



ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**AN ASSESSMENT OF LEADERSHIP PRACTICE AND CHALLENGES:
THE CASE OF FEDERAL DOCUMENTS AUTHENTICATION AND
REGISTRATION AGENCY**

BY:-
TESFAYE TAMIRU

JUNE 2018
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSTY SCHOOL OF
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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Date

Advisor

Signature

Date

External Examiner

Signature

Date

Internal Examiner

Signature

Date

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LIST OF ABBREVIATIONS

DARA: - Federal Documents Authentication and Registration Agency

HRM: Human Resource Department

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ABSTRACT

This study aimed to assess the leadership practice and challenges at Federal Documents Authentication and Registration Agency (DARA). The specific objectives in this research were to: examine the perceived leadership style being practiced; determine the level of follower's satisfaction with the existing leadership style; examine the relationship between the perceived leadership style and employees' satisfaction, and explore the challenges encountered in the leadership practice, within the Agency. In line with the stated objectives descriptive research design and mixed-methods research approach used. Regarding to scope, from 14 Agency branches addressed only six branches including head office, and available recent year's data, covered. The sampling technique was systematic random sampling, and the instrument applied in this research was structured questionnaire. The questionnaires distributed to 29 leaders and 201 operational employees of the agency and the response rate was 93% for leaders and 93% for the operational employees. Moreover, 3 top level leaders were included in the study in the form of interview. In order to strengthen the findings of the study, an attempt was made to implement both primary and secondary data. The findings of the study revealed that democratic, and bureaucratic, leadership styles practiced in the Agency at different times. As the study, depicted, dominantly practiced leadership style was democratic followed by the bureaucratic. The study also point out major leadership challenges that DARA faced were: limited team building, inappropriate exerting pressure to improve performance, limitation of giving credit and reward for other performance while lack of qualified and competent human resource etc. Based on the findings of the study, it recommended that the concerned bodies should strive for applying people-oriented leadership style according to nature of the agency, in line with giving space for employees to engage in various phases from planning to practice. Recommend further study on the cause of employee turnover and low performance. This may demonstrate different results regarding to employment challenges for Agency.

Keywords:- Leadership, Leadership style, Leadership Practice, challenge, Performance.

CHAPTER ONE

INTRODUCTION

This chapter deals with the overview of the background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study/delimitation of the study, definition of terms and organization of the study.

1.1 Background of the Study

In the current situation, modern leadership style has vital role, for the development of country, nation as well as organizations. In the world history, so many phenomena are happening related with countries leadership effectiveness or failure. Because of good leadership style and skilled leaders' execution capability, countries developed economically, politically, socially and technologically. At the same condition organizations also developed on execution of effective leadership. According to Goitom (2012,) a skilled leader plays significant role towards the success of organization. On one hand, more failures of organization are attributable to poor leadership other than any cause. Poor leadership can nullify the soundest organization. It is the quality of leadership, which usually determines the fate of an organization. The leader is the agent who helps to smooth the pathway towards goal accomplishment. There is no substitute for effective leadership.

Larraine, Goldsmith, and Belasco (2003) contend that the stated that the leader's role has shifted dramatically in recent years. In the past, the emphasis was more on the leader as "boss." Today, leaders must be partners with their people; they can no longer lead with positional power alone. Leaders must move from the "command-and-control" role of judging and evaluating to a role of ensuring accountability through supporting, coaching, and cheerleading. In addition to this Robert (2003) also say that organizational leadership does not mean having a boss thinking of a command and then watch as it is filtered throughout the rank. Organizational leadership, instead, is the ability of management to understand its employees and company's goals enough to bring everyone together.

Furthermore, Robert J observes that frequently an organization with excellent leadership will have employees who feel that their opinions are valued and that their work is highly important to the shared success of the whole organization. Hersey and Blanchard (1988) argue that at least equal emphasis must be given to improving the quality of leadership if business is to succeed in achieving greater employee commitment and thereby its profitability.

According to Goitom (2012) leadership involves the following significant functions: providing inspiration to peoples; securing corporation; creation of confidence; providing conducive environment; implementing change; maintaining discipline among members; representing the members; goal setting; setting direction for the organization; leading their follower; innovating new ideas; creating good relationship with their employees as well as customers; and managing changes in the organization. On the top of the above reason can agreed with Joseph.B (2007) what he stated that leadership requires native talent, developed abilities, and the ephemeral but critical qualities of vision, inspiration, imagination, innovation, risk-taking, perspective, passion, excitement, and chemistry.

Based on the above critical opinion it is logical to say, leadership practice play an important role in providing shared vision and values that are essential for the accomplishment of organizational objective or goal. It enhances commitment, by empowering, coaching and cheers leading which will enable the organization to create heroes at all levels, in the wellbeing of the organization consistence. As many scholars agreed on organizations being, government or non-government established for business or civil service motive. Such institutions organized in legal entities. The common feature of most organization is structurally established based on top level leaders, middle level leaders and lower level leaders in other word strategic leaders, technical leaders and functional leaders; with their own indispensable role in their assigned duties and responsibilities.

The most important resource in any organization is its people. Moreover, leaders are highly engaged in mobilizing the existing human resource. Thus, effective leadership practice enables greater participation of entire work force, and can positively influence both individuals and organizational performance. Therefore, it is logical to say that the success of an organization is dependent on the leader's ability optimize human resources inherent potential and skills. In

addition, employees are the ones who play the major roles and make significant contributions to the development of the organization. Therefore, the leaders of organization should pay much attention to their employees in order to keep them in the organization, and influence them to increase their efficiency so that they eventually lead to greater achievements of organizational visions and long-term goals.

In leadership practices, leaders confront with several challenges in the day-to-day operation, but the question is how leaders resolve this challenge or change in to opportunity. According to Kouzes and Posner (2012), leadership challenge is about how leaders mobilize others to want to get extraordinary thing happen in the organization. It is about the practices that leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It is about a climate in which people turn challenging opportunities into remarkable successes. Currently in Ethiopia, service-providing organization, including government and private are growing in different aspect of social activities. These social activities marked leadership challenges in every sector and organizational levels.

Therefore, this study designed to assess the challenges of leadership practice in the case of Documentation Authentication and Registration Agency (DARA). DARA is one of the services providing organization. The services of authentication, registration of juridical acts introduced to Ethiopia by Italians during their occupation in 1936/37. In 1970 Contract Unit, established under the High Court to give the service. In 1976 the service was taken from the judiciary, i.e. the High Court and put under the Ministry of Justice under civil affairs department. In 1991 the Contract Unit under the Ministry got a new name Act and Documents Registration Department /ADRD/. In 1993 this division was put under Region 14 Justice Bureau by proclamation No. 41/1993. Since 1996 the division was changed to office and put under Addis Ababa City Government by the Governor of the City and got the name: Acts and Documents Registration Office /ADRO/. However, since 2003 the Office was organized by proclamation No. 334/2003 with the name Documents Authentication and Registration Agency /DARA/. This Agency was strictly given the power to provide service of notary on the Federal Jurisdiction /Addis Ababa

and Dire Dawa City Administrations. However, since 2005 the Office was put under the Ministry Justice by proclamation No. 467/2005.

The Documents Registration & Authentication Agency has 15 offices including Dire Dawa office whose headquarter is in Addis Ababa, and the agency has a total number of 764 employees. Male 256(33.5%) and female 508(66.5%). served close to one million customers and addresses more than 505,000 cases collect more than 160 million Br from its services, and transfer 117, 1 million Br to the federal government within a year.

DARA is the first Ethiopian government institution to qualify for an International Standards Organization (ISO) certification. DARA have recognitions from different government and non-government organization including private institution. For instance, UN-HABITAT best practices data base, Addis Ababa City Administration, Chamber of commerce, Vision Ethiopia, Congress for Democracy, NIB International Bank and Ethiopian Civil Service university are some of those who acknowledged the institution and they have already given certificate and rewarded. Most of them stated that DARA have good practice and being leading institution in efficiency and effectiveness. Such an exemplary leadership role is create through strong leader commitment that have been facing so many challenges and overcoming each issue in a systematic and institutional manner. Therefore, DARA is one of an exemplary quality service giving organization in Ethiopia. As a result, because of the above-mentioned success the researcher thought that the agency leaders had better leadership practiced, that was the motive selected this agency for research.

1.2 Statement of the Problem

As stated by Stoner, (1995) effective leadership practice has significant impact on influencing others, take intention and convince followers, shared purpose, change maker, personal responsibility, integrity, directing, motivating employees towards the organizational mission, vision and perform essential task in continuous base. In fact leading ensures and gets the people working for them and satisfying their customer in their assigned duties and responsibilities.

Human capital is the most important resource for organizations to ensure greater achievement with regarding to vision, mission and goal success. From this perspective, leaders are highly engaged in mobilizing the existing human resource. Thus, effective leadership practice enables greater participation of entire work force, and can positively influence both individuals and organizational performance. Therefore, it is logical to say that the success of an organization is dependent on the effective leadership practice. Employees also have the major roles and make significant contributions to the development of the organization. Therefore, the leaders should pay much attention to their employees in order to keep them in the organization, and influence them to increase their efficiency and commitment.

Most of the time the service and related sector is dynamic, in the past; the emphasis was more on the leader as “boss.” Today, leaders must be partners with their people; they can no longer lead with positional power alone. Leaders must move from the “command-and-control” role of judging and evaluating to a role of ensuring accountability through supporting, coaching, and cheer leading Larraine, Goldsmith, and Belasco (2003). To implement this kind of modern leadership practice, leaders encounter challenges to practice ineffective communication of its vision and mission, create and maintain a diversified team, inspiring others, facilitating open and clear communication among coworkers, empowering to take action, delegation of authority, coaching, inspiring of employees by leaders of the organization. To achieve this practice it needs visionary, committed and capable leaders in accordance with its mission.

Documents Authentication and Registration Agency (DARA) leaders try its best towards achievements of quality services and customer satisfaction of the country and citizens doing in line with the law of the country. In DARA the responsibility for success, depend on the shoulders of leadership that enable to practice and adapt workflow to fit situation by overcoming challenges.

The preliminary assessment, did in the form of informal discussions with six employees from two branches, testified that existence of problems regarding with the manner of the leadership practice, the preliminary, finding revealed that there were practice like poor leader-follower relationships, ineffective communication, unconvincing way of delegation, etc. In addition, the

management of the Agency faced problem of interested groups' interference, lack of commitment of employees and practices of autocratic leaders. This kind of leader-followers inconvenience leads to customer dissatisfaction on the agency service. This is one of the basic motives, which encouraged the researcher to conduct this study.

1.3 Research Question

In this study, the following are main research questions:-

1. What is the perceived leadership style being practiced by the leaders at DARA?
2. What is the level of follower's satisfaction with the existing leadership style?
3. What are the leadership often challenges encountered in the day to day practice as described by leaders?

1.4 Objectives of the Study

This section deals with the general objective of the study, which deals with the topic of the study, and the specific objectives, which deals with the research questions.

The general objective of this research is to assess the leadership practice and challenges, in the successful operation of Document Authentication and Registration agency (DARA).

1.4.2. Specific Objectives

The specific objectives of this research are-

- Examine the leadership exercise in the DARA leadership practices,
- Examine the employees satisfaction with the leadership engagement,
- Examine the often challenges that are encountered by leaders practice,
- Identify that affecting the implementation of leadership practices in DARA,
- Give the possible alternative solutions that might help to control challenges and get better leadership practice.

1.5 Definition of Terms

Leadership: is an activity that the process of directing, influencing and mobilizing of resources to achieve the organization goal (Richard2005).

Strategic leadership: -It defined, as utilizing strategy in the management of employees and other resource. It is the potential to influence organizational members and to execute organizational change (Goitom2012).

1.6 Significance of the Study

The findings of the study would have the following significance.

1. The finding of the study could provide data based information concerning the current leadership practices and challenges of leadership in the agency. Accordingly it would enable the leaders of the DARA improve their leadership practices and effectively lead the implementation in their respective agency. To this end, all the agency employee, customers, top, middle and lower level leaders would be benefited from the findings of the study. Above all, well-conceived assessment of the behavior and the act of the members of the DARAs' leadership team would benefit the leadership team members themselves. Such an assessment should be considered as an opportunity to gather the right information about effectiveness of their leadership in their effort to transform the DARAs. The result of the study could provide the DARA leaders feedback about areas of strengths and weaknesses so that they could plan ways to improve their performance. It could also give the leaders an awareness regarding the need to improve their leadership competence throughout their careers to meet the mounting challenges of their jobs.
2. It might also serve as a springboard for the future researchers.

1.7 Scope of the Study

This study focused on specifically to investigating the leadership practice and challenges in DARA. From the other activities are performed in the agency, the study was particularly focused on issues related with leadership practices. Furthermore, the agency has 15 branches including Head office, which have more or less similar structure with the Head office.

Therefore, the researcher selected six branches including head office on judgmental sampling method then the researcher collected data from its Head office and selected five branches. In other words, the researcher strongly believed that the Head office and the other selected five branches could be representing the other branches. Furthermore, from these offices the researcher tried to focus on strategic, technical and operational employee. Regarding to sample, the researcher get manageable number of respondents from employees, leaders. In addition, the researcher tried to cover the available recent year's data, 2017 up to 2018 regarding to employee data and agency profile because it was difficult to access able and the time is early and relevant for the time being.

