



**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUTE STUDIES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**ASSESSMENT OF LEADERSHIP PRACTICES ON  
WORKERS PERFORMANCE:  
IN THE CASE OF YEKA SUB-CITY MUNICIPALITY**

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**ADDIS ABABA**  
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ON WORKERS PERFORMANCE  
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**BY:**

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**FINAL THESIS APPROVAL FORM**

As members of the board of examining of the final MBA thesis open defense, we certify that we have read and evaluated the thesis prepared by Dereje Melaketsehay under the title “Effect of leadership on workers’ performance: The case of Yeka sub-city Municipality” and recommend that the thesis is accepted as fulfilling the thesis requirement for the Degree of Master of in Business Administration.

**APPROVED BY BOARD OF EXAMINERS**

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## **DECLARATION**

I, the undersigned declared that this thesis is my original prepared under the guidance of Dr. Abraraw Chane (my Advisor). All source of materials used for the thesis have been duly acknowledged. I further conform that the thesis has not been submitted either in part or in full to any other institutions.

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Dereje Melaketschay

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Signature

JUNE 2019 G.C

## **ENDORSEMENT**

This is to certify that this thesis entitled “Effect of leadership on workers’ performance: The case of Yeka sub-city Municipality,” accepted in partial fulfillment of the requirements for the award of the Degree of Master in Business Administration by the school Graduate Studies, St. Mary’s University, done by Dereje Melaketschay is a research work carried out by him under my guidance.

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Signature

JUNE 2019 G.C

## **STATEMENT OF THE RESEARCHER**

I declare that this thesis entitled “Effect of Leadership on workers’ performance: The case of Yeka sub-city Municipality” is my work and that all sources of materials used for this thesis have been appropriately acknowledged. This thesis is submitted in partial fulfillment of the requirements for Master of Business Administration at St. Mary’s University.

I seriously declare that, this thesis was not submitted to any other institution anywhere for the award of any degree or diploma. The thesis deposited at the University Library to make available to borrowers under rules of St. Mary’s University Library. Brief quotations from this thesis are allowable without special permission, if accurate acknowledgment of the source is made. However, requests for permission for extended quotations from or reproduction in part of this manuscript may be granted by St. Mary’s University, the school of graduate studies in all other instances, permission must be obtained from the author.

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## **LIST OF ACRONYMS**

CSA: Central Statistical Authority

LPC: Least Preferred Coworker

SPSS: Statistical Package for Social Science

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## ***ABSTRACT***

This study attempts to assess and analyze leadership practices and leader's role which improve the workers' performance at Yeka sub-city municipality. For the study primary and secondary data were used. Data were collected through questionnaires from 71 participants in the Yeka sub-city municipality and its six-sub Administration. An interview was also made with key informants. The researcher used descriptive statistics and frequency to describe the data and to see the leadership role and workers' performance. The study was conducted to assess the effect of not existence of adequate motivation such as training, promotion, delegating of work, participating in decision making feedback, suitable working environment, and effective communication between employers and subordinate, which is important in improving workers' performance. The findings of the study show that the municipality has clear organizational plan. The effect of the relationship that exists between managers and subordinate's rests on sending and receiving report from bottom to top. But, free communication is still at lower stage. The data shows us that majority of the workers are not satisfied with working condition. Although the leadership of the municipality is practicing is democratic model, decision making in involving the subordinate is too low. As a result of these factors, workers' motivation for work is low. The study was based on the effect of relationship between leadership and subordinate, how workers' performance motivated and evaluated, the role of leadership and the extent it has affected workers' performance, the factors responsible for low performance and how leadership practice have affected employment management relations and performance of the workers. After analyzing the result, it was recommended that to improve workers' performance and to attain the objectives of Municipality, leadership recognizes needs of the workers, employee appropriate motivational tool such as promotion of staff based on merit and skills, training, provide suitable working environment, supporting in participating in decision making and provide leadership practice that will improve workers' performance.

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the study

Leadership is essentially the core and spirit of organizations. As the people in charge, they do not only manage the organization's affairs but also deal with the general employees face to face.

Entrusted with the task to communicate organizational goals, visions and ideas to employees, leaders are responsible for maintaining and implementing organizational rules and systems and even have the final say on promotion, retention and dismiss. Therefore, in a sense, leaders at all levels are spokespersons of their own organizations, serving as the bridge and link connecting employees.

The study of leadership was taken many years with the emergence of civilization, which shaped its leaders as much as it was shaped by them. Leadership is necessary for a variety of reasons. On a supervisory level, leadership is required to complement organizational systems and to enhance subordinate motivation, effectiveness, and satisfaction (Bass, 1990).

Leadership is the organizational function that binds the activities of group or groups in the organization towards the achievement of organizational goals. It can be considered as the heart of organizational machinery without which task accomplishments would be difficult, if not, impossible. What is important is leadership conceptualization is that is the designated leader has the most influencing power, devotes more time and the most responsible person to his/her own group and/or organization at a large. Leadership occurs if and when person induces others to work toward a goal.

At the strategic level, leadership is necessary to ensure the coordinated functioning of the organization as it interacts with a dynamic external environment (Katz & Kahn, 1978).

Moreover, leadership in organizations often plays a critical role, and is frequently one of the major drivers of the success or failure of accompanying (Bass, 1990). Consequently, leadership has been a topic of study for social scientists for much of the 20th century.

Most theories of leadership defined in terms of the component behaviors used to influence followers and the effects of leaders in the distinction between transformational and transactional leadership style. A transformational and transactional leadership style was built on prior classifications, such as relations-oriented versus task-oriented leadership (Fiedler, 1967) and directive versus participative. Transactional leadership motivates individuals primarily through

contingent reward exchanges and active management by exception. Transactional leaders set goals, articulate explicit agreements regarding what the leader expects from organizational members and how they will be rewarded for their efforts and commitment, and provide constructive feedback to keep every person on task (Bass & Avolio, 1993).

However, transformational leadership is charismatic, inspirational, intellectually stimulating, and individually considerate. These leaders help individuals transcend their self-interest for the sake of the larger vision of the firm. They believe in people, and they are driven by a strong set of values such as loyalty, trust, and personal attention to employees, something that could positively influence organizational commitment.

Participative leadership involves the use of various decision procedures that allow other people some influences over the leader's decisions. Other terms commonly used to refer aspect of participation leadership. Leadership includes consultation, joint decision making, power sharing, decentralization, empowerment, democratic management. Participative leadership can regarded as distinct type of behavior, although it may be used in conjunction with specific task and relation behaviors (Likert, 1967).

Different organization has tried to implement different leadership approaches; among the leadership approach which leads the organization to effective organizational performance is the democratic approach. Because this approach allows workers to participate actively in the organization decision making which initiate them to increases their works' performance.

The role of leadership and its approach has decisive role on work accomplishment and workers performance, it is better to identify the leadership approach, competences and that enhance workers performance to better organizational performance.

Most researchers evaluate leadership effectiveness in terms of the consequences of the leader's actions for followers and other organization stake holders. Many different of outcomes been used, including the performance and growth of the leader's group organization, its regardless to deal with challenges or crises, followers satisfaction with the leader, followers commitment to the group objectives, the psychological wellbeing and development of follower, leader's retention of status in group, and the leader's advancement in higher position of authority in the organization (Yuki, 1989).

Thus, the role of leadership has a great role enhancing workers' performance in order to achieve organizational goal. This study is hoped to identify leadership practices on employees' work performance of Yeka Sub City municipality.

