both of them work together to develop better products, polices and practices, leading to better customers services. To generalize, a good employer who develops good leaders would be able to serve the community better, maximizing customer satisfaction.

It is a leadership that determines the overall plan, and infuses the system with character and directions. The employer is initiator of plans carried out by company and its functional executives while the leader is the one who provides leadership in the process. A leader plays many roles and his behaviors makes considerable impacts in the organizational functions and culture. Leadership role is a crucial in shaping the organizational effectiveness. (Michael 2002:457)

**Leadership Roles classification table by Benne and Sheets**

**Table 1.1 Leadership Roles**

(A) Group /task role		B) Group building and maintaining roles	(C)Individual roles
1	Initiator Contributor	Encourager	Aggressor
2	Information seeker	Harmonizer	Blocker
3	Opinion seeker	Compromiser	Recognition seeker
4	Information giver	Get keeper and expeditor	Self confessor
5	Opinions giver	Standard settler	Play boy
6	Elaborator	Group observer and commentator	Dominator
7	Coordinator	Followers	Help seeker
8	Orienter	-	Special interest pleader
9	Evaluation criteria	-	-
10	Engineer	-	-

11	Procedural technician	-	-
12	Recorder	-	-

(Michael 2002:458)

As it is shown on the table above, any leader is expected to carry out the predetermined tasks of the groups and he has his own roles to play in this respect. He is also concerned with the roles relating to group building and its maintenance. A group leader is bound to be a group builder. Along with the task roles and group building roles, he has his own individual roles too.

### 2.7.2. Leadership Faction

There is also leadership functions which is stated by Crutchfield and associates. 14 leadership functions classified under two titles as shown on the table below.

**Table 1.2: Leadership Function**

Primary leadership function		Secondary leadership function
1	Executive	Exemplar
2	Planner	Symbol of the group
3	Policy maker	Substitute for individual responsibility
4	Expert	Ideologists
5	External group representative	Father figure
6	Controller of internal relations	Scope goat
7	Purveyor of rewards and punishments	-
8	Arbitrator and mediator	-

(Michael 2002:459)

### 2.8 Effective Supervision

According to research made on leadership in India what is effective supervision and how could it be achieved is a question that has bothered both the practitioners, as well as trainers. A summary of the theories discussed before and the research findings particularly in Indian context, suggests that concern for employees trust and warmth go a long way in achieving effective supervision. Supervision can still be made more effective if the needs and personality of both the supervisor and subordinates are also taken in to account.

We may be able to prepare a blue print of effective supervisor if we have some idea of the problems of supervisor and some idea of what the subordinates expect from him.

To suggest, the ways and means that would make a supervisor more effective, the following kinds of supervisor behavior may generate greater satisfaction and higher productivity among the employees ( Saiyadain, 2004: 168)

### **2.8.1 Fair Treatment**

A leader is most often caught between two conflicting thoughts universally accepted platitude, “treat people as individuals according to their special needs” and avoid favoritism. On the one hand, he has to treat each one according to his needs and on the other, he must realize that inconsistency in treatment can cause service problems. He must remember that one subordinate is as important as the other and that they all demand equal consideration. Decisions should be based on grounds accepted legitimate and fair by the subordinates with a built-in appeal procedures ( Saiyadain, 2004:168)

### **2.8.2 Fair Evaluation of work**

All employees want to know how they are doing in their work. A leader therefore should provide constant feedback to them. Most leaders tend to give only the positive feedback and avoid criticism for fear that it may turn the employees against them. Effective supervision demands that both the positive and the negative feedback should be given to the subordinates. If negative feedback is not given, he could continue to make the same mistakes. The feedback should be immediate, objective and based on actual behavior. Evaluation backed without examples of specific on-the-job behavior might be seen as subjective, biased, and personal. Each evaluation should be shared with the employee to give him a chance to explain or understand. This could be bases for a long trusting relationship so important for the achievement of organizational goals. (Saiyadain, 2004:168)

### **2.8.3 Involving subordinates in decision making**

Decisions that particularly affect the subordinate are better accepted if their opinions are taken into account. A free exchange of information around the decision, comments and questions may help them to come up with suggestions that may make the decision more workable. The effective supervisor tends to involve his subordinates in decision making because decision arrived by consensus implies commitment and agreement to carry it through. It neither undermines the authority of the leader nor undercuts the viability of the organization.(Saiydain 2004:169)