1.8 Organization of the Paper

The research paper organized in to five chapters. The first chapter deals with the introduction part which cover the background of the study, background of the organization, statement of the problem, general and specific objectives of the study, definition of terms, significance of the study, scope of the study and limitations of the study. The second chapter deals with the review of related literature. Chapter 3 focused on the research methodology, data collection and procedures, sample and sampling techniques, where as the fourth chapter presented the result analysis and discussion of the data. Finally, conclusions and recommendations presented under fifth chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This part of the paper presents a summarized version of literature review. The review is carried out on various areas that have critical importance to the study under consideration. These include: the definition and concept of leadership, the nature of leadership, factors affecting leadership effectiveness, the relationship between vision, mission and goals of a company with leadership roles, the role of participatory decision-making for the success of a leader, leadership styles, selected leadership theories, features of transformational leadership, and the importance and application of transformational leadership in business settings.

2.2 Theoretical Review

2.2.1 Overview of Leadership

Leadership practices of the manager have a great relation with the performance and satisfaction of workers. Moreover, Barrow (1977) defined leadership as “the behavioral process of influencing individuals and groups towards set goals. In profit and non-profit-based firms, manufacturing and service, government and business, health care, education and entertainment, work and community service. Leaders reside in every city and every country, in every position and every place. They are employees and volunteers, young and old, women and men. Leadership knows no racial or religious bounds, no ethnic or cultural borders. We find exemplary leadership everywhere we look. (Jams and Barry 2003). In relation to this, Adane,(2003) say that Leadership has existed for as long as people have interacted. Moreover, it is present in all cultures and society whatever the economic and social status is. Several educators, scholars, social workers and political orators have used the word leadership. It has been a topic of interest to historian and philosophers. There is however, not universal

consensus regarding its meaning. Similarly, Daft (2005) reported defining leadership has been complex and mysterious problem and it is one of the most observed and least understood phenomena on earth. In recent years, much progress had been made, in understanding the essential nature of leadership as a real and powerful influence in organizations and societies.

2.2.2 Definitions of Leadership

There is no clear consensus regarding exactly what leadership is and how the term should be define there are almost many definitions of leadership. Some of these are the following every society, organization, institution, country and the world require leaders to lead the people towards achievement of their common goals. Wendell French has defined leadership as “the process of influencing the behavior of others in the direction of a goal or set of a goals or, more broadly, toward a vision of the future.” on the one hand According to Keith Davis, “Leadership is the process of encouraging and helping others to work enthusiastically towards objectives.” It described as a process by which one person sets definite goals and expectations and influences the actions of others to behave in what considered a desirable direction. Taylor(2005) argue that a leader’s words, actions, decisions, interactions and styles affect the beliefs, values, feelings and behaviors of people they work with and are critical in determining how others respond in team. Taylor (2005) leaders are people who can influence the behavior of others for achieving a goal. They can encourage changing their behavior, taking a new approach to work and build new mind set. Thus, leadership involves influence, it occurs among people, those people intentionally desire significant changes, and the changes reflect purposes shared by leaders and followers. Leadership is both a process and property; coordinate the activities of the members of an organized group towards the accomplishments of group objective (Singa 2002).

On the other hand, poor leader try to impose responsibilities and accountabilities to subordinates for any shortcoming executions. This workers lack belongingness and try to secure themselves regardless of the organizational goals. This indicates workers under poor leaders will have less confidence, no creativity, low motivation & initiation and leads low performance, Ramsary, (1999) Leadership defined as “the ability to influence through communication the activities of others, individually or as a group, toward the accomplishment of worthwhile, meaningful, and challenging goals.

Organization today faced with many challenges, especially with the rapid changes in technology, economic, social and political (Daft 1999). The world is transforming from cherishing stability to valuing change, from control to empowerment, from competition to collaboration, from things to relationship and from uniformity to diversity. This means, today's best leaders are learning to go with the flow, to accept the inevitability of constant change, with understanding the need to share power, create team work and collaboration between staff members, looking at organization as a living system or web of interaction, and bringing diversity. Leadership defined as a complex social process, rooted in knowledge, skills, values as well as ways of thinking of both leaders and followers. Thus, it is all about continues process of establishing and maintaining a connection between who aspire to lead and those who are willing to follow (Harsey and Blanchard, 1988).

Leadership is the ability to persuade others to seek the defined objective enthusiastically. It is a human factor, which binds a group together and motivates towards goals. Despite the minor differences among the definitions, the features that are common to all these definitions are process and practices enacted by leaders in formulating long term goals, in designing and implementing activities to achieve the goals and motivating and aligning group members to accept the goals and to implement the mutually agreed activities. The following some scholars definition of leadership

1. **Haimann Thero:** fact that, "leadership can be defined as the process by which an executive directs, guides and influences the work of others in choosing and attaining specific goals by meditating between the individual and the organizations in such a manner that both will obtain maximum satisfaction."
2. **John C Maxwell:** In the 21 Irrefutable Laws of Leadership. John Maxwell sums up his definition of leadership as "leadership is influence – nothing more, nothing less." This moves beyond the position defining the leader, to looking at the ability of the leader to influence others – both those who would consider themselves followers, and those outside that circle. Indirectly, it also builds in leadership character, since without maintaining integrity and trustworthiness, the capability to influence will disappear.

3. **Warren Bennis'** definition of leadership is focused much more on the individual capability of the leader: "leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential." (Definition of leadership,2006)

2.2.3 Theoretical Review of Leadership

Even though there are a number of theories developed related to Leadership most of them not proved by experiments to be complete. Yet, some of them provide a useful insight in to leadership, the following are among these. (Stoner and James, 2004).

1. **Trait theories** – what type of person makes a good leader?

Trait means quality, According to this theories argue that leaders share a number of common personality traits and characteristics, and that leadership emerges from these traits. In simple words, leadership behavior is sum total of traits. Early trait theories promoted the idea that leadership is an innate, instinctive quality that you either have or don't have. Studies were conducted to indentify the qualities of past and present leaders in terms of their education, experience, character, family bake-ground, etc.

Trait theory does, however, help us identify some qualities that are helpful when leading others and, together, these emerge as a generalized leadership style. Examples include empathy, assertiveness, good decision – making, and likability. In our article Building Tomorrow's Leaders, we discuss a series of attributes that are important for all types of leaders to develop. However, none of these traits, or any combination of them, will guarantee success as a leader. You need more than that.

2. **Behavioral theories** – what does a good leader do?

Behavioral theories focus on how leaders behave. Do they dictate what needs to be done and expect cooperation? Or do they involve the team in decisions to encourage acceptance and support?

Behavior theory assumes that people are lazy and irresponsible by nature. So there is a need of an instrument to give motivation to workers. Here, leadership acts as an instrument. Manager is an instrument holder. Therefore, the manager should be

directive. F.W. Taylor finds the behavior of workers through his scientific management approach. Elton Mayo and his associates have conducted Hawthorne experiments and identified the workers' behavior. They came to the conclusion that human behavior is mainly responsible for effective leadership. Autocratic, democratic or supervisory styles are some of the leadership styles. Behavior approach theory developed these leadership styles which produce different and conflicting results, Different and conflicting results were obtained due to changes in the behavior of leaders and followers. Both leader and followers change their behavior according to the situations.

Behavior theory concentrated on explaining the behavior of leaders. The behavior of the followers changed according to the change in the behavior of the leaders. So, what the leaders does is the main concern.

3. **Contingency theories** – How does the situation influence good leadership?

The realization that there isn't one correct type of leader led to theories that the best leadership style is contingent on, or depends on the situation. These theories try to predict which leadership style is best in which circumstance.

When a decision is needed fast, which style is preferred? When the leader needs the full support of the team, is there a better way to lead? Should a leader be more people oriented or task oriented? These are all examples of questions that contingency leadership theories try to address.

The usefulness of traits and behaviors is tested in a particular situation. Some traits and behaviors are effective in a particular situation and ineffective in another situation. As per the situation theory, a leader is strongly affected by the situation in which he works. Situation helps the persons to develop their leadership qualities and emerge as leaders.

A popular contingency-based framework is the Hersey-Blanchard Situational Leadership Theory, which links leadership style with the maturity of individual members of the leader's team.

4. **Follower's or acceptance theory**

According to this theory, only followers decide whether a person is a leader or not. Followers take a decision analyzing the qualities of the person who helps to have their

needs fulfilled. Here, there is a need for forming a group and fulfilling some needs of such a group. This theory cannot be applied without a group of followers.

Traits and behavior are not considered as essential elements of leadership. Under this theory, if followers accept a person as their leader, he becomes a leader irrespective of his qualities and behavior. Modern managers are of the opinion that acceptance theory plays a significant role in managing the people at present.

5. System or a path – goal theory

The path-goal theory of leadership attempts to define the relationship between leader's behavior and the subordinates' performance and work activities. Leader behavior is acceptable to subordinate to degree that they see it as a source of satisfaction now or as a step toward future satisfaction. Leader behavior influences the motivation of subordinates when it makes the satisfaction of their needs contingent on successful performance; and it provides the guidance, support, and rewards needed for effective performance.

System theory is focused on a person's act rather than his traits or behavior. The process of co-ordination is done by a person (leader). It is termed as person's act. The process of co-ordination stimulates the people to achieve the goal in a particular situation. System theory considers all the variables. The term variable includes the leader, followers, Situation leadership, traits, environment goals and group's nature, characteristics and needs, role behavior of the leader and coordination efforts of the leader. So this theory is considered as modern theory of leadership.(Stoner and freeman, 1995).

6. Emerging Leadership Theories

Researchers have made studies for half of a century to find appropriate leadership theory that is applicable for all leaders (Yukl, 2012). There are emerging theories constructed for this purpose. These are flexible leadership model and Hierarchical Behavior Taxonomy.

7. Transformational Theory

Transformational theories focus on the connections formed between leaders and followers. In these theories, leadership is the process by which a person engages with others and is able to “create a connection” that result in increased motivation and morality in both followers and leaders. Transformational theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb,2013). Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders focused on the performance of group members, but also on each person to fulfilling his or her potential. Leaders of this style often have high ethical and moral standards. Bass and Riggio (2006), transformational leadership typified as being consisted of interrelated behavioural components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration

7.1. Idealized Influence

Idealized Influence refers to the leader’s capacity of demonstrating trust and respect for his followers through which he gains admiration, respect and trust from his followers as well as their commitment for the realization of the vision of the organization. Most often than not transformational leaders happen to be risk-takers and serve as role models who are highly respected and emulated by the followers (Northouse, 2007).

7.2. Inspirational Motivation

This dimension of the transformational leadership reflects the situation, in which leaders communicates well with their followers, inspires and motivates them so that they commit themselves to the mission of their organization (Northouse, 2007).

7.3. Intellectual stimulation

This is the description of leaders’ behaviour to stimulate and inspire subordinates’ ideas, attitudes, and values. Leaders with the act of intellectual stimulation help their followers think out-of-box; encourage them to challenge their own beliefs,

assumptions and values; develop their capacity; and to solve their own and organizational problems efficiently and effectively (Bass and Avolio, 1999).

7.4. Individual Consideration

This component of transformational leadership refers to the behaviour demonstrated by leaders in understanding the problems, interests and concern as well as development needs of their followers. It is also about elevating those needs to develop followers to higher levels of actualizing their maximum potential. Moreover, such leaders develop organizational cultures, support growth and development, risk-taking and innovation (Howell and Avolio, 1993). These transformational leadership factors are believed to result in heightened emotions and in return inspire followers to work to extra effort toward goal accomplishment.

2.2.4 Types of Leadership Style

The success of a business unit depends upon the leadership style followed by the leaders. Leadership style describes how a leader has relationship with his group. Some of the leadership styles discussed below. (Mind Tools, 2010).

1. Autocratic leadership

Autocratic leadership is an extreme form of transactional leadership, where leaders have absolute power over their workers or team. Staff and team members have little opportunity to make suggestions, even if these would be in the team's or the organization's best interest.

Most people tend to resent being treated like this. Therefore, autocratic leadership usually leads to high levels of absenteeism and staff turnover. For some routine and unskilled jobs, the style can remain effective because the advantages of control may outweigh the disadvantages.

2. Bureaucratic leadership

Bureaucratic leaders work "by the book." They follow rules rigorously, and ensure that their staffs follow procedures precisely. This is a very appropriate style for work involving serious safety risk (such as working with machinery, with toxic substances, or

at dangerous heights) or where large sums of money are involved (such as handling cash).

3. Charismatic Leadership

Charismatic leaders are the “Superstars” of Leadership. We usually reserve the label “Charismatic” for well Known political, social and business leaders who have had significant impact on the lives of others. More recent conceptions of charisma, however, suggest that charismatic leadership can be found at all levels not lost among those in senior positions. By discovering how charisma ties communicate, we can increase or effectiveness as leaders (Michael 2004)

4. Democratic leadership or participative leadership

Although democratic leaders make the final decisions, they invite other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving team members, but is also helps to develop people’s skills. Team members feel in control of their own destiny, so they’re motivated to work hard by more than just a financial reward.

Because participation takes time, this approach can take more time, but often the end result is better. The approach can be most suitable when working as a team is essential, and when quality is more important than speed to market or productivity.

5. Laissez-faire leadership

This French phrase means “leave it be,” and it’s used to describe leaders who leave their team members to work on their own. It can be effective if the leader monitors what’s being achieved and communicates this back to the team regularly. Most often, laissez-faire leadership is effective when individual team members are very experienced and skilled self-starters. Unfortunately, this type of leadership can also occur when managers don’t apply sufficient control.

6. People-oriented leadership or relations-oriented leadership

This is the opposite of task-oriented leadership. With people-oriented leadership, leaders are totally focused on organizing, supporting, and developing the people in their teams. It’s a participative style, and it tends to encourage good team work and creative

collaboration. In practice, most leaders use both task-oriented and people-oriented styles of leadership.

7. Servant leadership

This term, created by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by meeting the needs of the team, he or she is described as a “servant leader.”

In many ways, servant leadership is a form of democratic leadership, because the whole team tends to be involved in decision making.

Supporters of the servant leadership model suggest that it’s an important way to move ahead in a world where values are increasingly important, and where servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people who practice servant leadership can find themselves left behind by leaders using other leadership styles.