## **1.2 Statement of the Problem**

Leadership as relationship in which one person (the leader) influences others to work together willingly on related tasks to attain goals set by chief executive (Terry, Franklin, 1999).

Leadership affect an employee's self-image and result potential in either a positive or negative way by being supportive, fair, and encouraging, or unsupportive, inconsistent, and critical. In addition, they can even affect an employee's health and energy level by creating a stimulating work climate or one filled with tension and fear, which results the failure of organizational performance.

The influence of a leadership reaches greater proportions as the effects on individuals begin to have a cumulative effect on group performance. There are no doubt variables other than a leader's style that affect employee performance and satisfaction. Certainly, job challenge and interest, organizational working conditions and work climate, opportunities for growth and advancement, and peer relations among other factors are which decreases the workers performance.

In order to increase workers performance leader should give some motivational factors such as training, promotion, participating them in decision making, and communicating the subordinate without any fear to express their opinion. Furthermore leaders are the most expected body of the organization to deal with complaints to put up public image of the organization and/or for removing terrible image which become possible through good leadership practices The work of municipality is based on the effectiveness of leadership .Workers performance is determined through the role of leaders in which it influences the workers. In my research observation, workers of municipality raise many problems related to the work such as training, promotion, suitable working condition, empowerment and participating in decision making. These problems may be lead to decrease workers performance in providing service delivery to the community. In order to give adequate service to the community the factors which affects the workers performance and leadership practice should be examined. Therefore, based on such problems, this study was designed to examine leadership practices which contribute for workers

(employees) performance in Yeka Sub City Municipality. To assess these Leadership vs subordinates relation on workers performance, the following research questions are forwarded:-

### **1.3 Research questions**

- ✓ What do you observe the leadership practice on workers' performance?
- ✓ Which kinds of leadership practices affects workers' performance?
- ✓ How leaders motivate their subordinates to improve workers' performance?
- ✓ What type of decision making system uses by leaders that affect workers performance?

### **1.4 Objective of study**

#### *1.4.1 General objective*

The main purpose of the study is to assess and analyze the effect of leadership practices used in Yeka Sub City Municipality on workers' performance.

#### *1.4.2 Specific objectives*

The study has the followings specific objectives:

- To assess leadership practices on employees' performance.
- To examine the activity of leaders played on employees' performance.
- To identify the types of motivation the leaders uses on employees performance.
- To investigates the degree of employees' participation in decision-making affects employees' performance.

### **1.5 Significance of the study**

The study will have based on leadership practice in increasing workers' performance at Yeka Sub City municipality. The result of the study are expected to contribute to understanding how leaders role affect workers performance at Yeka Sub City municipality, provide information for the concerned bodies such as policy makers and managers' as to improve the variables that increase workers performance .This study helps us to find out how the leaders role such us motivating workers, arranging improved working condition, delegating subordinates, giving opportunities for subordinates in decision making and relationship with workers affect workers performance. So that, workable recommendations serve as stepping stone for further study.

Finally, it will be expected that the output of the study indicate the way to enhance co-operation and improvement in the organization for workers performance and interpersonal relationship.

### **1.6 The Methodological scope of study**

The research was conducted in Yeka Sub City Municipality which is found north east of Addis Ababa region around Megenagna. Different organization might be followed different leadership style which is difficult for analysis of study. Because of this, the research study scope delaminated on assessing the leadership practices used on improving workers performance in Yeka Sub City Municipality. The researcher wants to limit his study on this issue because of this is public organization which have many social relation with population daily life, so the worker's should become motivated to serve them on the proper way. Here, Leaders Vs Subordinates relation have major role to solve this problems.

### **1.7 Limitation of the study**

As it was known that research work cannot be free from limitation. The researcher faced a problem to get necessary data and information from the study area. The willingness of the respondents' permitted their view to express the research questions on leadership practices and also, due to the work load getting the key informants to interview on the appropriate time will be some of the problems faced the researcher during the study.

The researcher overcome the above problems by convincing the workers to fill the questioner even he gave other question paper for those missed the previous paper.

### **1.8 Organization of paper**

The research paper comprises five chapters.

- The first chapter is concerned with introduction part which includes background of the study, statement of problem, objective of study, significance of the study, scope of study, limitation of study.
- The second chapter is literature review that discusses theoretical and empirical summarized from related books journals and other related findings.
- The third chapter is methodology of study which comprises study area description, data source, data collection tool, sample and sample technique and technique of data analysis.
- Fourth chapter contains analysis and discussion of data.
- The last chapter includes summary, conclusion and recommendation.



## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Theoretical frame work

Leaders McGregor (1966) defines leadership as property of the individual, but complex relationship among those variables. It follows that leadership is the natural and acquired property of an individual manifested in the process of influencing individual or group to attain a certain common ends through common grounds and on equal footing.

Blanchard and Hersey (1982) defines leadership as the activity of influencing people to strive for group activities.

Likewise, Koontz et.al (1984) defines leadership as the process of influencing people .So that they will strive willingly and enthusiastically towards the achievement of group goals. This implies not only willingness to work but also willingness to work with zeal and confidence. It also includes making people perform up to their full capacity.

Leadership is the art of influencing people to direct their will, abilities and efforts towards the accomplishment of common goals. Leadership is also defined as” a process of encouraging and helping others to work enthusiastically towards objectives “(Davis, 1967)

A leader is anyone who directs and controls a group of people to achieve a set purpose. However a socio organization has many operating at the same time. They may be rivals but they share the various leadership functions of planning, directing, reviewing, and coordinating and so on.

Circumstance may cause changes in leadership pattern thus leading to classification of leadership, based on how it is performed (Hicks and Gullet, 1975).

It was further commented by Hicks and Gullet (1975) that there might be two types of leaders:

I. Unofficial leader: this leader is often not important in an organization, though the power described to such leader may rise or fall,

II. Official leader: the individual holding to officially given charge over the subordinates who should be directed and controlled. The subordinates need to be led the rewards they obtain from their work. This could be cash (money), friendship, status, approval or a to value combination of any of these. In most cases official leaders could be called supervisors or managers and they reserve the power to reward or punish. To a lower extent, the success of such leadership depends on experience and teachers virtuosity, but on their management style at a greater extent.

### *2.1.2 The concept of Leadership*

Just as humans, the needs of an organization are numerous. Therefore it is important for an organization effectively coordinate the behavior of people in order to achieve its aims and objectives. The objectives assist executives in perform the leadership roles by providing the basis for uniting the efforts of the workers within the organization. It was further stressed that achieving set objectives help to give an organization as well as recognition and status (London, 2001).

In context, leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader should recognize that their responsibilities include performing management function, which are planning, organizing, directing, controlling and co-ordination of all activities as they relate to the activities of the firm in order to achieve the firm's objectives. (Dubrin2007)

As mentioned by Dubrin (2007), there are different classes of needs. These include physical, social and egoistic needs. However, job satisfaction is often associated with human need and conditional. Leadership has been linked to management as it involves direct in controlling to an extent the nature, degree, extent and passé of activities and changes within the organization.

Management as a process is rooted in the interactions of people at work directed towards maximization of efficiency and scarce resources: labor, machines, raw materials and information. Importantly, leadership of an organization should be given adequate attention, if the organization intends to achieve its objectives. The practice of leadership as it were involves taking charge and streamlining the activities of organization members to ensure that desired results to be achieved. In context, leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader should recognize that their responsibilities include performing management function, which according to Dubrin (2007) are planning, organizing, directing, controlling and co-ordination of all activities as they relate to the activities of the firm in order to achieve the firm's objectives.