### **2.8.4 Developing personal relations with subordinates**



This has been extensively discussed before, however it needs to be emphasized that the personal relations between the supervisor and subordinates have to do with the way the subordinates view their jobs. A more personal relationship communicates to them that the leader approves both their works and themselves as individuals. The leader can give signals of personal interest by listening to their problems, showing tolerance when mistakes are made, appreciating when a job is well done, and so forth. The classical study on supervision conducted by Lewin, Lippit and White (1993) makes the point very clear. They experimented in artificially created climates of democratic and autocratic leader behavior in work situations. They noticed that the subordinates topped all their activity as soon as the autocratic leaders walked away from the place of work, and resumed them as soon as he came back. They intentionally gave the impression that the work never stopped which was not true. In the democratic leadership pattern, absence or presence of the leader did not influence quality or quantity of their work. The democratic leader unlike his autocratic counter part was helping, trusting, and showed concern with their work and personal life. In a study, Arya (1985) collected data on 375 workers from two public sector corporations, his resulting suggests that supervisors with higher democratic orientations generated more interest in work among their subordinates (Saiyadain,2004:169)

### **2.8.5 Availability to all subordinates**

A leader who is readily available to his subordinates impresses them with his interests in their problems, gives them an opportunity to sound their idea when they have the need for it and

generally promotes a more effective superior-subordinate relationship. A leader remotely placed and difficult to approach is neither sensitive to the problems at the shop floor nor would his decisions be realistic. His sensitivity to predict problems and to take precautionary measures would be the worded and he might be faced with surprises in his job. Over and above all, his remoteness might give the impression that he does not care for others and would rather like to be left alone. In addition to these, it is noticed that conflicting orders, discrimination, unnecessary interference in the work of employees, too close a supervision, public reprimands and pettiness often leads to ineffective supervisory behavior. Subordinates see their supervisor as model, when satisfied with him they try to follow to his foot step. (Saiyadain, 2004:171)

## **2.9. Theories of leadership**

It is relevant here to examine some of the important leadership theories. Earlier leadership studies include Lippitt and White Studies, Ohio States studies and Michigan studies in USA Which laid the foundation for leadership theories. Several studies were later conducted which facilitated theories of leadership, Trait theories of leadership, Group theories, Situational theories, Contingency theory, Normative theory, path goal theory and vroom – Yettom decision models.(Michael 2002:472)

### **2.9.1. Trait theories of leadership**

In the past, leaders were considered to have been born. Such born leaders had specific trait which made them to emerge out of any situation to become leaders. This belief provided that bases for trait theories. Traits are distinguishing features or qualities. The study on traits was first started with investigation on what distinguishing qualities of a person make him to be a leader.

Numerous researchers were conducted to identify the traits which directly influenced leadership. Intelligence was found to hold up with some degree of consistency. Though there can be some amount of rationale in associating these qualities with leadership, it may be difficult to establish such relations beyond doubt. A manager or leader who possess certain traits, say: pleasant nature, tacticfullness, humility, proper perception ability, high achievement motivation, initiative outgoing nature, etc have better chance to succeed.

Five important qualities which may have relationship with successful organizational leadership are:- intelligence, social maturity and breadth, inner motivation and achievement drivers, Human relation attitudes and tacticfullness. Trait theories are therefore not of much predictive value though some descriptive insights are provided by them. (Michael 2002:472)

### **2.9.2. Group theories of leadership**

Group theories are rooted in social psychology particularly Humans exchange theory. Group theories are of opinion that leadership is an exchange process between the leaders and followers where both of them have their own roles expectations. The attitudes, approaches, performance and satisfaction of leader largely dependent on the support he received from his members according to Filley. Obviously, it can be remarked that the effectiveness of the leader or the group members depends on the attitudes and approaches of each other with in the group and the contribution made by each and every one in the group. According to Hollander, since leadership embodies a two way influence relationship, recipients of influence assertions may respond by asserting influence in return. The very sustenance of the relationship depends upon some yielding to influence on both sides. (Michael 2002:472)

### **2.9.3. Situational Theories of leadership**

Credit goes to social psychologists for their efforts to search for situational variables of leadership. This theory provides insights into the impact of situational variables on leadership roles, skills and behaviors as well as on performance and satisfaction of the followers. Fred Fiedler developed an operational technique to measure leadership style with the help of Assumed Similarity between Opposite (ASO) and Least Preferred Co-worker (LPC) variables. The degree of similarity between leaders perception of their most and least preferred co workers is worked out by (ASO) and Least Preferred Cowarper (LPC) on the other hand, calculates the degree to which the leaders favorably perceive their worst coworkers. The two measurements are related to leadership style in two ways.