8. Task-oriented leadership

Highly task-oriented leaders focus only on getting the job done, and they can be quite autocratic. They actively define the work and the roles required, put structures in place, plan, organize, and monitor. However, because task-oriented leaders don’t tend to think much about the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff.

9. Transactional leadership

This style of leadership starts with the idea that team members agree to obey their leader totally when they accept a job. The “transaction” is usually the organization paying the team members in return for their effort and compliance. The leader has a right to “punish” team members if their work doesn’t meet the pre-determined standard.

Team member can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income /reward by using incentives that encourage even higher standards or greater productivity. Alternatively, a transactional leader could practice “managements by exception” –

rather than rewarding better work, the leader could take corrective action if the required standards are not met.

Transactional leadership is really a type of management, not a true leadership style, because the focus is on short-term tasks. It has serious limitations for knowledge based or creative work.

10. Transformational leadership

In this leadership style are true leaders who inspire their teams constantly with a shared vision of the future. While this leader's enthusiasm is often passed onto the team, he or she can need to be supported by "detail People." That's why, in many organizations, both transactional and transformational leadership is needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value.

2.2.5. Importance of Leadership

As we can see from the entire definition, leadership involves establishing a clear vision, sharing so that they will follow willingly, providing the information, knowledge, and methods to realize that vision, and coordinating and balancing the conflicting interests of all members or stakeholders. A leader come to the front in case of crisis, and is able to think and act in creative ways in difficult situation. Unlike management, leadership flows from the core of personality and cannot be taught, although it may be learnt and may be enhanced through coaching or mentoring. in addition to that we can see the importance of leadership, according to Management Study Guide, (2009) Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action** – Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation** – A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

3. **Providing guidance** - A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence** – Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving those guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale** – Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment** – Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms. Furthermore, stated by (T.Ramasamy. 2001)
7. **Co-ordination** – Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.
8. **Perfect organization structure:-** An organization structure cannot provide for all kinds of relationships. That is why; informal relationships are made to exist within the framework or formal organization structure. But the organization structure is complete or perfect with the help of effective leadership.
9. **Better utilization of manpower:** - A leader treats with equal importance, plans, policies and programmers of and organization. The plans, policies and programmers do not work themselves. There is a need for a leader. The leader implements the plans, polices and programmers to utilize the available manpower effectively and get highest production with minimum human cost.
10. **Developing good human relations:** - Human relations represent the relations between the leader and the followers (subordinates). An efficient leader can develop the skill of the followers and promote self – confidence apart from motivation. Next, the leader

creates opportunity to show their abilities and induces the followers to work towards the accomplishment of goals. In this way, the leader promotes the co-operative attitude of workers and maintains better relations with them.

11. **Fulfilling social responsibilities:** - Social responsibilities refer to the high standard of living to workers, higher productivity and income to the organizations, more revenue to the government, reasonable price to consumers and fair return on investment to the investors. These could be achieved with the help of effective leadership. Only an efficient leader can get work done to fulfil social responsibilities.

2.2.6 Function of Leadership

As stated by (Motivation for dreamers, 2007). Successful Leadership _has the following qualities: Good personality, Tirelessness, Ability to take quick decision, Courage to face competitors, Persuasion, Lesson out of experience, Intelligence, Gills (2001) Successful leaders are keenly are of the forces that are most relevant to their behavior at a given time. Successful leaders accurately understand not only themselves but also the other persons in the organizational and social environment, and they are able to behave correctly in light of these insights.”

According to Ramasamy (1999), include the following Leadership functions explained by:-

1. **Taking initiative:-**A leader has to take all initiatives to lead the business activates. He should not accept others to induce him to take initiative.
2. **Representation.-**A leader is a representative of an organization. He represents the purpose of organization to workers and outsiders.
3. **Guide:-** The leader has the primary duty of guiding others, proper direction should be given by leader.
4. **Encouraging other:-** The leader must win the confidence of his colleagues before wining in a competition.
5. **Arbitrator and mediator:-** The leader can settle the disputes arising amount the workers. Generally, people accept friendly advice. Sometimes, the leader can act as a friend.
6. **Planner:-** the type of activities of type of work is to be decided by the leader, where it should be done and by whom it should be done.
7. **Reward and punishment:-** some workers perform their work with in a standard

time and properly. The leader can give rewards to those have completed the work and punish who does not complete the work as per the requirement of job.

8. **Integration:-** Each individual does a part of a whole work. They perform the work according to their specialization. Here there is a need for integration.
9. **Communication:-** It is necessary to every organization. An effective communication system conveys the authority and responsibility to each individual so that he may come to know what he is to do and what not.
10. **Production:-** a leader is expected to show high production figures. He should take all necessary steps to increase production.

And also according to Saiyadain, (2004), there are six types of leadership functions, it includes, Effective Supervision, Fair Treatment, Fair Evaluation of work, Involving subordinates in decision making, developing personal relations with subordinates, Availability to all subordinates.

2.2.7 The Five Practice of Exemplary Leadership

In The Student Leadership Challenge, Kouzes and Posner today's premier leadership experts demonstrate how any student can be a leader, regardless of age and experience. Grounded in over 30 years of extensive research, they have identified The Five Practices of Exemplary Leadership, which are common when leaders are able to make extraordinary things happen.

Challenge the process - First, find a process that you believe needs to be improved the most.

Inspire a shared vision - Next, share your vision in words that can be understood by your followers.

Enable others to act - Give them the tools and methods to solve the problem.

Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do; a leader shows that it can do.

Encourages the heart - Share the glory with your followers' hearts, while keeping the pains within your own (Kouzes & Posner, 2012).

2.2.8 Personal Characteristics of Leaders

As revealed by Singh and Kumar (2003) effective and successful leaders are required to possess the following qualities:-

1. **Ability to inspire others**:-This ability may be due to an internal “charisma” which is an inborn trait and may not be a learnable factor.
2. **Problem solving skill**:-An effective leader has developed that patience and ability to look at the problem from various angles and get down to the cause of the problem & tries to solve the problem from its roots rather than the symptoms of the problem.
3. **Emotional maturity**:-Emotional stability and maturity is a major ingredient for effective leadership. It pertains to good adjustment to life, calm, and calculated reaction to undesirable situations and obstacle and normal acceptance of success as well as failure such leaders are self- confident, rational and are open hearted towards differences in opinions and opposing viewpoints.
4. **Ability to understand human behavior**:-A leader must understand the need, desires and behavior of their subordinates show respect for such desires.
5. **Verbal Assertiveness**:- Leader must be an effective orator and must be confident of his views and options. He must communicate his views honestly and in a straight forward manner without fear of consequences.
6. **Willingness to take risks**:-Routine work, no matter how well-done, never makes a leader. Successful leaders always charter the unknown. They must accept and seek new challenges.
7. **Dedication to organization goal**: - A leader must demonstrate his dedication and commitment to the organization’s mission, goal and objectives by hard work and self-sacrifice.
8. **Skill in the art of compromise**:-Setting difference is a vital part of leadership and genuine differences must be solved by compromise and consensus. This will induce faith in the fairness of the leader. He must be willing to give in where necessary and must be able to take criticism with grace. However, he must not compromise for the sake of compromising or just smooth sailing only and must be willing to take a stand on controversial issues and accept the consequences of his stand.

2.2.9 Characteristics of Effective Leadership

Effectiveness measure of a business process indicated by the resource inputs needed to produce a level of an enterprise objective. Many factors contribute to effective leadership, and address five of them here. An effective leader is crucial to any successful business. Dave C.(2008)

The first characteristic of effective leadership is empathy, an understanding and identification with another person's feelings, situation and goals. Showing such empathy even in difficult situations will win you kudos with the staff. In the event of a conflict, a good leader will be able to empathize with both sides, while being able to negotiate an amicable solution. Your staff will work much better with you when you show some empathy.

Secondly, effective leader shows a tenacious determination and resolve, never wavering in spite of obstacles. Together with a positive attitude, this can turn around an almost impossible situation, thus enabling others to see the brighter picture and carry on with the task, keeping the result in mind.

Thirdly, one must be able to detach them from the situation and analyze it from a distance. The effective leader is calm and composed in the face of turmoil and uncertainty. This stability like a rock gives certain sense of character and offers some peace of mind to others who may be mindlessly caught up in that turmoil.

Fourthly, a leader must have excellent communication skills. He must be comfortable running meetings and making presentations. His presentation skills have to be excellent, and be able to convey accurately the essence of the subject at hand and be able to address any ambiguities before they come up. Such communication skills learned along the way to being a good leader or manager.

Lastly, an effective leader has to be resourceful enough to find the resources needed. Not every leader will have an intimate knowledge of the subject, but he will be able to turn to the people in the know and gather any necessary resources as required.

2.2.10 Factors Affecting Leadership Effectiveness

The success and effectiveness of a leader depends up on several factors. According to Allio (1999), the following are factors that affect leadership effectiveness:

1. **Arrogance:-** the most important contributor to leadership failure is pride and arrogance. Leaders invariably fatter when they step over the line between passionate commitment to a great and obsessive monomania or excessive ambition. Autocracy, false, heroism, and excessive egotism all contribute to failure.
2. **Loss of Focus:** Complacency and Failure to keep an eye on the ball are cardinals in world in which competitors show no mercy and the pace of change is rapid. But even leaders who stick to their knitting can lose if they do not adapt to new challenge.
3. **Lack of character, integrity, ethics and value:** providing moral leadership is just as important as providing strategic leadership. counterfeit leaders-those who have assumed positions of authority without understanding what leaders do how they must behave, and how they must relate to their followers-or abundant. Some people lull followers into euphoria, seduce them into blindly following like lemming over the cliff. In many cases, ironically, the followers must share the blame for the failure of their leaders. Simply watching as the organization deteriorates, abdicating personal responsibility for decisions-these are the symptom of a conspiracy between leader and followers.

2.2.11 The Leadership Challenge

The leadership challenge is about how leaders mobilize others to want to get extraordinary thing done. It's about he practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about a climate in which people turn challenging opportunities into remarkable successes. (Kouzes and Posner 2012). According to William, Gentry, Regina, Eckert, Sarah, Stawiski and Sophia (2016) Last Updated a survey conducted at the Center for Creative Leadership, involving 763 leaders, across seven countries from India, China/Hong Kong, Egypt,

Singapore, Spain, United Kingdom and United States: there are six leadership challenges they are:-

Challeng-1 Developing managerial effectiveness: - The challenge of developing the relevant skills - such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job - to be more effective at work.

Challeng-2. Inspiring Others: - The challenge of inspiring or motivating others to ensure they satisfied with their jobs and motivated to work smarter.

Challeng-3 Developing Employees:- The challenge of developing others, especially through mentoring and coaching.

Calleng-4 Leading a team:- The challenge of team building, team development, and team management.

Challeng-5 Guiding change: The challenge of managing, mobilizing, understanding, and leading change, including mitigating the impact of change, overcoming resistance to it, and dealing with employees' reaction to change.

Challeng-6 Managing internal stakeholders and politics: The challenge of managing relationships, politics, and image, such as gaining managerial support and managing up and getting buy-in from other departments, groups, or individuals.

2.3 Empirical Literature Review

2.3.1. The Seadership Style with Employee Satisfaction and performance.

To implement good leadership style in an organization, the leaders should understand position of supremacy, task structure, expertise, and leader member relation. Having appropriate leadership is importance to be success in management and organization because the success or failure of organizations often attributed to it. It is a widely held belief that leaders do make difference and a significant impact on the work performance and satisfaction of individuals, group and the overall accomplishment of set goals and objectives. Therefore, in this section

summarized the different literatures and empirical evidences review regarding to the relationship between leadership style with employee satisfaction and performance consequently.

Hina Saleem(2014). From the public universities of Pakistan, 217 teachers sample population, result shows transformational leadership has positive association with job satisfaction, which means that transformational leader through their inspiring and motivating behavior can induce changes in psychological states of members of organization. However, negative association between transactional leadership and job satisfaction found, which means that transactional leaders are more concerned with achieving organizational goals through giving rewards or punishments and have less concern with motivation of the members of organization. Sheikh and Ali(2014), research finding also from 60 instructors from selected universities in Mogadishu especially those who held permanent positions. The result indicated that there is a positive and significant relationship among transformational and transactional leadership and job satisfaction. Specially, there is a strong relationship between transformational leadership style and job satisfaction while there is weak relationship between job satisfaction and transactional leadership compare with transformational leadership style. That means the instructors prefer transformational leadership than transactional leadership.

On the other hand Hafiz Ali Javed (2014), research result shows from the sample of 230 participants from different branches of five private banks, transactional leadership style is the main leadership style that can increase the employees' job satisfaction significantly due to strong positive correlation with their job satisfaction. (Crawford and Rich, 2015). Agreed on transactional leadership is found to enhance the employee satisfaction as compared to transformational leadership.

On one hand regarding to leadership style and employees performance, the empirical review show the following. Muhammad & peter (2016), empirical test, shows from the sample of 224 full-time employees over in the country-banking sector. The study shows that there is a positive relationship between transformational leadership and employee performance outcomes. But, laissez-faire leadership style showed negative relationship with employee

performance outcomes, in terms of effectiveness, and employee satisfaction. In addition to that, Jyoti & Bhau, (2015), agree on transformational leadership behavior is positively related to outcome, while transactional leadership behavior is usually negatively related to the long-term performance. Transformational leadership has positive in hence on employee self- efficiency, motivation, creativity and organizational performance. Yahya & Ebrahim, (2016), conclude on their research both transformational and transactional leadership styles govern employee attitude towards their leaders, job performance and organizational productivity. Contrary, the leaders who are passive or use laissez-faire leadership style considered least effective and have negative impact on followers' performance outcomes and productivity. In addition to that (www.plantpapers.com), present study on attempt to explore the suitable leadership styles with respect to the performance of employees. The findings of this study indicated that democratic, autocratic and transformational leadership styles positively affected the level of employee performance. However, charismatic, bureaucratic, laissez-faire and transactional leadership style has a negative impact on the level of employee performance.