### *2.1.3 Participants*

Worker's participation refers to the inclusion of workers in decision making process in the organization. This means that the employees could have adequate information on which to base their decision. Sometimes, when the involvement of employees indecision-making is much, it could be because they are co-owners of the business. At times, management makes the major decisions and later invites the employees for comments. The extent to which the worker's

participation is possible and desirable is a very controversial issue as it entails political overtones (Dubrin, 2007). Some studies have shown that effective managers stress the need for supportive people. Other studies did not produce clearly defined results on this. Some have however showed reverse relationship.

#### *2.1.4 Leadership process*

Effective leadership: the role of reduction in labor turnover as well as grievances are factors affecting leadership process, the principal aim of this research in management style is to establish its relation to effectiveness. Effective leadership is determined by the degree to which it facilitates adequate or high productivity explained that to the following size of the firm, the nature of the Production process, personalities of subordinates, the feelings of the subordinates and the manager's power in the organization. (Dubrin, 2007)

In context, there may be no management style that could be effective in every situation. Thus, there has to be modifications for further stressed that different work situations need different styles if they are to perform optimally. Often, manager's skills could be said to be diagnostic.

The manager assesses all relevant factors affecting work. However, diagnosis may not always be followed by proper behavior because managers could find it difficult to change their styles.

#### *2.1.5 Leadership ability*

According to Dubrin (2007), self-analysis of the company is needed to assess past performance and present position of the organization. Strategic planning is designed based on realistic assessment of the capacity: strength and weakness of the organization, which are of great managerial value.

#### *2.1.6 Characteristics of leadership*

1. Leadership is not domination or coercion but the promotion of followership.
2. Leadership promotes change but it may also resist change to maintain the college social system from forces both within and external to the system, which are pressing for undesirable change.

Selecting a leader: According to Morphet (1982) there are many methods by which group may be provided with leadership. The leader (here not distinguished from the Administrator) may be selected by the group itself or by representative s of the group, as in a democracy or a republic.

Major leadership function strongly influenced by seven administrated functions: planning, organizing, staffing, directing, coordinating, reporting and budgeting, (Hoy and Meskel, 1978).

### *2.1.7 Motivation of staffing*

Luthans (1989) defines motivation a process that starts with a physiological deficiency or need that activities behavior or a drive that is aimed at a goal or incentive. Motivation is the combination of person's and energy directed at achieving a goal. It is a cause of action.

Motivation can be intrinsic-satisfaction, feelings of achievement; or extrinsic rewards, punishment or goal obtainment. Not all people are motivated by the same and over time their motivation might changes.

Regarding employee motivation, Huneryager and Henchman (1963) for wards: If moral is high, employees are satisfied and happy about their job, working conditions, pay and other aspects of employment situations are consequently producing efficiently and effectively. On the other hand if they believe morale is low they assume that employees are dissatisfied with things in general and that quality and quantity of production accordingly to the workers. Needs according to Maslow are arranged hierarchically and needs, low in hierarchy must largely satisfied before needs further up the hierarchy can motivate behavior.

Frederic Herzberg (1976) motivation state that people have two different categories of needs one group of factor called "motivators" which tend to lead job satisfaction and are generally related to job content and includes achievement, recognition, work itself, advancement, and responsibility. The other factor is called "Hygiene" do not tend to lead by job satisfaction and are generally related to job context and include company policy and administration, supervision, salary, job security, working conditions, interpersonal relation.

### *2.1.8 Communication*

Katz and Kahn (1978) define communication as the exchange of information and transformation of meaning. Unless the people you have communicating with understand your meaning, no communication has taken place. Communicating involves both shooting information and hitting target with it. The difficult aspect of communicating is ensuring that the message does infarct, hit its target and is understood.

Luquthans (1989) has suggested that, effective communication is a basic pre request for the attainment of organizational goals ,and yet it has remained one of the biggest problems facing modern management, however great idea, it is particular useless until it is transmitted and understood by others who are concerned with it.

Okumbe (1998) says that horizontal dimension of communication is very important for operation in perfect communication, a thought or idea transmitted. So that mental picture perceived by the

practice, receiver is exactly the same as that envisioned in practice. However, perfect communication is never achieved due to communication barriers. Communication in organization is crucial for the management task organizing, staffing, leading and controlling. An efficient and effective communication establishes the relationship between Superior and of any task. The term refers to the flow of information between departments or people of the same levels in an organization. Communication is the process of giving of suggestions and receiving of feed-back methods, and it helps a leader or a manager of an organization to properly carry out his duties and responsibilities. Kilamb (1989) states the following as the function of communication in organization:-

1. Through communication management is able to establish and disseminate goals of enterprise,
2. Through communication management is able to plan or achievement of aims and objectives of the organization,
3. Through management is able to organize human and other resources in the most efficient and effective way,
4. Communication is central in selecting, developing and appraising members of the organization.

Communication is important function of leading because any leader will require and use communications to motivate and to create acclimate in which people want to contribute. Communication controls performance of all workers; because through instructions, advice and guidance people will endeavor to achieve the standards.

#### *2.1.9 Likert leadership style:*

Likert propounded this theory, according to Likert (1967) basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of management effectiveness. Based on this model, there are four possible leadership systems.

Namely:

I. Exploitative and authoritative

II. Benevolent and authoritative

III. Consultative

IV. Participative

With respect to the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them.

Benevolent and authoritative management style operates with the manager in control and issues orders, while subordinates are given level of flexibility in carrying out their work, however, within specific limits and procedure.

The third system is the consultative style. The manager set goals and targets after due consultation with the subordinates. Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry outwork with minimal supervision and correction.

The fourth style is the participative style. This is the last and most supported management style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore set goals and decisions may not be favored on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance. This style holds friendly interaction between managers and subordinates. Conclusively, Likert's studies shows that leaders in organizational departments used the first and second styles of management mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded at system IV of management is the best form of management in almost all work situations.

## 2.2 Empirical frame work

### 2.2.1 Performance and Leadership

The field of leadership was in a state of ferment and confusion for decades. The field rushed from one fad to next, but the actual pace of theory development was quite slow. Several thousand empirical studies were conducted on leadership effectiveness, but the results are often inconsistent.

Ultimately it is the individual employee who either performs, or fails to perform, a task. In order for an organization to perform an individual must set aside his personal goals, at least in part, to strive for the collective goals of the organization. In an organizational context, the very nature of performance is defined by the organization itself. Employees are of paramount importance to the achievement of any organization. Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999, as cited in Hayward,B.A.2005) .

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership have an effective organization, there must be effective and stimulating relations between the people involved in the organization (Bass (Paulus, Set and Baron, 1996, as cited in Hayward,B.A.2005)

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this. Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership– effective leader behavior facilitates the attainment of the follower's desires, which then results in effective performance.

Macomb (1979, in Botha, 2001, as cited in Hayward,B.A.2005) concludes that the need of firms to flourish in the world of escalating competitiveness, of technological advances, of altering government regulations and of changing employee attitudes, requires an advanced level of leadership more than ever before. His views further demonstrate the importance of leadership in the business arena. According to Bass (1997), in the modern business environment much

research has proved that leaders make a difference in their subordinates' performance, and also make a difference as to whether their organizations succeed or fail.