1. The human relations or limit style is related to the leader who does not discern a great deal of difference between the most assumed similarity opposite or who gives relatively favorable descriptions of the least preferred coworkers (LPC).
2. The task directed or “hard-nosed “ style is closely related to the leader who perceive considerable differences between the most Assumed Similarity between Opposite (ASO) and gives a very un favorable description of the Least Preferred Coworker (LPC). The writer concluded by suggesting that more attention should concluded by suggesting that more attention should have to be given to situational variables. (Michael 2002:473)

#### **2.9.4 Contingency theories of leadership**

Contingency theory is one of the modern theories. It was Fred Fiedler who developed a contingency model of leadership effectiveness. His basic assumption was that the contribution of a leader to the successful performance of his group is determined both by the leader’s characteristics and by various features of the situation. Thus to fully understand the leaders effectiveness, both the leaders characteristics and the situational factors must be taken into account. According to

Fiddler, it is difficult for managers to alter management styles which helped them to develop successful careers. Hence, making effort to change that particular style to suit the situation may be in effective. Stoner observed. “Since styles are relatively in flexible, and since no one style is appreciated for all situations, effective group performance can be achieved by matching the managers to the situation or by changing the situation to fit the managers”. Three elements that help to determine an effective leadership are:-

A, Leader- member relationship

B, Task structure

C, Leaders position of power.

Despite any amount of criticism level against it, no doubt, the contingency model of leadership has provided to match for the much needed theoretical basis for the concept of leadership.

## 2.10 Distinction between leaders and managers

**Table 3 Distinction between ...**

No	Managers	Leaders
1	<ul style="list-style-type: none"> <li>- Establishes relationship through authority between superiors and subordinates with in the framework or organization</li> <li>- needs formal organized groups</li> <li>- in management juniors have to fallow seniors</li> </ul>	<ul style="list-style-type: none"> <li>- Does not require any frame work or organization</li> <li>- Doesn't require any such groups informal groups can be led not managed. Any one can fallows leaders there are no juniors or senior among followers.</li> </ul>
2	-Expect managers to be rational decision makers	- Vent on moods and expectations of the followers

	- management does not have emotional appeals they acts on rationality	-Has emotional appeals
3	- All managers are not leaders - Direct subordinates by virtue of authority vested in them	- All leaders are not managers - Have no such formal authority invested in them, rather they derive power from their followers and use this power to guide, direct and influence people
4	- Have formal authority to reward the employees with promotion or transfer them or demote them if they erred.	- have no such authority leaders with people's power try to satisfy their social needs and ego.
5	-Tries to accomplish organizational objectives	- Tries to accomplish peoples hopes, aspirations and expectations
6	Process of planning organizing, the actuating and controlling the activities of others to attain organizational objectives	- Leadership is a process of influencing the behavior of people to attain their shared goals.
7	- Doing things right, Managements efficiency lies in climbing the ladder of success	- doing right things - Determines wither the ladder is leaning against the right wall
8	Accountable for its behavior in clearly defined way	- 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	Requires policies and procedures to direct people for attainment of goals of the organization	- Achieve goals through actions by the people

(Singh N. 2002: 327

## **CHAPTER THREE**

### **DATA ANALYSIS PRESENTATION AND INTERPRETIATION**

#### **3.1 INTRODUCTION**

To relate the theories of leadership practice of different writers to that of the target organization Kolfe Keranyo Sub-City, the research employed questionnaires and interview as data collecting techniques. This chapter

mainly focuses on analyzing and interpreting data on the bases of the theories.