According to Ethiopian context different literatures view shows the following, As Worku (2013), research finding, he confirm on results of the study, there is significant relationship between leadership behavior and employees performances. As his conclusion democratic leadership style positively affected employees' performances while autocratic leadership, style affected negatively on employees' performance. In addition to that, Solomie (2010), Democratic leadership and transformational leaders are enables to create productive and self-devoted workers. Rahel (2014), the study also showed a significant correlation of the two parameters, performance and employee satisfaction. Conducting on her study, she identified that the transformation leadership style as the most appropriate for modern-day organizations, which contributed. However, the autocratic behavior of the leadership stored a negative input against employee performance.

From this empirical review, the researcher informed that employee performance and satisfaction is heavily relying on leadership style, and it can play a vital role in determining the performance of employees. Leaders may use different leadership style according to the situation and particular approach. So leaders must carefully analyze, what kind of leadership they should adopt and adjust their leadership style, if they to want to increase employee

performance and satisfaction. In general, in this global competitive environment, effective leadership style is necessary to reduce the attrition rate of the employee performance and satisfaction.

2.3.2. Employees Reaction towards Different kinds of Leadership Styles

According to Larraine, Goldsmith, and Belasco (2003) explanation the leader's role has shifted dramatically in recent years. In the past, the emphasis was more on the leader as "boss." Today, leaders must be partners with their people; they can no longer lead with positional power alone. Leaders must move from the "command-and-control" role of judging and evaluating to a role of ensuring accountability through supporting, coaching, and cheerleading. In addition to this Robert,(2003) also say that organizational leadership does not mean having a boss thinking of a command and then watch as it is filtered throughout the rank. Organizational leadership, instead, is the ability of management to understand its employees and company's goals enough to bring everyone together. Furthermore, Robert J observes that frequently an organization with excellent leadership will have employees who feel that their opinions are valued and that their work is highly important to the shared success of the whole organization. In this context, the researcher reviewed the scholars' observation on employees' reaction towards different kinds of Leadership Styles.

1. **The autocratic leadership:** this style is characterized by the decision-making process, which is completely unilateral: decisions are being made by the person of the leader (e.g. boss). Here the leader informs the employees that what they should do and how should they accomplish the task. Here the leader does not take the advice of the employees while giving orders (Wanjiru, 2008).

The autocratic style of leadership has the advantage that the leader can make quick decisions, especially in situations when there is no time to involve subordinates into the decision making process. The autocratic leadership discourages subordinates to make own suggestions or to come up with own ideas to solve problems, as these kind of initiatives are not tolerated most of the time. Due to the fact that this leadership style is not popular amongst the staff it will cause the best people to leave the company (high turnover rate) and the rest of the staff to show general resistance towards the autocratic leadership style (Zine,2004).

2. **Laissez-Faire:** Laissez-Faire literally means 'leave alone to act freely'. It's the complete opposite to the autocratic style, and you'd expect as a result to find leaders in completely different industries. Autocracy doesn't apply well to creative industries, so as you would expect, fashion designers, film directors and photographers are given plenty of 'room' by their managers to do their day-to-day work, but the laissez faire leadership style isn't just great for creative industries, it's also useful in the professional jobs that is for lawyers, doctors, accountants, surveyors, architects and also teachers. These are individuals whom have spent upwards of 3 years in a training contract and have emerged into either a well paid or respected job. As a result, they expect a certain degree of 'laissez faire' from management in the way they work. In other words, they expect to be entrusted with plenty of responsibility and be left to discharge their professional duties with less supervision (Tomova2011)
3. **The democratic leadership style:** is probably the most popular leadership style in the 21st century management arena. It's a style that remains popular due to the positive reaction employees have towards it. If you lean towards the democratic leadership style, this means that you seek to consult your employees or team members over decisions that will affect them. Naturally, followers prefer this strategy for several reasons. Either their self-interest attracts them towards managers that allow them to make the choices that benefit them, or it's the euphoric confidence bounce they experience when they're allowed to make decisions that were previously 'above' them (Tomova, 2011). However, be warned. The democratic leadership style is not perfect in every occasion. Democratic decisions aren't perfect, in the sense that they take longer to make. When one only has to consult oneself, a decision can be made almost instantaneously. In a war-time, life-threatening or high-risk situation, 'democratic' debate simply isn't relevant. It simply isn't optimal. Examples of these high pressure decision-making jobs include surgeons, army generals, fire-marshals and air traffic controllers.
4. **Participative leadership style:** The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader. The leader guides the employees on what to

perform and how to perform, while the employees communicate to the leader their experience and the suggestions if any. The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and also encourages creativity. This leadership style has the only drawback that it is time-consuming (Lewin 1939).

2.4. Conceptual Framework

The study was conducted based on the conceptual framework drawn from the theoretical and empirical literature reviews, which are explained in above reviews. The research focused on studying the major challenges of leadership practice. As we can perceive from the literature review, leaders face a lot of challenges on their execution, based on above mentioned review the researcher developed the following schematic representation of the conceptual framework and models, which can help to find the challenges on leadership practice in DARA.

Challenge 1 – Creating and Maintaining a Diversified Team

One of the greatest challenges of leadership in modern society is finding ways to create a unified front among team members. This is often difficult when members of a team may remain at remote areas. The best way to create and uphold a diversified yet efficient team is to make sure each member of the team receives routine communications.

Challenge 2 – Inspiring Others to Share the Leader's/Organizational Vision

A mission and vision are essential to any successful business. It is not enough however, for a leader to promote a vision or mission. Rather, it is the role of a leader to ensure that every member of their team and the organization share a common mission and vision.

A leader can take on the challenge of inspiring others by clearly communicating how a organization's mission and vision will benefit not just the organization, but also the people working for it. By explaining how each serving will benefit from the mission, a leader will inspire others to share the same organizational vision.

Challenge 3 – Facilitating Open and Clear Communication among Coworkers

Clear and concise communication is essential for success. A leader has a duty to communicate well with others, but also teach others how to communicate clearly and better when working in groups or alone in the workplace.

Challenge 4 – Empowering Incumbents to Take Action

The days of micromanagement are over. Nowadays, employees want to feel inspired. The best way to inspire employees is by empowering them to excel and achieve. A leader's role includes providing employees the ability to make proactive choices. That means including employees in the decision making process so they become part of the organizational team. A leader can also empower employees by encouraging them to write down an action plan for each problem that needs solving in the organization. This process should include setting up goals and the exact steps necessary to take action to resolve problems.

Challenge 5 – Providing Inspiration to Others

A leader must provide inspiration to others. Some of the world's best leaders are define by their "charisma" or ability to inspire and motivate others. Leaders must remain committed to the cause, but also recognize the potential in employees to achieve great things.

Challenge 6 – Leading internal stakeholders and politics

Last, but certainly not least, the challenge of leading relationships, politics, and image, such as gaining managerial support and managing up and getting buy-in from other departments, groups, or individuals.

Graph.2.1 Conceptual Framework



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter of the study described the type and design of the research, population and sampling techniques, instruments of data collection, procedure to follow in order to collect the data, and methods used to analyze the data.

3.2. Research Approach

The study employed mixed (quantitative and qualitative) method of research approach, quantitative method to draw meaningful results from a large body of quantitative data. The method employed for quantitative data because it allows reporting summary results in numerical terms with specified degree of confidence. Besides, qualitative method also used for interview report to support quantitative complex realities and to obtain the basic information from leaders self-assessment regarding to practice and challenges. In the context of this study, quantitative method refers to data collected using questionnaire while the qualitative dimension refers to data collected through interview.

3.3. Research Design

A research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). In addition to that Taye(2005) says research design and methodology indicates the methods to be followed in designing a research project in the process of gathering required information for the study. It implies that a research design is simply the framework for the study. According to Sullivan, (2001) descriptive research explains situations, events, systems and the existing affairs. From these perspectives, the researcher employed descriptive survey design, because based on the above Sullivan's definition the method simply looks with intense accuracy at the phenomena of the moment. This method helped to describe precisely the current situation of the agency leadership practice and its challenge.

3.4 Population and Sampling Techniques

According to the Agency's human resource department data (as of February 25, 2018), there were 764 total employees working in the Agency, among this 256(33.5%) are men and 508(66.5%) are women. Out of this, 33 employees were Leader, 731 operational employees.

According to the selected six branches, were 415 employees considered as the total population for this study. Which are 29 leaders and 386 are operational employees. The researcher formed two units of study on the bases of the nature of the job structure. As indicated in the table 3.1 below the first unit contains 29 leaders, which are top and middle level leaders, and the second unit contains 386 operational employees.

Table 3.1:- Total Population and Sample Size

S.N	Types of Respondents	Total	Sample	%
1	Top and middle level leaders	29	29	100%
2	Operational employees	386	201	52%
	Total	415	230	55%

In this research Probability sampling method employed, the assumption is that the sample of the agency is adequate, and the sampling technique is appropriate to obtain data that would be representative. According to the table information from each unit sample, 29, and 201, respondents selected. The researcher followed for leaders unit census method, and for employees unit the sample size determination was 95% confidence level and 5% confidence interval through systematic random sampling method, to assure each employee in population get an equal chance to selection the researcher used lottery to select the first number then select randomly in every one number interval, 1,3,5,7,.....n.

3.5 Types of Data and Instruments of Data Collection

In order to generate the relevant data and the achievement of this study objective, both primary and secondary data were taken in to account. Data collected from both the leaders of the Agency as well as from employees' .Regarding the instruments of data collection, for the

primary data, the researcher used close-ended questionnaires and semi structured interview. Because for large number sample size of primary data close-ended questionnaire is appropriate to analyze and summarize data. Furthermore, to support the questionnaire and to get further information the researcher used semi-structured interview. For Secondary data, literatures and correlated documents reviewed.

3.6 Procedures of Data Collection

The study used quantitative and qualitative data to identify and analyze leadership practices and challenges of the agency in existing condition, through using close-ended questionnaire and interview. The questionnaire developed to obtain understanding about challenges of leadership practices. The Source of the questionnaire was from the research title "[*The Challenges Leaders Face around the World: More Similar than Different.*](#)" That studied by William, Regina, Sarah and Sophia (2016), "*The leadership challenge*" Kouzes, & Posner. (2012). MBA thesis studied, by Worku, (2013), Hailu, (2004). After that customized, modified, and refined according to the objective of the study. The questionnaire was two category based on stratum for leaders as well as employees. The employees' questionnaire translated in to Amharic by professional translator, and to taste the correctness of translation, the Amharic version translated to English by another professional. Moreover, there were assured by reconciled with the original source. Both questionnaires were comprised of two sections. Section I contained socio- demographic questions it include Gender, age, educational level and length of service. Section II was about General leadership practices, it was included six major leadership practices: (1) Creating, Maintaining, a Diversified Team, (2) Inspiring Others to Share the Leaders /Organizational Vision, (3) Facilitating Open and Clear Communication among Coworkers, (4) Empowering Incumbents to Take Action, (5) Providing Inspiration to Others, and (6) Leading internal Stakeholders and politics. The instrument had 26 statements; each statement had a five-point Likert scale i.e. (1) Strongly disagree, (2) Disagree, (3) Undecided, (4) Agree, (5), Strongly Agree. Each respondent's ratings were tabulate to determine a total rating for each of the six leadership practices.

3.7 Reliability and Validity of Instrument

Regarding to the Reliability and Validity of Instrument, The first stage was the researcher involved in moving agency in the task of data collection process for pilot tests. It was essential to make pretesting process, to make sure that the terminologies are correct, and to obtain feedback about the forms and guidance on how to improve their clarity and ease of use. Therefore, for pilot test, the researcher had taken ten employees and five leaders' respondents. Then test reliability for six variables and twenty-six items separately as well aggregately on SPSS, 20-version statistics software. The aggregated Cronbach' Alpha result was 0.883 this means the outcome was good to continued research. Furthermore Secondary data's were collect from different websites, the agency human resource department data, case studies, journal articles and different books.

3.8 Methods of Data analysis

From sample respondents quantitative and qualitative data collected; through interview and close ended questionnaires. Then, the respondent data interpreted with the help of frequency and percentage. In addition, analyzed using descriptive types of analysis to discuss closed ended questions. Throughout the analyzing process, frequency, percentages, mean and standard deviation employed. Moreover, tables also used to present the findings on their own topic for assessment. The interpretation established on the findings from the data. In addition to that discussed on the points and what they want to indicate based on the answers given by majority of the population using five options for each questions. Furthermore, qualitative data also gathered through interview and documents, and analyzed qualitatively thorough narrates report.