Furthermore (Kotter1988, as cited in Hayward,B.A.200) argues for the ever-increasing importance of leadership in organizations, because of significant shifts in the business environments, such as the change in competitive intensity and the need for more participation of the total workforce. Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance.

Winning leaders understand what motivates employees and how the employee's strengths and weaknesses influence their decisions, actions, and relationships. (Schwab 1973, as cited in Hayward,B.A.2005) Cummings mentions the connection between leadership traits or leadership behaviors and employee performance. There is agreement in the literature that leadership is a critical factor in the success or failure of an organization; excellent organizations begin with excellent leadership, and successful organizations therefore reflect their leadership. Leaders are effective when the influence they exert over their subordinates works towards achieving organizational performance (Jones and George, 2000 as cited in Hayward,B.A.2005)

Research into organizational behavior in different environments found that transformational leadership has a positive influence on employee performance, and therefore organizational performance (Bass and Avolio, 1994; Ristow, 1998. as cited in Hayward, B.A. 2005)

However, through research it was shown that transformational leadership is an extension of transactional leadership (Bass, 1997, as cited in Hayward,B.A.,2005.).The difference between these two models is that followers of transformational leadership exhibit performance which is beyond expectations, while transactional leadership, at best, leads to expected performance states that transactional leaders were effective in markets which were continually growing and where there was little or no competition, but this is not the case in the markets of today, where competition is fierce and resources are scarce.

Research data has clearly shown that transformational leaders are more effective than transactional leaders, regardless of how "effectiveness" has been defined. Evidence gathered in South African retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany, points towards the marginal impact transactional leaders have on the performance of their followers' in contrast to the strong, positive effects of transformational leaders (Brand, et al., 2000 ,as cited in Hayward,B.A.,2005 ).



This can be further supported by research conducted (Ristow, etal.1999, as cited in Hayward,B.A.2005) which concluded that there was a positive relationship between certain styles of leadership and organizational effectiveness.

### **2.3 Conceptual frame work**

Motivation, satisfaction, and performance seem clearly related. This provides an overview of the relationship between leadership, motivation, satisfaction and performance. As we can see some relationship behaviors, such as a building relationship or consideration, results in more satisfied followers. More satisfied followers are more likely to remain with the company and engage in activities that help others to work. (i.e., organizational citizenship behaviors). Others leadership behavior, such asserting goals, planning, providing feedback and rewarding good performance., offer directly influence followers to exert higher level of effort toward the accomplishment of group goals. Teams with higher levels level of performance often achieve more rewards, which further increase followers' satisfaction and performance. Thus the leaders' ability to motivate followers is vitally is important to both morale and the performance of the work group. However it is important to understand the leaders' use of good motivational techniques is not the only factor affecting group performance. Selecting the right people for the firm, correctly using power and influence tactics ,being seen as ethical and credible, possessing many of the bright –side and none of the dark-side personality traits, and acquiring the necessary resources and developing followers skills are other leadership factors affecting a group' ability to accomplish its goals motivation, on the other hand, concerns those behaviors directed towards the organization's mission or goals ,or the products and services resulting from those behaviors obtaining good grades. It is important to understand that performance is affected by more than follower's motivation. Factors such as intelligence, skill and the availability of key resources can affect follower's behavior in accomplishing organizational goals independently of that person's level of motivation.

Job satisfaction is not how one works of hard well one works, but rather how one likes a specific kind of or work activity. Job satisfaction deals with one's attitudes or feelings about the job itself payment, promotion, or educational opportunities, supervision, coworkers, workload and others. (Hughes.etal. 2007).

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1 Study area description & Research methods

The research was conducted in Yeka sub city Municipality which is found in North east of Addis Ababa. The town got ratification in 1987, but it was registered in 1992 as municipal town. The size of population of town as registered by CSA (2007) male 391,670 female 376,500 the total population 768,170. But now it is estimated to be more than 1,000,000. It has eleven Weredas. Its organizational structure depicted in the following class. Deputy Mayor of Municipality, Vice Manager, Process owner of land Administration, Process owner of civil service, Process owner of House transfer & development Manager, Legal service, Mayor of Municipality, Planning & budgeting.

##### 3.1.1 Research Design

The three common approaches to conducting research are quantitative, qualitative and mixed approach. Researchers typically select the quantitative approach to respond to research questions requiring numerical data, the qualitative approach for research questions requiring textural data, and the mixed methods approach for research questions requiring both numerical and textural data. The researcher used mixed approach. Because Mixed methods research is an approach to inquiry involving collecting both data provides a more complete understanding of a research problem than either quantitative or qualitative approach alone (Creswell, 2003). Looking at the research problems and the philosophy of the different research approaches together triangulation approach adopted in this study. In this triangulation, both qualitative and quantitative methodologies used to increase the perceived quality of the research. The study used both quantitative and qualitative research approaches (used mixed method) in order to generate the advantage of both approaches like; to address different objectives of the study, which cannot be achieved by a single method and to enable one approach to inform another approach, either in design or in interpretation. It also helps to triangulate the findings of different approaches (either performed concurrently or sequentially) in an effort to provide greater confidence to the study. But it presents challenges of identifying the quantitative results to further explore and the unequal sample sizes for each phase of the study.

The first approach can be used in response to relational questions of variables within the research. It seeks explanations and predictions that will generate to other persons and places. It employs strategies of inquiry such as experimental and surveys, and collect data on predetermined instruments that yield statistical data. The second approach is also described as an unfolding model that occurs in a natural setting that enables the researcher to develop a level of detail from high involvement in the actual experiences. In Mixed methods approach to research, researchers incorporate methods of collecting or analyzing data from both research approaches in a single research study. That is, researchers collect or analyze not only numerical data, which is customary for quantitative research, but also narrative data, which is the norm for qualitative research in order to address the research question(s) defined for a particular research study (Cresewell, 2003).

### ***3.1.2 Target Population***

The research was conducted in Yeka sub city Municipality which is found in North east of Addis Ababa. The town got ratification in 1987, but it was registered in 1992 as municipal town. The size of population of town as registered by CSA (2007) male 391,670 female 376,500 the total population 768,170. But now it is estimated to be more than 1,000,000. It has eleven Weredas. Its organizational structure depicted in the following class. Deputy Mayor of Municipality, Vice Manager, Process owner of land Administration, Process owner of civil service, Process owner of House transfer & development Manager, Legal service, Mayor of Municipality, Planning & budgeting.

### ***3.1.3 Sample size & Techniques***

The populations targeted to the study were employees of Yeka sub city Municipality and its related offices, which enabled to get relevant and convincing information. The total workers of Yeke sub city municipality and its related offices are 222. To collect adequate data 71 employees were taken as respondents and mayor, manager and civil service head interviewed from the municipality. This population will use as the primary data for study. While collecting data technically and economically feasible I used stratified random sampling. Yeka sub city Municipality and its related offices were considered as 7 strata from where researcher was choose a proportion allocation of stratified random sampling method it was employed 71 sample sizes, Municipality and its related offices, No. of population Sample size.

Therefore to achieve the objective of the study the researcher used stratified random sampling. For selecting sample employee the researcher use stratified sampling because in order to get critical information in different grade level and each grade level has different characteristics like variation in the population the parameter for measuring to stratify the group of population by using criterion such as sex, age, education, batch, customer status, etc..