**Part one: General Information of the Respondents**

**Table1. Background of Respondents**

No	Item	Alternatives	Respondent	
			No	%
1	Age	20-29	18	45
		30-39	7	17.5
		40-49	10	25
		50-59	5	12.5
		60 and above	-	-
		Total	40	100
2	Sex	Male	20	50
		Female	20	50
		Total	40	100
3	Educational level	Below 10 <sup>th</sup> grade		
		10-10+3	2	5
		Diploma	5	12.5
		Degree	31	77.5
		MA-PHD	2	5
		Total	40	100
4	Work experience	1-5 years	17	42.5
		6-10 years	7	17.5
		Above 10 years	16	40
		Total	40	100

(Source primary data)

As it is indicated in table 1 of item 1, from the selected sample population of 40, 18(45%) of the respondent are in the age group of 20-29 years. 7 respondents (17.5%) are in the age range of 30-39. The other 10 (25%) of respondents are with in age range of 40-59 and 5(12.5%) respondent are in the age range of 50-59.

As shown in table 1 of item 2, 20, 20(50%) of respondents are male and 20(50%) are female. This indicates that there are proportional number of male and female respondents.

Regarding the level of education, as it can be drawn from table 1 of item 3, there is no respondent below 10<sup>th</sup> grade, and 2 (5%) of respondents are from grade 10-10+3 , 5(12.5%)of respondent are diploma holder while most of the respondents 31(77.5%) are degree holders. The rest 2(5%) out of 40 respondents are MA and PHD. This indicates that the organization has qualified workers.

Regarding experience, table 1 of item 4 shows that 17(42.5%) of respondents have 1-5 years experience and 7(17.5%) 6-10year work experience, and the rest 16(40%) of respondents have above 10year work experience. This indicates that there are equivalent numbers of respondents which have above 10 years and between 1-5 years. In another word, this indicates that since the large number of respondents are below 5 years experiences, there is high turnover in the organization.

**Part two: Information Related to the Study**

**Table 2. Employee Satisfaction**

No	Item	Alternatives	Respondents	
			No	%



1	Most of the employees of the sub-city are satisfied with leadership practice in the sub-city	Strongly agree	5	12.5
		Agree	6	15
		Undecided	4	10
		Disagree	16	40
		Strongly disagree	9	22.5
		Total	40	100

(source:- primary data)

As it is revealed on the table 2 of item 1 about employees' satisfaction with the leadership practice 5 (12.5%) of employee said that they are strongly agree meaning satisfied, (6/15%) of respondent agreed whereas 4(10%) couldn't decide. The rest 16(40%) of respondents disagree which means they are not satisfied. There for we can draw from this most of the employees are not satisfied with the leadership practice exercised in the sub-city.

**Table 3. How Do You Rate the Role Played**

No	Item	Alternatives	Respondent	
			No	%
2	How do you rate the role played by the leaders of Kolfe Keranyo Sub-City to attain objectives of the organization	Very high	2	5
		High	6	15
		Moderate	19	47.5
		Low	10	25
		Very low	3	7.5
		Total	40	100

(source primary data)

As it can be seen from the table 3 of item 2, about the role played by the leaders of the sub-city to attain the objectives of the organization, 2 (5%) of the respondents said very high, 6 (15%) of the respondents said high whereas the rest 19(47.5%) said their role is moderate. The remaining 10 (25%) confirmed that the leaders role is low as well as 3(7.5%) respondents said that their role is very low. Therefore, since majority of employees (47.5% and 25%) said moderate and Low respectively, based

on the response, the role played by the leaders to attain the objectives shows low.

**Table 4. The relationship and the leaders**

No	Item	Alternatives	Respondents	
			No	%
3	How do you express the relationship between employees and leaders	Excellent	1	2.5
		Very good	5	12.5
		Good	19	47.5
		Poor	13	32.5
		Very poor	2	5
		Worst	-	-
		Total	40	100

(source: primary data)

With regard to relationship between employees and leaders, from the above table 4 of item 3, 1 (2.5%) respondent confirmed that there is excellent relation, 5 (12.5%) also said that the relationship is very good 19(47.5%) respondents said the relationship is good whereas 13 (32.5%) respondent and 2(5%) respondents confirmed that the relationship is poor and very poor respectively. This reveals that there is not as much very good or bad relationship but in between.