3.9. Ethical Considerations

Ethical considerations are important, both during data collection and during presentation of data. It is, therefore, essential for the researcher to always keeping in mind the objective of enquires in a questionnaire used for the academic purpose of writing thesis in partial fulfillment of the requirements for the Degree of Masters of Business Administration (MBA). It is very critical to protect them and they feel protected at all times. Therefore, in the process

of the study, the following ethical issues seriously considered. Firstly, all the respondents provided with information regarding the objectives of the study and ethical issues related to the study of data collection activities. Secondly, the provision of information was totally dependent on the willingness of the respondents. Moreover, the respondents' information would be strictly confidential. Thus, any information, which might affect personality of the respondents, not included in relation to their names. The leaders also read the interview protocol before they responded to the interview questions. Results also presented only in an aggregate form to assure confidentiality.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Response Rate

This section presents the main findings and results of the study. Relevant issues and collected data analyzed quantitatively. In particular, this section examines the leadership practice and challenges at DARA. To this effect, 230 copies of the questionnaire distributed to respondents 29 leaders and 201 operational employees. Out of the 230 copies, 2 leaders and 14 employees did not return the form. Therefore, 214 copies considered for the study. This makes the response rate 27(93%) for leader and 187(93%) for operational employee. The completed and returned instruments evaluated by assessing the ratings each leader and employee. The statements were divided into six major leadership practices:- (1) Creating, Maintaining, a Diversified Team, (2) Inspiring Others to Share the Leaders /Organizational Vision, (3) Facilitating Open and Clear Communication among Coworkers, (4) Empowering Incumbents to Take Action, (5) Providing Inspiration to Others, and (6) Leading internal Stakeholders and politics. The instrument had 26 statements; each statement had a five-point Likert scale i.e. (1) Strongly disagree, (2) Disagree, (3) Undecided, (4) Agree, (5), Strongly Agree. Each respondent's ratings tabulated to determine a total rating for each of the six leadership practices.

The chapter consists of two major sections. The first section deals with the characteristics of the respondents and the second section presents the analysis and interpretation of the main data.

4.2. Respondents Profile

Table 4.1:- Participants profile (Both Leader and Employee)

	Description	Respondents	
No.	Gender	Frequency	%
1	Male	83	39%
	Female	131	61%
	Total	214	100
	Age		
2	Below 26 years	27	13%
	27-35 years	79	37%
	36-45 years	74	35%
	46-55 years	32	15%
	Above 55	2	1
	Total	214	100%
	Work experience in DARA		
3	Less than 1	37	17%
	1-5 Years	92	43%
	6-10 Years	54	25%
	11-15 Years	20	10%
	16-20 Years	6	3%
	Above 20	5	2%
	Total	214	100%
	Educational back ground		
4	Below certificate	9	4%
	Certificate	9	4%
	College Diploma	41	19%
	BA/BSC	133	62%
	MA/MSC and above	22	11%
	PHD	-	-
	Total	214	100%

The sample respondents were asked to indicate their Gender, Age, Educational back ground and year of experience in DARA. As indicated the table, 131 (61%) respondents were female and 83 (39%) were male. With regard to the age category, 27 (13%) are below 26, 79(37%) were 27-35 age category, 74(35%) were 36-45 age category, 32(15%) were 46-55 age category, and 2 (1%) were above 55 age category. Regarding to the service years the information showed that 37 (17%) less than 1 year, 92(43%) were 1-5 years, 54(25%) were 6-10 years, 20(10%) were 11-15 years, 6(3%) were 16-20 years, and 5(2%) above 55 years

service experience they have. As can be seen from the table about qualification, there were six categories: below certificate, certificate, collage diploma, first degree, master’s degree and PHD. The respondents, in the first category 9 (4%) respondents were below certificate, 9 (4%) certificate holders, 41(19%) were college diploma holders, 133(62%) first degree holders and 22(11%) were second degree holders.

Generally, the demographic information regarding qualifications and work experience indicated that, most of the employees in the Agency had adequate experience and level of qualification to transform and to deal with many of the problems facing on daily basis if they were empowered.

4.3. Analysis and Interpretation of Data Collected for the Study

This section focuses on the results of the study in line with the research questions and objectives. Furthermore, the result of the study analyzed based on the information that gathered through questionnaire.

Table 4.2:- Leaders’ responses regarding the practice of “Creating and Maintaining a Diversified Team”

No	Item		Level of Agreement					Total	Mean	Agg. Mean
			SD	D	U	A	SA			
1	You are spending a lot of time on team building and coaching	Frq.	1	5	-	16	5	27	3.7	3.95
		%	4%	18%	-	60%	18%	100%		
2	You are spending a lot of time to enhancing teamwork spirit among members and department	Frq.	1	4	-	15	7	27	3.85	
		%	4%	15%	-	55%	26%	100%		
3	You are facilitating collaboration and trust among each other	Frq.	1	-	-	17	9	27	4.22	
		%	4%	-	-	63%	33%	100%		
4	You are exerting effort and pressure to improve performance	Frq.	-	5	-	11	11	27	4.04	
		%	-	18%	-	41%	41%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.2 above depicts respondent leaders' self-rating about the extent to which they were effective in terms of "Creating and Maintaining a Diversified Team". Four items were meant to address this theme. Accordingly, it has been found that 16 (60%) and 5(18%) tended to agree and strongly agree with the first item. The mean score was also 3.7. This implies that the respondents have a modest sense of confidence about their effectiveness in terms of spending sufficient time in building team and coaching. The pattern of response in the case of the 2nd item (about spending a lot of time to enhancing teamwork spirit) is also similar and the mean score is 3.85. In the cases of the 3rd and 4th items, the respondents even tended to rate themselves high. The means scores about "facilitating collaboration and trust among each other" and "exerting effort and pressure to improve performance" were 4.22 and 4.04 respectively. The aggregate mean score also is close to 3.95. Therefore, it implies that the confidence level of the leaders about their effectiveness in creating and maintaining a diversified team is strong. This implies that the leaders have a little bet challenge to creating and maintaining diversified team. Therefore, as leaders' self-assessment to perform this theme, was challenging. Regarding to employee perception see on the following table 4.3.

Table 4.3:- Employees' opinion regarding the practice of "Creating and Maintaining a Diversified Team"

No	Item		Level of Agreement					Total	Mean	Aggregate Mean			
			SD	D	U	A	SA						
1	Leaders spend a lot of time to team building and coaching	Frq.	13	23	17	114	20	187	3.56	3.56			
		%	7%	13%	9%	61%	10%				100%		
2	Leaders work for enhancing teamwork spirit among members and department	Frq.	11	16	16	122	22	187	3.68		3.56		
		%	6%	9%	9%	64%	12%					100%	
3	Leaders facilitate collaboration and trust among each other	Frq.	8	29	17	113	20	187	3.58			3.56	
		%	5%	16%	9%	60%	10%						100%
4	Leaders exerting pressure to improve performance	Frq.	6	38	26	103	14	187	3.43				3.56
		%	3%	20%	14%	55%	8%						

Note:- SD= strongly disagree, D= disagree, U= undecided, A= agree, SA= strongly agree *Fiq= Frequency*

The table 4.3 above depicts respondent employees' opinion rating about the extent to which leaders were effective in terms of "Creating and Maintaining a Diversified Team". Four items meant to address this theme. Accordingly, it has been found that 114 (61%) and 20(10%) tended to agree and strongly disagree with the first item. The mean score was also 3.56. This implies that the respondents have a modest sense about leader's effectiveness in terms of spending sufficient time to team building and coaching. The pattern of response in the case of the 2nd item (about spending a lot of time to enhancing teamwork sprit) is also similar and the mean score is 3.68. In the cases of the 3rd item (abut facilitating collaboration and trust among each other) it has been found 113(60%) tended to agree and 20(10%) tended to strongly agree, and 4th items (exerting effort and pressure to improve performance) it has been found, 103(55%) tended to agree and 14(8%) tended to strongly agree. The means scores were 3.58 and 4.43 respectively. This implies respondents have a modest sense of confidence in case of 3rd item, but 4th items respondents have a high sense of confidence. The aggregate mean score also is close to 3.56. Therefore, it implies that the response rate of employees about leaders' effectiveness in creating and maintaining a diversified team is moderate. This implies that employees' perception and leaders' self-assessment is the same. as per table 4.2 information the aggregated mean score was 3.95 which indicates that leaders believed about themselves they perform this theme moderately. In addition to that, employee perception on table 4.3 the aggregated mean score was 3.5, which indicates that as employee perception leaders perform moderately it indicates leaders have modest challenge on this theme. So regarding to "team building", "enhancing teamwork sprit among members and department", "creation of collaboration and trust among each other" and "improve employee performance" leaders should work to enhance their performance.

Table 4.4:- Leaders’ responses regarding the practice of “Inspiring others to Share the Leader’s/ Organizational Vision”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You are working to create clear understanding for followers about organization the vision, mission, objectives	Frq	1	-	-	16	10	27	4.26	4.04
		%	4%	-	-	59%	37%	100%		
2	You are working to initiate others to engage in goal setting of the unit	Frq	-	2	-	15	10	27	4.22	
		%	-	7%	-	56%	37%	100%		
3	You are leading others with their plan for the future	Frq	1	6	3	9	8	27	3.63	
		%	4%	22%	11%	33%	30%	100%		

Note:- SD= strongly disagree, D= disagree, U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.4 above depicts respondent leaders’ self-rating about the extent to which they were effective in terms of “Inspiring others to Share the Leader’s/ Organizational Vision”. Three items were meant to address this theme. Accordingly, it has been found that 16 (59%) and 10(37%) tended to agree and strongly agree with the first item. The mean score was also 4.26. This implies that the respondents have a strong sense of confidence about their effectiveness in terms of create clear understand about organization vision, mission, objectives. The pattern of response in the case of the 2nd item (about initiate others to engage in goal setting of the unit) is also similar and the mean score is 4.22. In the cases of the 3rd item, (about leading others with their plan for the future). It has been found that 9(33%) tended to agree and 8 (30%) tended to strongly agree. The mean score was 3.63. This implies that respondents have modest sense of confidence. The aggregate mean score is close to 4.04. Therefore, it implies that the confidence level of the leaders about their effectiveness in Inspiring others to Share the Leader’s/ Organizational Vision is strong is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging. Regarding to employee perception see on the following table 4.5.

Table 4.5:- Employees’ opinion regarding to the practice of “Inspiring Others to Share the Leader’s/ Organizational Vision”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean		
			SD	D	U	A	SA					
1	You have understood about the agency vision, mission, objectives	Frq.			16			187	4.13	4.14		
		%	1%	3%	8%	60%	28%				100%	
2	You are triggered to accomplish the agency vision	Frq.	2	5	22	99	59	187	4.11		4.14	
		%	1%	3%	12%	53%	31%					100%
3	You are motivated for engagement and success of agency goal.	Frq.		9	15	97	66	187	4.18			4.14
		%		5%	8%	52%	35%					

Note:- SD= strongly disagree, D= disagree= undecided, A= agree, SA= strongly agree Frq= Frequency

The table 4.5 above depicts respondent employees’ opinion rating about the extent to which leaders were effective in terms of “Inspiring others to Share the Leader’s/ Organizational Vision”. Three items were meant to address this theme. Accordingly, it has been found that 112 (60%) and 53(28%) tended to agree and strongly agree with the first item. The mean score was also 4.13. This implies that the respondents have a high sense of confidence in terms of understand about organization vision, mission, and objectives. The pattern of response in the case of the 2nd item and 3rd (about “triggered to accomplish the agency vision” and “motivated for engagement and success of agency goal”) is also similar and the mean score is 4.11 and 4.18 respectively. The aggregate mean score was close to 4.14. Therefore, it implies that the response rate is strong. In this theme, the employees’ response rate is compatible with leaders’ response. This implies that employees’ perception and leaders’ self-assessment is the same, as per table 4.4 information the aggregated mean score was 4.04 which indicates that leaders believed about themselves they perform this theme strongly. In addition to that, employee perceptions on table 4.5 information the aggregated mean score was 4.14, which indicates that as employee perception, leaders have good practicing.

Therefore regarding to “crating the agency vision, mission, objectives”, “initiate others to engage in goal setting”, “leading others with their plan”. Therefore, the agency leaders should keep their performance.

Table 4.6:- Leaders’ responses regarding the practice of “Facilitating Open and Clear Communication among Coworkers”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You are working to communicating the agency’s mission, vision, goal, and strategy to the subordinates	Frq.	1			13	13	27	4.37	4.25
		%	4%			48%	48%	100%		
2	You are working to create clear understanding on rules, regulations and policy of the agency	Frq.	1			17	9	27	4.22	
		%	4%			63%	33%	100%		
3	You are communicating effectively and with dignity all units in the agency	Frq.		1		17	9	26	4.3	
		%		4%		63%	33%	100%		
4	You are giving freedom to the subordinates to express their opinion	Frq.	1			20	6	27	4.1	
		%	4%			74%	22%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.6 above depicts respondent leaders’ self-rating about the extent to which they were effective in terms of “Facilitating Open and Clear Communication among Coworkers”. Four items were meant to address this theme. Accordingly, it has been found that 13 (48%) and 13(48%) tended to agree and strongly agree with the first item. The mean score was also 4.37. This implies that the respondents have high sense of confidence about their effectiveness in terms of communicating the agency’s mission, vision, goal, and strategy to the subordinates. The pattern of response in the case of the 2nd item (about create clear understanding on rules, regulations and policy of the agency) is also similar and the mean score is 4.22. Even the cases of 3rd and 4th items (“communicating effectively with dignity all units in the agency” and “giving freedom to the subordinates to express their opinion”) were similar. The means scores were 4.3 and 4.1 respectively. The aggregate mean score also is close to 4.25. Therefore, it

implies that the confidence level of the leaders about their effectiveness in creating and maintaining a diversified team is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging. Regarding to employee perception will see on the following table 4.7.