### **3.2 Type and source of data**

The research was used primary and secondary data. The primary data were collected from individual respondents and key informants from municipality. The secondary data were obtained from 2010-2017 reports of the civil service of the municipality. The questionnaire may comprise both closed and open ended questions. Closed ended questions are quicker and easier both for respondents and researcher. Adding open ended questions allows respondents to offer an answer that the researcher didn't include in the questions.

While collecting and using these data for the study, more considerations give to their time period, reliability, and relevance to the purpose of the study.

### **3.3 Data collection tool (method)**

Data was collected using questionnaire and interview. The quantitative data were collected through questionnaire from each respondent Workers' of municipality and its related offices, and qualitative data were collected through interview made for Mayor of Municipality, Manager, and Civil service head of Municipality. The main data collection instrument employed was likert scale that allows respondents to express their opinion on the research questionnaires. Before collecting the data the researcher contacted the mayor of municipality and process owner of each section explained the purpose of the research. At the beginning the researcher informed oral consent and orientation on how to fill the questionnaire. The questionnaires were distributed to the workers of Municipality and to its related office to express their opinion. The question was clearly simplified and structured in a manner without any ambiguity and technical details. To facilitate the data collection process, questionnaires were prepared in English language and later translated in to Amharic, federal official language. Process owner of industrial expansion & development, Process owner of sanitary slaughter service, Process owner of Human resource development, Finance service, Public communication, Gender affair. Therefore the researcher used questionnaire, interview and document source methods of data collection.

From the several methods of data collection for primary data collection particularly in surveys is better for descriptive researches. Because it is more important by using of (i) observation method, (ii) interview method, (iii) through questionnaires, and (iv) other methods which include. Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else

### *3.3.1 Questionnaire*

Questionnaire as a tool for data collection has its own advantages and limitations. The advantages found from the literature includes that the data collected through the use of questionnaire are time efficient, reliable because of anonymous, honest, economical (in terms of time and money), quick (even possibly mailed), consistent (little scope for bias), offers the possibility of standardizing and comparing scales, and enables the anonymity of the data sources to be preserved. Nevertheless, the major limitations are nonflexible (no longer possible to backtrack once the administration phase is under way), lack of qualitative depth, low response rate, inability to offset a lack of sufficient data or an error in the scale used (Manion, 2000). The researcher can select several types of questionnaire, from highly structured (closed ended) to unstructured (open ended). Structured questionnaire is appropriate to gather straightforward and uncomplicated information. The researcher also may not have a full range of responses to prepare closed ended questionnaire. In addition, the respondents have no chances to express their own views, and to qualify, develop or clarify their own answers. On the other hand, unstructured questionnaire gives a greater insight and understanding of the topic being studied. To mitigate the limitations of both types of questionnaire, semi-structured questionnaire is a powerful tool. Researchers tend to use a combination of both open and closed questions (Dawson, 2002).

### *3.3.2 Interview methods:*

An interview is a purposeful discussion and/or conversation with two or more people, and helps the researcher to gather valid and reliable data that are relevant to achieve research questions and objectives. The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews. This sort of interview may be in the form of direct personal investigation or it may be indirect oral investigation. The method of collecting information through personal interviews is usually carried out in a structured way. As such we

call the interviews as structured interviews. Such interviews involve the use of a set of predetermined questions and of highly standardized techniques of recording (Kotheri, 2004).

### *3.3.3 Document source*

The use of documentary analysis has its own strengths and limitations. The strengths are enables the researcher to obtain the language and words of participants, can be accessed to the researcher at a time conveniently, represents data which are thoughtful and economical. Whereas, the limitations include incompleteness, lack of accuracy, requires transcribing or optically scanning for computer entry, not all people are equally articulate and perceptive, and may be protected from private access (Cresewell, 2003)).

This study use multiple sources of data including document review, interview and questionnaire that helps to cross validate the data.

### **3.4 Sampling Techniques**

Census type of inquiry involves a great deal of time, money and energy. Therefore, when the field of inquiry is large, this method becomes difficult to adopt because of the resources involved. At times, this method is practically beyond the reach of ordinary researchers. Further, many a time it is not possible to examine every item in the population, and sometimes it is possible to obtain sufficiently accurate results by studying only a part of total population. The respondents selected should be as representative of the total population as possible in order to produce a miniature cross-section. The selected respondents constitute what is technically called a ‘sample’ and the selection process is called ‘sampling technique’ (Kotheri, 2004)

Probability sampling refers to the sampling method in which all the members of the population have a pre-specified and an equal chance to be a part of the sample. This technique is based on the randomization principle, where in the procedure is so designed, which guarantees that each and every individual of the population has an equal selection opportunity. This helps to reduce the possibility of bias (Kotheri, 2004).

### **3.5 Data analysis methods**

The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. The collected quantitative data gathered from respondents entered in to SPSS were sorted and edited and then entered into Statistical Package

for Social Science (SPSS) software to develop and guide the extraction of data from the questionnaires. These data were analyzed by using descriptive statistics such as, frequency and percentage and the highest percentage is taken as a fact for interpretation. For the descriptive analysis tabulation and percentage were used to present and describe relevant variables was used to test the relationship between leadership practices used and workers performance .Conclusion was made from findings of sample of respondent of the study to describe and test the relationship between leadership practice and workers performance. Qualitative data analyses were used through narration for supporting the descriptive results from quantitative data. Finally the results of the analysis were displayed by using tables.

The psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements. Likert scales are a non-comparative scaling technique and are un-dimensional (only measure a single trait) in nature. Respondents are asked to indicate their level of agreement with a given statement by way of an ordinal scale. Most commonly a 5-point scale ranging from "Strongly Disagree", "Agree", "No comment", "Disagree", "Strongly Agree" used. Each level on the scale is assigned a numeric value or coding, usually starting at 1 and incremented by one for each level (Likert, 1932) Therefore the researcher used a 5-point likert scale "Strongly Disagree", "Agree", "No comment", "Disagree", and "Strongly Agree". Descriptive statistics were employing to analyze data and to conduct documentary analysis. It conducted based on Percentages, median, average, tables, and figures to understand the data. It may also be used to examine the result in table format, to obtain additional insight regarding the messages within the list and to help clearly and efficiently communicate the message to the audience. Data visualization uses information displays such as tables to help communicate key messages contained. Tables are helpful to a user who might lookup specific numbers, and it may help explain the quantitative messages contained in the data.

## CHAPTER FOUR

### 4. RESULT AND DISCUSSION

The primary focus of this study is to present findings of the leadership practice on improving workers' performance in Yeka sub city municipality. The data were collected from 71 respondents of Yeka sub city municipality and its related office workers. Interview was made with 3 key informants of the municipality. The data should be interpreted by using percentage from the tables. Finally the interpreted data should be supported by qualitative data derived from key informants.

#### 4.1 Demographic characteristics of respondents

Characteristics of respondents in terms of gender, age, and marital status, level of education and years of service.

Table 1: Personal characteristics of the respondents',

Characteristics	Categories	Frequency	Percentage
Sex of Respondents	Male	47	66.2%
	Female	24	33.8%
Age of respondents	25-30	24	33.8%
	31-40	19	26.8%
	41-50	18	25.4%
	51-60	10	14.4%
Marital status of respondents	Unmarried	15	21.1%
	Married	55	77.5%
	Widowed	1	1.4%
Educational level of respondents	10 <sup>th</sup> grade complete	4	5.6%
	12 <sup>th</sup> grade complete	14	19.7%
	Certificate awarded	1	1.4%
	Diploma awarded	22	32%
	1 <sup>st</sup> Degree awarded	19	26.8%
	MA/MSC Degree awarded	10	14.5%



Service years of respondents	Less than 1 year	3	4.2%
	1-3 years	12	16.9%
	4-5 years	18	25.4%
	More-than 5 years	38	53.5%
Total Respondents		71	100%

\* Source: Computed from field survey,

#### *4.1.1 Sex of respondents*

The age of respondents is; 47(66.2%) are male, 24 (33.8%) are females, the total is 71 (100%). This indicated most of the workers are males. That means there is no gender equality in the work are. Almost the male workers are more than double from female workers.