**Table 5. Employees satisfaction with leadership style**

No	Item	Alternatives	Respondents	
			No	%
4	To what extent are employees satisfied with the leadership style demonstrated by the leaders	To a very great extent	3	7.5
		To a great extent	3	7.5
		To some extent	26	65
		To less extent	6	15
		Not at all satisfied	2	5
		Total	40	100

(Source: primary data)

The table reveals that the extent of satisfaction with leadership style demonstrated by the leaders is some what un satisfactory since 3(7.5%)

respondents said their satisfaction is very great, 3(7.5%) said to great extent, 26(65%) most of the respondents showed that the leadership style is satisfactory to some extent where as the rest 6(15%) respondents said to less extent. Lastly 2(5%) respondents confirmed that the leadership style is not at all satisfying them. This shows that the leadership style demonstrated by the leader is to some extent satisfactory.

**Table 6. The leadership Style contribution to turnover**

No	Item	Alternatives	Respondents	
			No	%
5	The leadership style demonstrated by the management has significant contribution to employees turnover	Strongly agree	11	27.5
		Agree	16	40
		Neutral	6	15
		Disagree	5	12.5
		Strongly disagree	2	5
		Total	40	100

(Source primary data)

Table 6 of item 5 shows that regarding the contribution of leadership style of management to employee's turnover, 11(27.5%) respondents strongly agree to the idea and 16 (40%) respondents agree to the idea that the leadership style has significant contribution to employee's turnover. The other 6(15%) of respondents remain neutral while 5(12.5) and 2(5%) respondent disagree and strongly disagree to the idea respectively. Since most respondent decided that the leadership style has contribution to employee turnover, we can accept the idea.

**Table 7. Leadership involvement in setting directions**

No	Item	Alternatives	Respondents	
			No	%
6	To what extent is the leadership of the sub-city involved in setting directions	To a very great extent	2	5
		To a great extent	12	30
		To some extent	19	47.5
		To less extent	7	17.5
		Not at all	-	-
		Total	40	100

(Source: primary data)

Regarding the leadership involvement in setting direction as it is seen on table 7 of item 6, 2(5%) of the respondent said that the leadership of the Sub-City involve in setting direction 12(30%) of them also agreed with this idea. Most of the respondents 19 (47.5%) respondent said that they involve in setting direction to some extent while 7(17.5%) answered they involve to less extent. This shows that leaders involve in setting direction to some extent not fully.

**Table8. Involving employees in setting direction**

No	Item	Alternatives	Respondents	
			No	%
7	To what extent does the management involve the employees in the decision making process?	To a very great extent	2	5
		To a great extent	6	15
		To some extent	18	45
		To less extent	12	30
		Not at all	2	5
		Total	40	100

(Source: primary data)

Regarding the involvement of employees in decision making process 2(5%) of the respondents answered employees in decision making

process to a very great extent. The other 6(15%) respondents said they involve to a great extent. Most of the respondents 18 (45%) said that they involve employees to decision making process to some extent. The rest 12(30%) of them said they involve employees in decision making to less extent while 2(5%) of them said they don't involve at all. From this we can reveal that management involves employees in decision making process to some extent.

**Table9. Relationship with leaders in communicating values and objectives.**

No	Item	Alternatives	Respondents	
			No	%
8	Your relationship with leaders in communicating the values and objectives of the organization	Very high	5	12.5
		High	6	15
		average	21	52.5
		Low	5	12.5
		Very low	2	5
		Poor	1	2.5
		Total	40	100

(Source: primary data)

The above table reveals that in communicating the values and objectives of the organization, 5(12.5%) of respondents said that the relationship is very high and 6 (15%) of them said the relationship is high. Large number of respondent who are 21 (52.5%) said the relation is average while 5(12.5%) and 2(5%) respondents said the relationship is very low and low respectively. This indicates that average leaders communicate values and objectives of the organization to workers.

**Table 10. Evaluating the leadership practice to that of others**

No	Item	Alternatives	Respondents	
			No	%
9	How do you evaluate the leadership practice of the Sub-City as compared to that of others?	Excellent	2	5
		Every good	1	3
		Good	7	18
		Average	9	22
		Poor	16	40
		Very poor	4	10
		Worst	1	2
		Total	40	100

(Source: primary data)

The above table indicates that the leadership practice of the sub-city as compared to other is poor. This is because of that 2 (5%) respondents and 1(3%) respondents said it is excellent and very good respectively while 7(18%) and 9(22%) respondents respectively said it is good and average. Most of respondents 16(40%) said it is poor, while 4(10%) and 1(2%) respondents said it is very poor and worst respectively. This indicates that the leadership of the Sub-City as compared to that of other is poor.