Table 4.7:- Employees’ opinion regarding the practice of “Facilitating Open and Clear Communication among Coworkers”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You are communicated by leaders about the agency’s mission, vision goal, and strategy	Frq.	4	12	21	113	37	187	3.89	3.71
		%								
			2%	6%	12%	60%	20%			
2	You have clearly understood about the agency rules, regulations and policy	Frq.	6	14	17	111	39	187	3.87	
		%			9%					
			3%	8%	59%	21%	100%			
3	You have effective communication with your leader with dignity	Frq.	10	23	26	94	34	187	3.64	
		%			14%					
			5%	13%	50%	18%	100%			
4	You have freedom to express your opinion	Frq.	16	31	28	78	34	187	3.44	
		%			15%					
			8%	17%	42%	18%	100%			

Note:- SD= strongly disagree, D= disagree, U= undecided, A= agree, SA= strongly agree Frq= Frequency

The table 4.7 above depicts respondent employees’ opinion rating about the extent to which leaders were effective in terms of “Facilitating Open and Clear Communication among Coworkers”. Four items were meant to address this theme. Accordingly, it has been found that 113 (60%) tended to agree 37(20%) tended to strongly agree with the first item. The mean score was also 3.89. This implies that the respondents have a modest sense about the effectiveness of leaders’ in terms of “communicated by leaders about the agency’s mission, vision goal, and strategy”. The pattern of response in the case of the 2nd item (about create clear understanding on rules, regulations and policy of the agency) is also similar and the mean score is 3.87. In the cases of the 3rd and 4th items (“communicating effectively with dignity all units in the agency” and “giving freedom to the subordinates to express their opinion”) the respondents have modest sense. The means scores were 3.64 and 3.44

respectively. The aggregate mean score also is close to 3.71. Therefore, it implies that the confidence level employees about their leaders' effectiveness in case of Facilitating open and clear communication among Coworkers is moderate. In this theme, the employees' response was not compatible with leaders' response. This implies that employees' perception and leaders' self-assessment is not the same, as per table 4.6 information the aggregated mean score was 4.25 which indicates that leaders believed about themselves they perform this theme strongly. Whereas employee perception on table 4.7 the aggregated mean score was 3.71, which indicates that as employee perception leaders perform moderately. So regarding to "communicate employees' about the agency's mission, vision goal, and strategy", "create clear understanding on rules, regulations and policy of the agency", "communicating effectively and with dignity" and "giving freedom for subordinates to express their opinion" leaders should work to enhance their performance.

Table 4.8:- Leaders' responses regarding the practice of "Empowering Incumbents to Take Action"

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You are working to delegate supervisors with authority for subordinates	Frq.		3	4	15	5	27	3.81	3.61
		%		11%	15%	56%	18%	100%		
2	You are working to identify employee arrogances or grievance properly and take action timely	Frq.		5	2	17	3	27	3.67	
		%		18%	8%	63%	11%	100%		
3	You are working to delegate the right person at the right place in the agency	Frq.		7	1	16	3	27	3.56	
		%		26%	4%	59%	11%	100%		
4	You are influenced by others party on decision making.	Frq.	1	3	14	7	2	27	3.22	
		%	4%	11%	52%	26%	7%	100%		
5	You are working to distribute power for others as per their accountability	Frq.	1	3	4	12	7	27	3.78	
		%	4%	11%	15%	44%	26%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.8 above depicts respondent leaders' self-rating about the extent to which they were effective in terms of "Empowering Incumbents to Take Action". Five items were meant to

address this theme. Accordingly, it has been found that 15 (56%) and 5(18%) tended to agree and strongly agree with the first item. The mean score was also 3.81. This implies that the respondents have a modest sense of confidence about their effectiveness in terms of delegate supervisors with authority for subordinates. The pattern of response in the case of the 2nd and 3rd item (about “Identify employee arrogances or grievance properly and take action timely” and “Delegate the right person at the right place”). The mean score were 3.67 and 3.56 respectively. It implies that the respondents have modest sense. Similarly, in the case of the 4th item 5th item (abut Influenced by others party on decision making” and “distribute power for others as per their accountability”). The mean score was 3.22 and 3.78 respectively. This also implies that respondents have tended to modest sense of confidence. The aggregate mean score is close to 3.61. Therefore, the confidence level of the leaders about their effectiveness in Empowering Incumbents to Take Action is moderate. This implies that, as leaders’ self-assessment this theme is challenging. Regarding to employee perception will see on the following table 4.9.

Table 4.9:- Employees’ opinion regarding to the practice of “Empowering Incumbents to Take Action”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	Leaders are working to delegate supervisors with authority for subordinates	Frq.	15	28	45	72	27	187	3.36	3.32
		%	9%	15%	24%	38%	14%	100%		
2	Leaders take action properly and timely	Frq.	13	28	37	78	31	187	3.46	
		%	7%	15%	20%	42%	16%	100%		
3	Leaders delegate the right person at the right place in the agency	Frq.	24	37	33	64	29	187	3.2	
		%	12%	20%	18%	34%	16%	100%		
4	Leaders give decision without others party influence	Frq.	19	23	51	73	21	187	3.29	
		%	11%	12%	27%	39%	11%	100%		
5	Leaders distribute power for others as per their accountability	Frq.	18	30	45	66	27	186	3.29	
		%	10%	16%	24%	36%	14%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.9 above depicts respondent employees' opinion rating about the extent to which leaders were effective in terms of "Empowering Incumbents to Take Action". Five items were meant to address this theme. Accordingly, it has been found that 72 (38%) and 27(14%) tended to agree and strongly agree with the first item. The mean score was also 3.36. This implies that the respondents have a modest sense of confidence about leader effectiveness in terms of delegate supervisors with authority for subordinates. The pattern of response in the case of the 2nd and 3rd item (about "take action properly and timely" and "Delegate the right person at the right place") in this case respondents have modest sense and the mean score is 3.46 and 3.2 respectively. The pattern of response in the case of the 4th and 5th item (about Influenced by others party on decision making" and "distribute power for others as per their accountability"). The mean score were 3.29 both items. This implies that the respondents' rate tended modest sense. The aggregate mean score also is close to 3.32. Therefore, this implies that the effectiveness of Empowering Incumbents to Take Action is moderate. The outcome is similar or compatible with leaders self-rating response. This implies that employees' perception and leaders' self-assessment the same, as per the table 4.8 information the aggregated mean score was 3.61 which indicates that leaders believed about themselves they perform this theme modestly. Whereas employee perception on table 4.9 the aggregated mean score was 3.32, which indicates that as employee perception leaders perform moderately. So regarding to "delegation of supervisors and their authority", "take action properly and timely for employee arrogances or grievance", "delegation of the right person at the right place" and "distribution of power for others" leaders should work to enhance their performance.

Table 4.10:- Leaders’ responses regarding the practice of “Providing Inspiration to Others”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You are treating followers with respect	Frq.				15	12	27	4.44	4.01
		%				56%	44%	100%		
2	You believe followers are satisfactory on existing policy	Frq.	2		3	18	4	27	3.81	
		%	7%		11%	67%	15%	100%		
3	You are leading by “doing” rather than by “telling”	Frq.	1		1	19	6	27	4.07	
		%	4%		4%	70%	22%	100%		
4	You are working to update your leadership skill and consider as a model yourself for others	Frq.		4	18	5		27	4.04	
		%		15%	67%	18%		100%		
5	You have good experience to give credit and reward for other performance	Frq.		5	2	17	3	27	3.67	
		%		19%	7%	63%	11%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.10 above depicts respondent leaders’ self-rating about the extent to which they were effective in terms of “Providing Inspiration to Others”. Five items were meant to address this theme. Accordingly, it has been found that 15 (56%) and 12(44%) tended to agree and strongly agree with the first item. The mean score was also 4.04. This implies that the respondents have high sense of confidence about their effectiveness in terms of treating followers with respect. The pattern of response in the case of 2nd and 5th item (“followers are satisfactory on existing policy “and” experience to give credit and reward for other performance”). The mean score was 3.81 and 3.67 respectively. This implies that the of respondent have modest sense. The pattern of response in the case of 3rd and 4th item (abut leadership skill and consider as a model for others and leading by “doing” rather than by “telling”) is also the mean score is 4.04 and 4.07 respectively. This implies that the respondents have high sense of confidence. The aggregate mean score also is close to 4.01. Therefore, this implies that the confidence level of the leaders about their effectiveness in

Providing Inspiration to Others is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging. Regarding to employee perception will see on the following table 4.11.

Table 4.11:- Employees’ opinion regarding to the practice of “Providing Inspiration to Others”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	Leaders treat followers with respect	Frq.	15	37	29	89	17	187	3.3	3.36
		%	8%	20%	16%	47%	9%	100%		
2	You are satisfied on existing policy	Frq.	12	30	34	81	30	187	3.47	
		%	7%	16%	18%	43%	16%	100%		
3	Leaders, lead by “doing” rather than by “telling”	Frq.	19	24	35	91	18	187	3.35	
		%	10%	13%	19%	49%	9%	100%		
4	Leaders update their leadership skill and take as a model for you	Frq.	17	32	29	88	21	187	3.34	
		%	9%	17%	16%	47%	11%	100%		
5	Leaders give credit and reward for other performance	Frq.	18	34	30	79	26	187	3.33	
		%	10%	18%	16%	42%	14%	100%		

Note:- SD= strongly disagree, D= disagree, U= undecided, A= agree, SA= strongly agree Frq= Frequency

The table 4.11 above depicts respondent employees’ opinion rating about the extent to which leaders were effective in terms of “Providing Inspiration to Others”. Five items were meant to address this theme. Accordingly, it has been found that 89(20%) tended to agree, 17(9%) tended to strongly agree with the first item. The mean score was also 3.3. This implies that the respondents have a modest sense of confidence about their leader effectiveness in terms of Leaders treat followers with respect. The pattern of response in the case of the 2nd item (about satisfied on existing policy), it has been found that 81(43%) tended to agree, 30(16%) tended to strongly agree. The mean score was also 3.47. This implies that the respondents have a modest sense of confidence. The pattern of response in the cases of the, 3rd, 4th and 5th (Leaders, lead by “doing” rather than by “telling”, leadership skill consider as a model for others and give credit and reward for other performance) is also similar. The mean score is

3.35, 3.34 and 3.33 respectively. This implies that the respondents have modest sense confidence. The aggregate mean score also is close to 3.36. Therefore, the response of employees about leaders' effectiveness in Providing Inspiration to Others is moderate. Compared with leaders result it is not compatible. This implies that employees' perception and leaders' self-assessment is not the same, as per the table 4.10 information the aggregated mean score was 4.10 which indicates that leaders believed about themselves they perform good on this theme. Whereas employee perception on table 4.11 the aggregated mean score was 3.36, which indicates that as employee perception leaders perform modestly. So regarding to "treating followers with respect", "creation of followers satisfaction on existing policy" update leadership skill" and "give credit and reward for other performance" leaders should work to enhance their performance.

Table 4.12:- Leaders' response regarding the practice of "Leading internal stakeholders and politics

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	You have good experience to manage conflict timely with fire arbitration	Frq.	1	1	2	22	1	27	3.78	3.97
		%	4%	4%	7%	81%	4%	100%		
2	You are leading by giving freedom for others to express their opinion	Frq.	1			15	11	27	4.3	
		%	4%			56%	40%	100%		
3	You are working to developing good human relations with stakeholders	Frq.	1		1	20	5	27	4.04	
		%	4%		4%	74%	18%	100%		
4	You are working to fulfilling social and all other responsibilities	Frq.		1	3	21	2	27	3.89	
		%		4%	11%	78%	7%	100%		
5	You think followers are satisfied on existing leadership style	Frq.	1	1	3	18	4	27	3.85	
		%	4%	4%	11%	66%	15%	100%		

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Frq= Frequency

The table 4.12 above depicts respondent leaders' self-rating about the extent to which they were effective in terms of "Leading internal stakeholders and politics". Five items were meant

to address this theme. Accordingly, it has been found that 22 (81%) tended to agree with the first item. The mean score was also 3.78. This implies that the respondents have a modest sense of confidence about their effectiveness in terms of “experience to manage conflict timely with fire arbitration”. The pattern of response in the case of the 2nd item 3rd (about “leading by giving freedom for others to express their opinion” and “developing good human relations with stakeholders”). The mean score is 4.3 and 4.04 respectively. This implies that the respondents have high themselves. Similarly, in the case of the 4th item 5th item (about “fulfilling social and all other responsibilities” and “followers are satisfied on existing leadership style”). The mean score is 3.89 and 3.85 respectively. The aggregate mean score also is close to 3.97. Therefore, it implies that the confidence level of the leaders about their effectiveness in Leading internal stakeholders and politics is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging. Regarding to employee perception will see on the following table 4.11.

Table 4.13:- Employees’ opinion regarding to the practice of “Leading internal stakeholders and politics”

No	Item		Level of Agreement					Total	Mean	Aggregate Mean
			SD	D	U	A	SA			
1	Leaders manage conflict timely with fire arbitration	Frq.	9	39	29	89	21	187	3.4	3.29
		%	5%	21%	16%	47%	11%			
2	Leaders, lead by giving freedom for others to express their opinion	Frq.	12	29	39	83	23	147	3.41	
		%	7%	16%	21%	44%	12%			
3	Leaders work developing good human relations with stakeholders	Frq.	16	22	40	80	29	187	3.45	
		%	9%	12%	21%	43%	15%			
4	You believe all social and other responsibilities are fulfill	Frq.	23	39	44	58	23	187	3.1	
		%	12%	21%	24%	31%	12%			
5	You are satisfied on the existing leadership style	Frq.	27	30	41	72	17	187	3.12	
		%	15%	16%	22%	38%	9%			

Note:- SD= strongly disagree, D= disagree, , U= undecided, A= agree, SA= strongly agree Fiq= Frequency

The table 4.12 above depicts respondent employees' opinion rating about the extent to which leaders were effective in terms of "Leading internal stakeholders and politics". Five items were meant to address this theme. Accordingly, it has been found that 89 (47%) tended to agree, 21(11%) tended to strongly agree, with the first item. The mean score was also 3.4. This implies that the respondents have a modest sense about their leader effectiveness in terms of "manage conflict timely with fire arbitration". The pattern of response in the case of the 2nd item 3rd (about "leading by giving freedom for others to express their opinion" and "developing good human relations with stakeholders"). The mean score is also 3.41 and 3.45 respectively. This implies that the respondents have a modest sense confidence about their leader effectiveness. In the cases of the, 4th and 5th (abut "fulfilling social and all other responsibilities" and "followers are satisfied on existing leadership style) is also similar. The mean score is 3.1, and 3.12 respectively. The aggregate mean score also is close to 3.29. Therefore, the response of employees about leaders' effectiveness in Leading internal stakeholders and politics is moderate. This implies that employees' perception and leaders' self-assessment is not the same. As per the table 4.12 information, the aggregated mean score was 3.97, which indicates that leaders believed about themselves they perform good on this theme. Whereas employee perception on table 4.13 the aggregated mean score was 3.29, which indicates that as employee perception leaders perform modestly. So regarding to the theme five items "manage conflict timely with fire arbitration", "giving freedom for others", "developing good human relations with stakeholders", "fulfilling social and all other responsibilities" and "implementation of proper leadership style" leaders should work to enhance their performance.