As indicated in the next table 1, out of 71 respondents 66.2% were male. The remaining 33.8% of respondents were female.

#### *4.1.2 Age of respondents*

Regarding the age of the respondents, the largest group was between 25-30 year's group frequencies are 24 (33.8%). The second largest group were between 31-40 year's group frequency are 19 (26.8%). The third was between 41-50 year's group frequency are 18 (25.4%) age group and a very small proportion were between the age group of 51-60 year's group frequency are 10 (14.1%). See table 1,

#### *4.1.3 Marital status*

Out of 71 respondents 15 workers (21.1%) were unmarried, 55 workers (77.5%) were married and 1 worker (1.4%) is widowed. The data indicates that most of the workers are married. See table 1,

#### *4.1.4 Educational level of respondents*

With regard to education level of respondents, 22 (32%) are diploma holders, 19 (26.9) are Bachelor degree holders, 14 (19.7%) 12-Grade complete, 4 (5.6%) 10<sup>th</sup> grade complete, 1 (1.4%) Certificate award 10 (14.5%) masters holders respectively. This indicates that most of the workers are above diploma level.

#### *4.1.5 Service year of the respondents*

Most of the workers 38 (53.5%) had been working for above 5 years, 18 (25.4%) had been working for 4-5 years and the remaining had been working for 1-3 (16.9%) and less than 1-year (4.2%). From data it can be observed that majority of the respondents have many work experience.

## **4.2 Leadership practice and workers' performance**

Descriptive analysis was used to analyze the leadership-practiced use by the organization under study s used to test the relation between leadership practice used and employee's performance.

### *4.2.1 Organizational plan*

The opinions of the respondents were asked about existence of organization plan of the municipality as one of leadership practice. As displayed in table two, 26 respondents (36.6%) agree that the organization has clear organizational plan, 27 respondents (38%) strongly agree that the organization has clear organizational plan and 6 respondents (8.5%) disagree, 2 respondents (2.8%) strongly disagree and 10 respondents (14.1%) of them are not sure of it. From this result, it can be said that there is clear organizational plan in Yeka sub city municipality and its related offices as indicator of leadership practice and role. The idea from interview also confirms this result. The researchers observed that the municipality has weekly, monthly, quarterly and annual plan, which is broken down into department of the organization, which measures workers performance since they accomplish their duty accordingly. From this the researcher infers that there is no clear organizational plan to implement for all departments.

### *4.2.2 Understanding of workers on organizational plan*

In table 2, if there is a clear image on organizational plan or not: 11 respondents (15.5%) of the respondents said strongly agree, 22 respondents (31%) of the respondents said agree, 11 respondents (15.5%) of the respondents said neither agree nor disagree, 13 respondents (18.3%) of the respondents said disagree and 14 respondents (19.7%) of the respondents said strongly disagree. Most of the respondents confirmed that there is a clear image on organizational plan. With regard to respondents have clear understanding on organizational plan, 46.5% of the respondents said agree and 38% of workers disagree. It cannot be said that half workers did not have any understanding on organizational plan. Unless all workers do not have equal understanding on organizational plan the workers performance do not increase. Interview was conducted with key informants they said that from idea generation to plan implementation all

workers were involved but, it was not sufficient it needs high effort to bring all workers to have equal understanding. This can be attributed to the fact that majority of the workers are initiated to perform their daily activities based on clear plan. However, much effort is expected from the organization to embrace majority of the workers.

#### *4.2.3 Reporting system*

Designing reporting system is one of the leadership practices to evaluate the performance. Based on this concept the respondent requested to rate that the section of the municipality reported to the manager and found out that 20 respondents (28.2%) strongly agree and 29 respondents (40.8%) agree that heads of the section in the organization reporting to manager and 16 respondents (22.6%) express their view as no report and 6 respondents (8.5%) are neither of both. From the result majority of respondents confirm that all section heads report to the manager and hence there is formal communication between leader and subordinate as leadership practice. The key informants agree that there is a good relation in reporting between section head and employees. See table 2,

#### *4.2.4 Relation between section head and employees*

The views of the respondents were asked to see if there is a good relation between section head and employees or not. As indicated in table 2 below, 10 (14.1%) of respondents said strongly agree, 27 (38%) said agree, 10 (14.1%) said neither agree nor disagree, 17 (23.9%) said disagree and 7 (9.9%) said strongly disagree. From the result, it can be said that nearly more than half of respondents positively responded which indicate that there is healthy relationship between the section head of the organization and the subordinate. The key informants said that section head and subordinate communicate with the activities performed through a report. When there was conflict raised it was democratically solved through discussion. It was computed to see if there is statically significant level of differences among respondents to identify whether there demographic data in attitude on the above variable. The data as shows that there is not statically significant difference in opinion among workers of different data on relationship between section head and subordinates. Hence, the descriptive data shows that there is good relationship between section head and subordinates irrespective of sex, level of education and age.

#### 4.2.5 Leaders interference in the work activity

Respondents expressed their views on interference of the leaders in the performing activities and as shown in the table 2 below, 9 (12.7%) respondents said strongly agree, 27 (38%) respondents said agree, 18 (25%) respondents said neither agree nor-disagree, 9 (12.7%) said disagree and 8 (11.3%) strongly disagree. According to the result, the researcher confirms that heads of organizations run their activities without interference.

Table 2: Leadership practice & workers' performance,

Leaders practice	Strongly Agree	Agree	No Comment	Disagree	Strongly Dis-agree	Total
There is Clear Organizational plan	27	26	10	6	2	71
	38%	36.6%	14.1%	8.5%	2.8%	100%
Workers understanding on organizational plan	11	22	11	13	14	71
	15.5%	31%	15.5%	18.3%	19.7%	100%
All section heads report to the manager	20	29	6	10	6	71
	28.2%	40.8%	8.5%	14.1%	8.5%	100%
Good relation b/n section head & subordinate	10	27	10	17	7	71
	14.1%	38%	14.1%	23.9%	9.9%	100%
Section head works without any interference	9	27	18	9	8	71
	12.7%	38%	25.4%	12.7%	11.3%	100%

\* Source: Computed from field survey,

#### 4.3 The effectiveness of managers in the organization

In table 3, if the Manager of the organization lead the work activity effectively 9 (12.7%) respondents said strongly agree, 24 (33.8%) respondents said agree, 20 (28.2%) respondents said neither agree nor-disagree, 11 (15.5%) respondents said disagree and 7 (9.9%) respondents said strongly disagree.

According to Yeka sub city municipality 3rd quarter 2017 annual report reported to the Addis Ababa regional state public Administration office among 1022 complaint cases applied to the Municipality 89.1% is on Leadership and workers service delivery related activities performed

by them. This indicates that other things being constant there is a lack of good leadership practice that motivates the workers to increase their working performance on different managerial levels in serving community. Due to this the workers activity leads to the low performance from time to time which has negative impact on organizational performance. From the question it can be seen that majority of respondents did not confirm the effectiveness managers leading the organization. Workers of municipality irrespective of sex, age and educational level confirmed the idea that managers are not effective in leading the organization. Therefore, the leaders should work effectively to improve workers performance.