**Table11. Questions related to competency**

No	Item	alternatives	Respondents	
			No	%
1	Ability to inspire others	To a very great extent	-	-
		To a great extent	2	5
		To some extent	27	67.5
		To less extent	10	25
		Not at all	1	2.5
		Total	40	100
2	Emotional maturity	To a very great extent	3	7.5
		To a great extent	5	12.5
		To some extent	20	50
		To less extent	10	25
		Not at all	2	5
		Total	40	100
3	Empowering others to wards best performance	To a very great extent	1	2.5
		To a great extent	7	17.5
		To some extent	13	32.5
		To less extents	16	40
		Not at all	3	7.5
		Total	40	100
4	Problem solving skills	To a very great extent	1	2.5
		To a great extent	6	15
		To some extent	10	25
		To less extent	20	50
		Not at all	3	7.5
		total	40	100
5	Willingness to take risk	To a very great extent	1	2.5
		To a great extent	4	10
		To some extent	5	12.5
		To less extent	16	40
		Not at all	14	35
		Total	40	100
6	Ability to understand human behavior	To a very great extent	1	2.5
		To a great extent	8	20
		To some extent	15	37.5
		to less extent	7	17.5
		Not at all	9	22.5
		Total	40	100
7	Ability to listen employees	To a very great extent	5	12.5
		To a great extent	4	10
		To some extent	15	37.5
		to less extent	13	32.5
		Not at all	3	7.5
		Total	40	100
8	Ability to share experience	To a very great extent	2	5
		To a great extent	4	10
		To some extent	16	40
		to less extent	14	35
		Not at all	4	10
		Total	40	100
9	Ability to control emotional employees	To a very great extent	7	17.5
		To a great extent	6	15
		To some extent	11	27.5
		to less extent	16	40
		Not at all	-	-
		Total	40	100
10	Crating favorable working conditions	To a very great extent	4	10
		To a great extent	4	10

		To some extent	7	17.5
		to less extent	15	37.5
		Not at all	10	25
		Total	40	100

(Source; primary data)

- Regarding competency as it is indicated on item1 of question 1, the manager's ability to inspire others is not as such significant. Because, 2 (5%) respondents said to a great extent, the other 27 (67.5%) respondent said to some extent. The rest 10 (25%) respondent said to less extent, while 1 (2.5%) responds not at all. This shows that the ability of manager to inspire others is some what below average.
- With regard to emotional maturity out of 40 respondents, 3(7.5%) answered to a very great extent while 5(12.5%) said to a great extent,20(50%) responded that they have emotional maturity to some extent. The other 10(25%) said their emotional maturity is to less extent while 2(5%) respond they don't have emotional maturity at all. From this the research observe that emotional maturity of managers is not as needed.
- Regarding empowering others towards best performance, as it can be seen from the response, 1(2.5%) respond to avery great extent, 7(17.5%) said to a great extent. 13(32.5%) respondents said to some extent while 16(40%) of the respondent said to less extent. The rest 3(7.5%) respondent said not at all empowering. This shows that the ability of manager to empower others towards best performance is low.
- With regard to problem solving skills, 1(2.5%) said to a very great extent and 6 (15%) respond to a great extent. The other 10 (25%) respondent confirmed to some extent, while 20(50%) respondent said to less extent. The rest 3(7.5) respondent said that they have no problem solving skills at all. This indicates that manager (leader) use problem solving skills o less extent.