4.4. Interview Analyses and Interpretation

To support the findings obtained from the survey questionnaire the researcher interviewed three top-level leaders. Accordingly, the result of the interview data presented here under in the form of narrations. When the interview time the researcher were meet with three leaders and raised four equations around the leadership practice the questions and responses presented on the following table.

Table 4.13:- Interview Questions and Response

Questions	Response
<p><i>How do you explain the leader-followers relationship in the agency?</i></p>	<p>The relationship between leaders and follower based on shared vision, mission and values of the agency. As they said, plan, execute and evaluate together. In addition, they have good relationship with all DARA stakeholders. Moreover to enhance the relationship they collect a series of feedback and strive to improve the relationship.</p>
<p><i>How much the agency leaders use an open door policy and how workers present their request, grievance, suggestions and comments?</i></p>	<p>According the leaders responses the leaders, the agency followed democratic leadership style, and open door policy. and various forms to air our comments like management council, min-management and other, in this events employees are free to fervour their opinion, request, complain, suggestions and comments without restriction corrective action also taken accordingly.</p>
<p><i>What are the often challenges on your leadership practice?</i></p>	<p>There are a number of often challenges in DARA. To list some, lack of trained , experienced and competent human resource, employee resistant to change, frequent turnover of employees, lack of incentives for employees , slow manner decision making, increasing rate of rental buildings shortage of car are major challenges</p>
<p><i>To what extent stakeholders of the agency have been satisfied by the leaders of the agency?</i></p>	<p>Regarding to employee satisfaction depend up on their work behaviour. But many of stakeholders are satisfied with the agency service provision.</p>

Table 4.15:- The mean scores and the standard deviation of the six leadership practice

The leadership practice		Mean	Std. Dev.	N
Creating, Maintaining a Diversified Team	Leaders	3.95	.769	27
	Employees	3.56	.833	187
Inspiring Others to Share the Leader's/ Organizational Vision	Leaders	4.04	.753	27
	Employees	4.14	.680	187
Facilitating Open and Clear Communication among Coworkers	Leaders	4.25	.568	27
	Employees	3.71	.882	187
Empowering Incumbents to Take Action	Leaders	3.61	.601	27
	Employees	3.32	1.037	187
Providing Inspiration to Others	Leaders	4.01	.413	27
	Employees	3.36	.950	187
Leading internal stakeholders and politics	Leaders	3.97	.492	27
	Employees	3.29	.973	186
Leaders' Self Assessment	Leaders	3.97	.426	27
Employees' perception in leadership practice	Employees	3.56	.713	184

As indicated in the table 4.14 above, the mean scores of the leaders' self-rating and employees' perception of the leadership practice summarized in six themes. The aggregate mean for the first theme "Creating and Maintaining a Diversified Team" was 3.95 on leaders side, and 3.56 on employees side with the corresponding standard deviation.769,and .833 respectively. The mean for "Inspiring Others to Share the Leader's/ Organizational Vision" on leaders' side was 4.04, and 4.14 on employees side with the corresponding standard deviation.753, and .680 respectively. The aggregate mean for "Facilitating Open and Clear Communication among Coworkers" on the leader side was 4.25 and 3.71 on the employee side with the corresponding standard deviation .568, and .882 respectively. The aggregate mean for "Empowering Incumbents to Take Action" on the leader side was 3.61, and 3.32 on employees' side with the corresponding standard deviation .601, and .1.037 respectively. The mean for "Providing Inspiration to Others" on leaders' side was 4.01, and 3.36 on employees' side with the corresponding standard deviation.413, and .950. And The

aggregate mean for the last theme “Leading internal stakeholders and politics” the aggregate mean was 3.97 leaders’ side and 3.29 corresponding standard deviation.492, and .973. In general, leaders’ self-assessment rating the aggregate mean was 3.9, corresponding standard deviation .426. Employees’ perception of the leadership practice the aggregate mean was 3.56, corresponding standard deviation .713. Therefore, based on the information the level of leadership practice in DARA is moderate.

As presented the leaders response on table 4.14 the relationship between leaders and follower depend on shared vision, mission and values of the agency. This means the agency society governed by its mission, vision and objectives and they plan, execute and evaluate together. Therefore, as interview finding there are good relationship with all DARA stakeholders. Moreover, to enhance the relationship they collect a series of feedback and strive to improve the relationship. Whereas the questionnaire response table 4.13-item number 3 indicates, the relationship tended to modest and the mean score was 3.45, therefore cannot be conclude as present a good relationship. According to management study guide (2009), Human relations represent the relations between the leader and the followers (subordinates). An efficient leader can develop the skill of the followers and promote self – confidence apart from motivation. Next, the leader creates opportunity to show their abilities and induces the followers to work towards the accomplishment of goals. In this way, the leader promotes the co-operative attitude of workers and maintains better relations with them.

According the leaders responses the leaders of the agency followed democratic leadership style, and open door policy. Democratic and open door policy, make invite other members of the team to contribute to the decision-making process and various comments to air in this style employees are free to fervor their opinion, request, complain, suggestions and comments without restriction corrective action also taken accordingly. so all the agency members motivated to work hard by more than just a financial reward.

As per leaders response there are a number of often challenges in DARA. To list some, lack of trained, experienced and competent human resource, employee resistant to change, frequent turnover of employees, lack of incentives for employees, slow manner decision-making, increasing rate of rental buildings shortage of car are major challenges of the agency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

The purpose of this study was to investigate the practices and challenges of Leadership at (DARA). The study analyzed, the perceived leadership style being practiced, the level of employee's satisfaction with the existing leadership style, the relationship between the perceived leadership style and employees' satisfaction, and the challenges encountered in the leadership practice.

The quantitative study findings generally indicated that the Leadership practice was moderately engaged in all the six leadership practices. However, when relatively considered, "Empowering Incumbents to Take Action", "Providing Inspiration to Others" and "Leading internal stakeholders and politics" were least leadership practices this implies that these three leadership practice are major challenges for agency leaders. In addition the often challenges that encountered the day to day leadership practice are :-

1. Limitation of giving credit and reward for other performance
2. Lack of trained , experienced and competent human resource,
3. Employee resistant to change and frequent turnover of employees,
4. Delegation of supervisors with authority for subordinate and distribute power for others as per their accountability.
5. Unfulfilled social and other responsibilities and Increasing rate of rental buildings shortage of car facilities
6. Leading others with their plan for the future.
7. Slow manner of decision making and practice.

The interview study findings generally indicated that relationship were among the two parties employees is positive and the agency leaders followed open door policy, and they allowed for any employee to offer their opinion, request, complain, suggestions and comments, but not

supported by followers. In addition to that, they held democratic leadership style practiced in the agency. The current often challenges of the leadership practice are lack of trained , experienced and competent human resource, employee resistant to change, frequent turnover of employees, lack of incentives for employees , slow manner decision making, increasing rate of rental buildings shortage of car are major challenges for Agency leaders. Finally they believe employee satisfaction depend up on their work behavior. However, many of stakeholders are satisfied with the Agency leadership practice.

5.2. Conclusions

Based on the analysis and findings of the study the following conclusions were drawn:

1. As can be seen in the analyses the six items except inspiring others to share the leaders / Organizational vision the level of practice tended to modest it implies that level of practices is moderate.
2. The result of the study concludes that democratic, and bureaucratic, leadership styles were practiced in the Agency. As the study depicted, the dominantly practiced leadership style was democratic followed by the bureaucratic one.
3. Based on the gathered information and revealed results of the study it was observed that there employees were moderately satisfied.
4. Based on the gathered information and results of the study it was observed that there was relationship or link between the perceived leadership style and employees' satisfaction. Regarding this democratic leadership style positively affected employees' satisfaction, while bureaucratic leadership style affected negatively.
5. As can be seen in the analyses and findings the agency leaders faced the following major challenges that are:- Limitation of giving credit and reward for others performance, Lack of trained, experienced and competent human resource, Employee resistant to change and frequent turnover, Delegation of supervisors with authority for subordinate and distribute power for others as per their accountability, Unfulfilled social and other responsibilities and Increasing rate of rental buildings shortage of car facilities, Leading others with their plan for the future and Slow manner of decision making and practice.

5.3. Recommendations

Based on findings, the following recommendations were forward:

1. The leaders of the agency should be practice people-oriented leadership style in addition to democratic leadership which consider the actual context of the successfulness of the agency.

People-oriented leadership; in a style leaders totally focused on organizing, supporting, and developing the people in their teams. In addition, it tends to encourage good teamwork and creative collaboration. So based on findings participative leadership practice recommended for agency leaders and followers relationship.

2. It is obvious that, Human skill & competency is one of the major resources for a company to achieve its objectives. But is difficult to achieve the objectives without core recourses competencies or ideal. Therefore, the Agency leaders should exert their effort to exploit human competency through:-

- Put in the right person at the right place:- the agency should delegate employees based on educational, experience back ground for promotion as well as for engagement.
- Give appropriate reward, recognition and promotion for employees' satisfaction, motivation and better efficiency. Some workers perform their work with in a standard time and properly. The leader can give rewards, recognition and promotion to those have completed the work it leads employees for better performance and this is punishment for who does not complete the work as per the requirement of job. This important to enhance the implementation capacity of the Agency and then the leadership and employees are able to have good performance with smooth interaction for achievements of the entire objective of the agency and to run for Excellency.
- Furthermore, HR department did skill inventory to find the gap and works to improve their skill through training, guiding, supporting and follow up.

3. Regarding to the problem of slow manner decision making the agency should be give solution on using latest technology and distributing diction making authority for every leaders, managers and heads as per their authority and responsibility. For example if in

some pointes the agency can follow decentralized decision making and empower branch managers and department heads.

4. Leaders can play a major role in developing and improving employees' engagement. It is suggested that, the leaders of the agency should pay more attention to delegation of authority, participating in goal setting.
5. The Leaders should work to fulfil social and other responsibilities and own building equipment. Social responsibilities refer to the high standard of living to workers, higher productivity and income to the organizations, more revenue to the government, and reasonable price to consumers. These could be achieved with the help of effective leadership. Only an efficient leader can get work done to fulfil social responsibilities.
6. The leaders should give Attention to review the organization's policies and procedures in the areas delegation of authority on decision making and the overall working system.

5.6 Limitation of the Study and Implementations to farther research

It is obvious that research work cannot be totally free from limitation. To this end, some limitations observed in this study. One limitation was that lack of time, the researcher language scarcity, few respondents' negligence on when they tabulated questionnaire and was not willing to respond to the interview were limitations for this research.

In future, the Agency should be study on the cause of employee turnover and low performance. This may demonstrate different results for Agency.

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DECLARATION

I, Tesfaye Tamiru Zewde, Registration no 0187/2009 discipline MBA at the St. Mary's University, do here by declare that the thesis challenges of leadership practice at Federal Documents Authentication and Registration Agency has been submitted by me in partial fulfillment of the requirement for MBA is my original work, and has not been submitted or published earlier.

Name

Signature

ST. MARY'S UNIVERSITY, ADDIS ABABA JUNE, 2018

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature

ST. MARY'S UNIVERSITY, ADDIS ABABA JUNE, 2018

St. Mary's University
School of Graduate Studies
Master of Business Administration (MBA)

Leaders' Self Assessment

The purpose of the questionnaire is to assess the challenges of leadership practices in Document authentication and registration agency (DARA). The study is used solely for academic purpose, i.e. it is carried out as a partial requirement for the degree of MBA at St. Mary's University. The information you give here shall not be identified by your name by any means; hence its confidentiality is kept with due care. The completion of this questionnaire is only on voluntarily basis, and the fact that you filled-in the form implies that you reflected your consent. To this end, you are kindly requested to give your genuine opinions. The questionnaire consists of two parts. Instructions to be followed are indicated in each part.

Thank you in advance

PART I: Demographic Characteristics.

The following questions concern your position and other personal information. Please give your response by filling your answer in the blank spaces or putting a thick mark (√) in the boxes as requested.

1. Gender Male Female
2. Age Group in years
 Below 26 36-45 Above 55
 26-35 46-55
3. What is your educational Background?
 Below Certificate BA/BSC Degree
 Certificate MA/MBA/MSC Degree
 College Diploma PhD
4. How many years work experiences do you have?
 Less than 1 11-15
 1- 5 16-20
 6-10 Above 20
5. How many yours work experience do you have in DARA?
 Less than 1 11-15
 1- 5 16-20
 6-10 Above 20

PART II: challenges of Leaders' Practice.