#### *4.3.1 Managers delegate duties to sub ordinate*

In the table 3 below, if the Manager of the organization delegate duties to sub ordinate or not: 15 (21.1%) of respondents said strongly agree, 26 (36.6%) of respondents said agree, 15 (21.1%) of respondents said neither agree nor disagree, 4 (5.6%) respondents said disagree and 11 (15.5%) respondents said strongly disagree. By delegating less important duties and functions to subordinates, manager frees additional time for more important responsibilities. Even when a manager could do the delegated tasks better than subordinates, it is a more efficient use of manger's time to concentrate on those functions that will have the great influence on the performance of the manager's organizational unit. It was attempted to see whether the managers delegate authority to their subordinates or not. A reasonable numbers of the respondents agreed that manager's delegate works to their subordinates. To the understanding of the researcher, this numbers is not easy. In table 2 above, whether leader lead the work activity effectively the data indicated that there is low stage. In table 3 highest numbers of respondents agree that managers delegate duties to subordinate. Since the mangers' did not perform the work activity effectively it cannot say that the managers delegate duties to subordinate. So much effort is needed to increase manager's confidence to delegate authority to their sub-ordinates to enhance employees' performance in serving the community.

#### *4.3.2 Mangers feed back to the subordinate*

From the table 3 below, if the Manage give feed back to the subordinate in the organization 5(7%) respondents said strongly agree 23 (32.4%) respondents said agree, 24 (33.8%) respondents said neither agree nor disagree, 9 (12.7%) respondents said disagree and 10 (14.1%) of respondents said strongly disagrees. It has been mentioned that the sub-ordinates give report to the managers. But, when it comes to the points of giving feedback from the managers to the

sub ordinates, satisfactory work has not been done. Because, only 39% of the respondents agreed that the managers give feed back to their subordinates. This figure shows too low feedback between managers and subordinates.

#### *4.3.3 Managers support the subordinate*

In the table 3 below, the respondents were asked if the Manager support the sub-ordinate effectively or not: 3 (4.2%) respondents said strongly agree, 17 (23.9%) respondents agree, 20 (28.2%) respondents said neither agree nor disagree, 14 (19.7%) respondents said disagree and 17 (23.9%) of respondents said strongly disagree. Manager's in supporting the staff to their maximum capacity and ability and understanding attitude of the workers in Yeka sub city municipality is not significantly functioning. If we see table 3, almost equal numbers of the respondents agree and disagree to the respondents view on managers' support of the staff and understand their attitude in order to increase workers performance, Manager should provide psychological support to subordinate who is discouraged or frustrated, and encourage the person to keep going. For newly delegated tasks, it may be necessary to provide more advice and coaching about the procedure for doing some aspect of the work. When a subordinate ask for help with problems, he or she should be asked to recommend a solution. The data shows us that there is not strong support from managers to the worker. Therefore, much attention has to see given in supporting the subordinate in increasing their performance to achieve organizational goal.

#### *4.3.4 Managers understand the attitude of workers*

In table 3 below, respondents were asked if the Manager understand the attitude of workers or not: 9 (12.7%) respondents said strongly agree, 20 (28.2%) respondents said agree, 11 (15.5%) respondents said neither agree nor disagree, 10 (14.1%) respondents said disagree and 21 (29.6%) of respondents said strongly disagree. Manager's leadership in supporting the staff to their maximum capacity and ability and understanding attitude of the workers in Yeka sub city municipality is not significantly functioning. If we see table 3, almost equal numbers of the respondents agree and disagree to the questions managers' support the staff and understand their attitude. Manager should provide psychological support to subordinate who is discouraged or frustrated, and encourage the person to keep going. For newly delegated tasks, it may be necessary to provide more advice and coaching about the procedure for doing some aspect of the work. When a subordinate ask for help with problems, he or she should be asked to recommend a

solution. Therefore, much attention has to be given in supporting workers in order to maximize their performance.

#### *4.3.5 Workers communication with their boss*

In table 3 below, if Workers communicate their boss without any fear or not: 9 (12.7%) respondents said strongly agree, 15 (21.1%) of respondents said agree, 14 (19.7%) of respondents said neither agree nor dis-agree, 14 (19.7%) of respondents said disagree and 19 (26.8%) of respondents said strongly disagree. About 46% of respondents confirmed the absence of communication between workers and their boss. With regard to workers communication with their boss and improvement of workers from day to day, 33.8% of the respondents said agree, where as 46.5% and 52.1% of the respondents did not agree. Previously, it was stated that workers communicate with their boss in report, but here the term communication involves mostly face to face dialogue on some issues with their bosses are also not increasing from time to time. 52.1% of the respondents said that workers performance is not suggested that effective communication is a pre-requisite for the attainment of organizational goal and it has remained one of the biggest problems facing modern management. The researchers finding in Yeka sub city municipality workers performances are also not increasing from time to time. This can be due to the fact that absence or low communication between subordinates and managers, and little feedback given from the managers to sub-ordinates as stated in the table 3.

Table 3: Assessment of leadership practice Vs workers performance in the organization,

<b>Leaders practice</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>No Comment</b>	<b>Disagree</b>	<b>Strongly Dis-agree</b>	<b>Total</b>
Managers leading the work activity effectively,	9	24	20	11	7	71
	12.7%	33.8%	28.2%	15.5%	9.9%	100%
Managers delegate duties to subordinates,	15	26	15	4	11	71
	21.1%	36.6%	21.1%	5.6%	15.5%	100%
Managers give feed-back to the subordinates,	5	23	24	9	10	71
	7%	32.4%	33.5%	12.7%	14.1%	100%
Managers Support subordinates effectively,	3	17	20	14	17	71
	4.2%	23.9%	28.2%	19.7%	23.9%	100%
Managers understand the attitude of workers,	9	20	11	10	21	71
	12.7%	28.2%	15.5%	14.1%	29.6%	100%
Workers communicate their boss without fear,	9	15	14	14	19	71
	12.7%	21.1%	19.7%	19.7%	26.8%	100%
Workers Performance increase from day to day	3	21	10	22	15	71
	4.2%	29.6%	14.1%	31%	21.1%	100%
There is suitable working condition	6	18	12	17	18	71
	8.5%	25.4%	16.9%	23.9%	25.4%	100%
Workers are motivated for their effort	2	12	15	14	28	71
	2.8%	16.9%	21.1%	19.7%	39.4%	100%
Workers are promoted in response to their effort	6	10	13	19	23	71
	8.5%	14.1%	18.3%	26.8%	32.4%	100%
Organization provides training for workers	5	15	8	22	21	71
	7%	21.1%	11.3%	31%	29.6%	100%
Employees empowered to decide on work activity	7	19	18	11	16	71
	9.9%	26.8%	25.4%	15.5%	22.5%	100%
Workers actively participate decision make	5	18	17	15	16	71
	7%	25.4%	23.9%	21.1%	22.5%	100%

\* Source: Computed from field survey,



#### **4.4 Workers performance**

For the table 3 above, if workers performance increase from day to day activity or not 4.2% of the respondents said strongly agree 29.6% of the respondents said agree, 14.1% of the respondents said neither agree nor disagree, 31% of the respondents said disagree and 21.1% of the respondents said strongly disagree. From the data we can observe that workers performance is not increasing from time to time. Most of the respondents said that workers performance is not increasing. This can be due to the fact that absence or low communication between subordinates and managers, and little feedback given from the managers to sub-ordinates as stated in table 17. Although the data in table 8 above shows us that there is a good relation between section head and subordinates, here we observe that low communication between section heads and subordinates. This shows us that there is a gap between managers and subordinates, which directly or indirectly affects workers day today performance. An interview was conducted with key informants about the workers performance they said that each workers discuss at its section always to evaluate the working activity. This may bring some improvement on workers performance. But, it is not enough, it needs more effort for more improvement.