- As it is shown on table 11 of item 5, the managers willingness to take risk, 1 (2.5%) respond to a very great extent, 4 (10%) respondent said to a great extent. 5(12.5%) respondent said they take risk to some extent. The other 16(40%) respondent said they take risk to less extent while 14(35%) confirmed that the managers take no risk. This shows that the manager do not take risk.
- Regarding the ability to understand human behavior, 1 (2.5%) respond to a very great extent. 8(20%) respondent said to a great extent. The other 15 (37.5 %) said to some extent. 7 (17.5%) said to less extent while the rest 9(22.5%) said they have no ability to understand human behavior. The reality is that most respondent showed that the ability to understand human behavior is relatively low.
- According to table 11 of item 7, 5 (12.5%) respond to a very great extent, and 4 (10%) said to a great extent. The other 15 (17.5%) said to some extent while 13(32.5%) said to less extent. The rest 3 (7.5%) said not at all. This reveals that the ability to listen employees is relatively low.
- As it is indicated on item 8 of table 11, the ability to share experience 2(5%) respond to a very great extent. 4(10%) respondent said to a great extent. The other 16(40%) respond to some extent, while 14(35%) said to less extent. The rest 4(10%) respondent said not at all. This indicates that the ability to share experience is low since most respondents said to some extent and to less extent respectively.
- Regarding the ability to control emotional employees 7(17%) said to a very great extent. The other 6(15%) said to a great extent. 11(27.5%) respondent said to some extent while 16 (40%) respondent said to less extent. This indicates that the ability to control emotional employees is low.

- With regard to creating favorable working condition, 4(10%) respond to a very great extent and other 4(10%) said to a great extent 7(17.5%) respond to some extent while 15 (37.5%) answered to less extent. The other 10 (25%) confirmed that not at all. This reveals that managers fail to create favorable working conditions.

### **3.2 DATA ANALYSIS AND INTERPRETATION, DATA GATHERED THROUGH INTERVIEW**

This part shows the summary of the findings from interview conducted with management staffs.

As far as the first question is concerned, “Do you think that the employees of the sub-city are satisfied with the leadership practice in the organization?,” out of 10 management staffs, 6 middle managers automatically said there is no satisfaction. As most of them tried to explain, satisfaction, is some thing internal even though there is no measurement to test, it can be observed that there is no satisfaction. There is complaining here and there that there is no good governance and no good leadership quality. Though there is no directly opposing, it reveals from their action. There is no transparency. But since there is no alternative they must accept the existing leadership.

To the contrary, 4 members of top management staffs said that there is satisfaction with the leadership. This implies that the top level management who are decision makers understands satisfaction differently.

Regarding the second question which asks how do the leaders make decision? Do they involve employees in decision making process? From 10 interviewee, 8 of them said yes. Though the answer is yes they tried to explain that there is distinction between managers. There are some managers who are good in helping employees to be decision makers. Therefore, they involve them in any decision. The objective of BPR is also a factor that helps employees to be decision makers by themselves. None

of them denied that some decisions are not disclosed to employees. Decisions like budget and other political issues are only disclosed to those politically assigned managers. The other 2 said that, they do not involve employees at all. This shows that decision is made commonly except rare things.

As it is described on question based on evaluation that is, "How do you evaluate the leadership practice of the organization as compared to that of others?" Majority of respondents (6 of them) said, that since almost all top level managers are assigned politically, they decide most decision by themselves, except daily duties of the employees. Therefore, they assign the workers in different places without their knowledge about the issues. Other two said since the managers involve employees in decision making process and helping them to be decider, the leadership practice is better than that of others. The remaining 2 respondents reserved from giving answers. The answer implies that the leadership practice has constraint. Concerning question 4 which said, Is there mutual understanding between leaders and workers in attaining objectives of organization?, all of them (interviewee) said that though there is limitation they are working together to attain organizations objectives.

Regarding questions what mechanisms are used to retain employees? Out of 10 respondent 2 of top level management staff said that in some selected office who have special case there is salary scale up. They also said that there is some kind of reward given. For example incentives like praising in front of their colleagues and giving certificates. The other 8 managers said that there is no mechanism to retain employees. This shows that the reason for employee's turnover comes from this situation.

(Source: primary data)

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **4.1 SUMMARY**

The study was designed to find out the major problems and practice of kolfe Keranyo sub-city on leadership. The theoretical back ground and literature review was used to be basis in selection of data gathering instruments.

In order to make the study reliable the researcher tried to communicate the data collected through questionnaires interview and observation. The result of the study eventually comes up with the following findings.