No	Items	Responses (put a “ ✓ ” mark)				
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1	Creating, Maintaining a Diversified Team					
1.1	You are spending a lot of time on team building and coaching					
1.2	You are spending a lot of time to enhancing team work spirit among members and department					
1.3	You are facilitating collaboration and trust among each other					
1.4	You are exerting effort and pressure to improve performance					
2	Inspiring Others to Share the Leader's/ Organizational Vision					
2.1	You are working to create clear understanding for followers about organization the vision, mission, objectives					
2.2	You are working to initiate others to engage in goal setting of the unit					
2.3	You are leading others with their plan for the future					
3	Facilitating Open and Clear Communication among Coworkers					
3.1	You are working to communicating the agency's mission, vision, goal, and strategy to the subordinates					
3.2	You are working to create clear understanding on rules, regulations and policy of the agency					
3.3	You are communicating effectively and with dignity all units in the agency					
3.4	You are giving freedom to the subordinates to express their opinion.					
4	Empowering Incumbents to Take Action					
4.1	You are working to delegate supervisors with authority for subordinates					
4.2	You are working to identify employee arrogances or grievance properly and take action timely					
4.3	You are working to delegate the right person at the right place in the agency					
4.4	You are influenced by others party on decision making.					
4.5	You are working to distribute power for others as per their accountability					
5	Providing Inspiration to Others					
5.1	You are treating followers with respect					

5.2	You believe followers are satisfactory on existing policy					
5.3	You are leading by “doing” rather than by “telling”					
5.4	You are working to update your leadership skill and consider as a model yourself for others					
5.5	You have good experience to give credit and reward for other performance					
6	Leading internal stakeholders and politics					
6.1	You have good experience to manage conflict timely with fire arbitration					
6.2	You are leading by giving freedom for others to express their opinion					
6.3	You are working to developing good human relations with stakeholders					
6.4	You are working to fulfilling social and all other responsibilities					
6.5	You think followers are satisfied on existing leadership style					

Thank you once again!

St. Mary's University
School of Graduate Studies
Master of Business Administration (MBA)

Operational employee opinion '

The purpose of the questionnaire is to assess the challenges of leadership practices in Document authentication and registration office (DARA). The study is used solely for academic purpose, i.e. it is carried out as a partial requirement for the degree of MBA at St. Mary's University. The information you give here shall not be identified by your name by any means; hence its confidentiality is kept with due care. The completion of this questionnaire is only on voluntarily basis, and the fact that you filled-in the form implies that you reflected your consent. To this end, you are kindly requested to give your genuine opinions. The questionnaire consists of two parts. Instructions to be followed are indicated in each part.

Thank you in advance

PART I: Demographic Characteristics of Respondents

The following questions concern your position and other personal information. Please give your response by filling your answer in the blank spaces or putting a thick mark (√) in the boxes as requested.

1. Gender Male Female
2. Age Group in years
 Below 26 36-45 Above 55
 26-35 46-55
3. What is your educational Background?
 Below Certificate BA/BSC Degree
 Certificate MA/MBA/MSC Degree
 College Diploma PhD
4. How many years work experiences do you have?
 Less than 1 11-15
 1- 5 16-20
 6-10 Above 20

5. How many yours work experience do you have in DARA?

Less than 1

11-15

1- 5

16-20

6-10

Above 20

PART II: employees’ opinion on leaders practice.

	Items	Responses (put a “ ✓ ” mark)				
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1	Creating, Maintaining a Diversified Team					
1.1	Leaders spend a lot of time to team building and coaching					
1.2	Leaders work for enhancing team work spirit among members and department					
1.3	Leaders facilitate collaboration and trust among each other					
1.4	Leaders exerting pressure to improve performance					
2	Inspiring Others to Share the Leader’s/ Organizational Vision					
2.1	You have understood about the agency vision, mission, objectives					
2.2	You are triggered to accomplish the agency vision					
2.3	You are motivated for engagement and success of agency goal.					
3	Facilitating Open and Clear Communication among Coworkers					
3.1	You are communicated by leaders about the agency’s mission, vision goal, and strategy					
3.2	You have clearly understood about the agency rules, regulations and policy.					
3.3	You have effective communication with your leader with dignity					
3.4	You have freedom to express your opinion.					
4	Empowering Incumbents to Take Action					
4.1	Leaders are working to delegate supervisors with authority for subordinates					
4.2	Leaders take action properly and timely					
4.3	Leaders delegate the right person at the right place in the agency					
4.4	Leaders give decision without others party influence					
4.5	Leaders distribute power for others as per their accountability					
5	Providing Inspiration to Others					
5.1	Leaders treat followers with respect					
5.2	You are satisfied on existing policy					
5.3	Leaders, lead by “doing” rather than by “telling”					

5.4	Leaders update their leadership skill and take as a model for you					
5.5	Leaders give credit and reward for other performance					
6	Leading internal stakeholders and politics					
6.1	Leaders manage conflict timely with fire arbitration					
6.2	Leaders, lead by giving freedom for others to express their opinion					
6.3	Leaders work developing good human relations with stakeholders					
6.4	You believe all social and other responsibilities are fulfill for you in					
6.5	You are satisfied on the existing leadership style					

Thank you once again!

ቅድስት ማሪያም ዩኒቨርሲቲ
የምሩቃን ት/ት ክፍል
ማስተር ኦፍ ቢዝነስ አድሚኒስትሬሽን (ኤምቢኤ)

በአመራር ሂደት ላይ የሰራተኛ ሀሳብ: -

ውድ መላሾች!

በቅድሚያ ጊዜያችሁን ሰጥታችሁ ስለተባበራችሁ አመሰግናለሁ።

የዚህ መጠይቅ ዓላማ በሰነዶች ማረጋገጫና ምዝገባ ኤጀንሲ (ዳራ) ያለውን የአመራር ስርአት ተግዳሮቶች በመለየት ለጥናት ግብአት ማዋል ነው። ጥናቱ በዋናነት ለትምህርታዊ ዓላማ የሚጠቅም ሲሆን ይህም ማለት በቅድስት ማሪያም ዩኒቨርሲቲ የሁለተኛ ድግሪ መመረቂያ ክፍል መስፈርት እንዲሆን የተዘጋጀ ነው። በዚህ የሚሰጡት መረጃ በምንም መልኩ በስምም ሆነ በሌላ በማንኛውም መልኩ የማይለይ ሲሆን በሚስጥራዊነት የሚያዝ ይሆናል። ይህ መጠይቅ በፈቃደኝነት የሚሞላ ሆኖ በመጠይቁ የሚሞሉት እውነታ ስምምነትዎን የሚያመላክት ነው። ከዚህ ጋር በተያያዘ ትክክለኛ የሆነ ሀሳብዎን እንዲሰጡ በትህትና ይጠየቃለሁ። መጠይቁ ሁለት ክፍሎች ያሉት ሲሆን በእያንዳንዱ ክፍሎች ያሉ መመሪያዎች እና ጥያቄዎችን በትኩረት ተመልክተው እንዲሞሉ እየተጠየቁ ለሚሰጡት ትክክለኛ ምላሽ ከወዲሁ ምስጋናዬን አቀርባለሁ።

ክፍል 1. የመላሾች የዴሞግራፊክ ሁኔታ

የሚከተሉት ጥያቄዎች የእርስዎን ሁኔታ እና የግል መረጃን የሚመለከት ይሆናል። እባክዎን ምላሽዎን ከጎን በተቀመጠው ሳጥን ውስጥ (✓) በማድረግ ምላሽን ይስጡ።

1. ምጣኔ ወንድ ሴት
2. የዕድሜ ክልል በዓመታት
 ከ26ዓመት በታች ከ36-45 ዓመት ከ55 ዓመት በላይ
 ከ26-35 ዓመት ከ46-55 ዓመት
3. የትምህርት ዝግጅቱ ምንድን ነው?
 ከምስክር ወረቀት (ሰርተፍኬት) በታች ድግሪ
 የምስክር ወረቀት (ሰርተፍኬት) ሁለተኛ ድግሪ (ማስተርስ)
 የኮሌጅ ዲፕሎማ ሶስተኛ ድግሪ (ፒኤችዲ)
4. አጠቃላይ ያሎት የሥራ ልምድ?
 ከ1ዓመት በታች ከ11-15 ዓመት
 ከ1-5ዓመት ከ16-20 ዓመት
 ከ6-10 ዓመት ከ20 ዓመት በላይ
5. በሰነዶች ማረጋገጫና ምዝገባ ኤጀንሲ (ዳራ) ስንት ዓመት የሥራ ልምድ አለዎት?
 ከ1ዓመት በታች ከ11-15 ዓመት
 ከ1-5ዓመት ከ16-20 ዓመት
 ከ6-10 ዓመት ከ20 ዓመት በላይ

ተ.ቁ	ዝርዝር	በምላሹ ላይ (✓)ምልክት ያድርጉ::				
		በጣም አስማማለሁ	አስማማለሁ	አልወሰንኩም	አልሰማማም	ፈጽሞ አልሰማማም
1.	ሥብጥር ያለው የሥራ ቡድን መፍጠር እና በሥራ ላይ ማቆየት					
1.1	የኤጀንሲው አመራሮች ለቡድን ግንባታ እና ስልጠና ብዙ ጊዜ ይሰጣሉ					
1.2	የኤጀንሲው አመራሮች በቡድን እና በሥራ ክፍሎች መካከል የቡድን ሥራ መንፈስ እንዲዳብር ይሰራሉ					
1.3	የኤጀንሲው አመራሮች በመካከላችሁ የሥራ መተባበር ፣ ደጋገፍና መተማመን እንዲኖር ይሠራሉ					
1.4	የኤጀንሲው አመራሮች አፈፃፀም እንዲያድግ ግፊት ያደርጋሉ					
2	ሌሎችን በማበረታታት የአመራሮችን ወይም የተቋሙን ራዕይ እንዲካፈሉ ማስቻል					
2.1	ስለ አጀንሲው ራዕይ፣ ተልዕኮና ዓላማዎች ተረድተዋል					
2.2	የኤጀንሲውን ራዕይ ለመፈፀም ተነሳሽነት አለዎት					
2.3	በተመደቡበት ሥራ የኤጀንሲውን ግብ ስኬት ላይ እንዲደርስ ተነሳሽነት አለዎት					
3	በሰራ ባልደረቦች መካከል ግልፅና ፍትሃዊ መግባባት እንዲኖር ምቹ ሁኔታ መፍጠር					
3.1	ስለ አጀንሲው ተልዕኮ፣ ርዕይ፣ ዓላማ፣ ጎል እና ስልት በአመራሮች ገለጻ ተደርጎሎታል					
3.2	የአጀንሲውን ሕጎች፣ መመሪያዎች እና ፖሊሲ በግልፅ ተረድተውታል					
3.3	ከአመራሮች ጋር ሰበዓዊነትን ባከበረ መለልኩ ስኬታማ መግባባት ያደርጋሉ					
3.4	ሀሳብዎን ለመግለፅ ነፃነት አለዎት					
4	ኃላፊዎች ባላቸው ሹመት ውሳኔ መስጠት የሚያስችላቸውን ተገቢ ስልጣን መስጠት					
4.1	አመራሮች የሥራ ኃላፊዎችን ከተገቢው ስልጣን ጋር ይመድባሉ					
4.2	አመራሮች በአግባቡ እና በጊዜው እርምጃ ይወስዳሉ					
4.3	አመራሮች ሰራተኞችን ባላቸው አቅም በሚመጥናቸው ስፍራ ይሾማሉ ይመድባሉ					
4.4	አመራሮች ያለማንኛውም ወገን ጣልቃ ገብነት ውሳኔ ይሰጣሉ					
4.5	አመራሮች ባላቸው ኃላፊነት መሠረት ለሌሎች ስልጣን የካፍላሉ					
5	ለለሌሎች መነቃቃት መሰራት					
5.1	አመራሮች ተከታዮቻቸውን በአግባቡ ይይዛሉ					
5.2	እርሶ ባለጠፊ የድርጅቱ የሥራ ፖሊሲ ረክተዋል					
5.3	አመራሮች ከመናገር በላይ በድርጊት በማሳየት ነው የሚመሩት					
5.4	አመራሮች የአመራር ክህሎታቸውን በማሻሻል ለእርስዎ እንደ ተምሳሌት ይታያሉ					
5.5	አመራሮች ለሌሎች አፈፃፀም ዋጋ እና ሽልማት ይሰጣሉ					
6	የውስጥ ባለድርሻ አካላት እና ፖሊቲካዊ አመራር					
6.1	አመራሮች ግጭት ሲፈጠር በተገቢው ስልት እና ሁኔታ ዳኝነት ይሰጣሉ					
6.2	አመራሮች ሌሎች ሀሳባቸውን እንዲገልፁ ነፃነት በመስጠት ይመራሉ					
6.3	አመራሮች ከባለድርሻ አካላት ጋር ያለው መልካም ግንኙነት እንዲዳብር ይሰራሉ					
6.4	ሁሉም ማኅበራዊና ሌሎች ፍላጎቶች ኃላፊነት በተሞላበት ሁኔታ ተሟልተውለዎታል					
6.5	ባለጠፊ የአመራር ዘይቤ ረክተዋል					

ላደረጉት ትብብር ሁሉ በድጋሚ አመሰግናለሁ!!

St. Mary's University
School of Graduate Studies
Master of Business Administration (MBA)

Interview Questions for five selective top level leaders

The purpose of the questionnaire is to assess the challenges of leadership practices in Document authentication and registration Agency (DARA). The study is used solely for academic purpose, i.e. it is carried out as a partial requirement for the degree of MBA at St. Mary's University. The information you give here shall not be identified by your name by any means; hence its confidentiality is kept with due care. The completion of this interview is only on voluntarily basis, and the fact that you filled-in the form implies that you reflected your consent. To this end, you are kindly requested to give your genuine opinions.

Thank you in advance!

1. How do you explain the leader-followers relationship in the agency?

2. How much leaders of the agency use an open door policy and how workers present their; request, grievance, suggestions and comments?

3. What are the often challenges on your leadership practice?

4. To what extent stakeholders of the agency have been satisfied by the leaders of the agency?