- Regarding the general characteristics of the respondents, there are equal number of male and female and most of the employees in the sub-city are well educated young with 1-5 years and above ten years work experience.
- Concerning employee's satisfaction with the leadership practice, 16(40%) respondents confirmed there is no satisfaction with the leadership practiced in the sub-city.
- On the issue of rating the roles played by the leaders most respondents, 19(47.5%) said it is moderate.
- As to the question, "How do you express the relationship between employees and leaders" majority of the employees said that it is good.

- Regarding the extent of satisfaction with the leadership style demonstrated by the leaders 26(65%) described that they are satisfied to some extent.
- On the issue of whether the leadership style demonstrated by the leaders has significant contribution on employee's turnover, almost all respondents agreed to the idea.
- With regard to the leadership involvement in setting direction, the majority of respondents who are 19 (47.5%) replied to some extent.
- Concerning the extent to which management involves the employees in decision making process, 18(45%) and 12(30%) replied to some extent and to less extent respectively.
- According to the relationship with leaders in communicating the values and objectives of the organization 21(52%) described it is average.
- Regarding evaluation of leadership practice of the sub-city as compared to that of others, majority of the respondents who are 16 (40%) answered it is poor.
- Regarding management competency towards the ability to inspire others, 27 (67.5%) replied to some extent.
- As far as the emotional maturity is concerned, the respondents believe that to some extent.
- As to empowering others towards best performance, 16(40%) respondents replied their competency is to some extent.
- Regarding willingness to take risk, 16 (40%) replied to less extent and 14(35%) said not at all taking risk.
- As far as problem solving skill is concerned, 20(50%) replied to some extent.
- The manager's ability to understand human behavior, 15(37.5%) confirmed to some extent.

- On the issue of ability to listen employees, 15 (37.5%) and 13 (32.5%) assured to some extent and to less extent respectively.
- Concerning the ability to share experience, majority of respondent confirmed to some extent and to less extent respectively.
- As far as the ability to control emotional employees is concerned, 16 (40%) respondents said to less extent.
- As to creating favorable working conditions 15 (37.5%) replied to less extent.

## 4.2 CONCLUSIONS

From the result of the findings we can draw the following conclusions

- The sub-city has large number of young and old age employees who are well educated but lacks middle age workers.
- Employees have no satisfaction with the leadership.
- The leadership roles played in the sub-city is moderate.
- The relationship between employees and leaders are relatively good.
- The employees of the sub-city are satisfied with the leadership style demonstrated to some extent.
- Almost all the employees of the sub-city believe that the leadership style demonstrated by the leaders has significant contribution on employee's turnover.
- The leaders involve in setting directions to some extent.
- The managers not fully involve employees in decision making process.
- The relationship of employees with leaders in communicating values and objectives of the organization is average.
- The leadership practice of the sub-city as compared to that of others is poor.
- The management competency towards the ability to inspire others is said to be to some extent.
- Managers lack emotional maturity and competency to empower others towards best performance.
- There is less problem solving skills.
- The manager's willingness to take risk is low.
- There ability to listen employees is low.
- The managers have ability to understand human behavior to some extent.
- The leader's ability to share experience is low.
- There is less ability to control emotional employees.

- There is no favorable working condition.

### **4.3 RECOMMENDATIONS**

Based on the summary, the finding and conclusion drawn above, the research forwarded the following suggestions.

1. kolfe keranyo sub-city should exhaustively use the young employees for the best of its organization.
2. The leadership of the organization should satisfy the workers by creating favorable working condition.
3. The leadership style should be flexible not to be reason for employee turnover.
4. The leaders should involve in setting direction and making employees decision makers.
5. The leaders should communicate the values and objectives of the organization strongly.
6. The leaders should develop ability to inspire others to attain the organizations objectives.
7. Leaders should be willing to take risk of their organization
8. The managers should have ability to understand human behavior to cultivate the best from them.
9. The leaders of the sub city should develop capacity to listen their employees. By doing this they can find out their strength and weakness.
- 10 The leaders should have ability to share experience and create favorable working conditions.



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# **Appendix**

**DECLARATION**

I the undersigned declare that this senior essay is my original work prepared under the guidance of Ato Meselu Fanta all sources of material used for the manuscript have been duly acknowledged.

Name Almaz Negassa

Signature -----

Place of submission:- St' Mary's university college department of Management

Date of submission:- June 7, 2011

**Submission approval sheet**

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

Name -----

Signature -----

Date -----