##### *4.4.1 Organization working condition*

In table 3 above, the respondents were asked if there is suitable working condition in the organization or not and 8.5% respondents said strongly agree, 25.4% respondents said agree 16.9% of respondents said neither agree nor disagree, 23.9% respondents said disagree and 25.4% of respondents said strongly disagree. Majority of respondents 49.35 said that the working condition is not suitable.

#### **4.5 Workers motivation**

For the table 3 above, if workers are motivate for their effort or not 2.8% respondents said strong agree, 16.9% said respondents said agree, 21.1% respondents said neither agree nor disagree, 19.7% respondents said disagree and 39.4% said strongly disagree. According to the data indicates that management of the Yeka sub city municipality did not used satisfactorily motivating activities to motivate workers to increase workers performance. The key informants asked if they motivated the workers they said that we plan to give some motivations such as promotion and compensation for next year. The data shows that the value indicates that workers of municipality are confirmed that they are not motivated for their effort irrespective of their sex, age and educational level.

#### *4.5.1 Workers promotion*

In table 3 above, workers are promoted in response to their effort and contribution 8.5% respondents said strongly agree 14.1% said agree, 18.3% said neither agree nor disagree, 26.8% respondents said disagree and 32.4% of respondents said strongly disagree. According to the above data most workers are not promoted to their effort. Promotion is one of the motivational factor which increases workers performance. In order to increase workers performance workers promotion should be given based on the out-put of the workers. Otherwise workers ability to produce production or giving service will decrease which leads to the failure of the organization. As the results of the data shows in Yeka sub city municipality there is no workers promotion which is negatively affects workers performance.

An interview questionnaire was forwarded about promotion of the workers to the key informants, they said that they did not started to promote workers; In new civil service reform there must be some precondition will be waited to be fulfilled. This year necessary workers performance evaluation completed, though it will be implement starting from the next year.

#### *4.5.2 Workers training*

In table 3 above, if the Organization provide training to improve workers performance or not, 7% of the respondents said strongly agree, 21.1% respondents said agree, 11.3% respondents said neither agree nor disagree, 31% respondents said disagree and 29.6% of respondents said strongly disagree. From the table 20 and 21, we can see that almost equal number of respondents revealed that there is no workers promotion for their effort and the organization did not provide training for the workers in order to improve their performance. This value shows that workers of the municipality indifferently are not promoted in response to their effort, and the organization is not providing training to improve workers performance. Henchman (1967) for wards; If moral is high, employees are satisfied and happy about their job, pay and other aspects of employment situation are consequently producing efficiently and effectively. On the other hand if they believe morale is low they assume that employees are dissatisfied with things in general and that quantity of production decreases. The training could be given in short term or long-term. According to Okumbe (1998) training given for workers is an investment in human resource increases employees' productivity. Acquisition of skills and knowledge helps employees to increase both quantity and quality of output in their work.

An interview questionnaire was forwarded about training of the workers to the key informants. They said that short term training was given on capacity building for all workers and long term training was given to little workers by civil service office to increase workers performance. This training brought some improvement on workers performance. But, this training was not enough. Majority of the respondents did not agree on key informants on organization provided training. In fact, from personal observation of the researcher, a few numbers of the workers could get the chance of joining higher training. Short term training program is especially essential for the workers of lower strata. This situation should be fulfilled otherwise it negatively affect workers performance.

#### **4.6 The empowerment of worker's**

In table 3 above, if employees empowered to decide on work activity 9.9% respondents said strongly agree 26.8% respondents said agree, 25.4% respondents said neither agree nor disagree 15.5% said disagree and 22.5% of respondents said strongly disagree.

As the data indicates that majority of the workers agree that all workers did not empowered in decision making. Un- empowered workers in decision making decrease workers moral which leads to low workers' performance.

##### *4.6.1 Workers participation in decision making*

In table 3 above, if workers actively participate in decision making 7% respondents said strongly agree, 25.4% respondents said agree, 23.9% neither agree nor disagree, 21.1% said disagree and 22.5% of respondents said strongly disagree. Hence it can be seen that workers are not fully empowered to make decision on work. With regard to employee's empowerment and participation in decision making in Yeka sub city municipality, little works have been done. In table 22 and 23, 36.6% and 32.4% of the respondents responded that the workers obtained empowerment and get the opportunity in decision making, where as 40.9% and 43.6% did not agree to the opinion. Key informants asked if they participate the workers in decision making they said that workers are participating in decision making during discussion on organizational plan and the work delegated for them. It supports the response of respondents irrespective of their demographic back ground in sex, education and age. Block(1987) on the benefit of empowerment, he identified a number of psychological benefit consequences such as stronger task commitment, greater initiative in carrying out responsibilities, greater persistence in the face

of obstacles, and temporary setbacks, more innovation and learning, and stronger optimism about the eventual success of work, high job satisfaction, stronger organization commitment and less turn over. This shows us that there are some jobs that have been done with this regard, but much is left to workers empowerment and involves them in decision making.

## CHAPTER FIVE

### 5. Summary, Conclusions and Recommendations

#### 5.1 Summary of the Finding

This study was examined and analyzes leadership practices used and leader's role on improvement of workers' performance in Yeka sub-city municipality. The researcher used the sample size of 71 respondents and used interview question with 3 key informants. The researcher collected primary data from individual respondents and secondary data from report of the organization. The raw data were presented and discussed using descriptive statistics, and frequency to test leadership role and workers performance. The data will be interpreted by using percentage from the tables. Finally the interpreted data will be supported by qualitative data derived from key informants.

- Characteristics of respondents in terms of gender, age, and marital status, level of education and years of service: Out of 71 respondents 66.2% were male. The remaining 33.8% of respondents were female. Most of the respondents are in the middle age group. The data indicates that most of the workers are married. From the respondent most of them are educated in the middle level. From data it can be observed that majority of the respondents have many work experience.
- Descriptive analysis was used to analyze the leadership-practiced use by the organization under study used to test the relation between leadership practice used and employee's performance. The researchers observed that the municipality has weekly, monthly, quarterly and annual plan, which is broken down into department of the organization, which measures workers performance since they accomplish their duty accordingly. The majority of the workers are initiated to perform their daily activities based on clear plan. However, much effort is expected from the organization to embrace majority of the workers. From the result majority of respondents confirm that all section heads report to the manager and hence there is formal communication between leader and subordinate as leadership practice. The key informants agree that there is a good relation in reporting between section head and employees. The descriptive data shows that there is good relationship between section head and subordinates irrespective of sex, level of education

and age. According to the result, the researcher confirms that heads of organization runs their activities without interference.

- The effectiveness of the managers in the organization: From the question it can be seen that majority of respondents did not confirm the effectiveness managers leading the organization. Workers of municipality irrespective of sex, age and educational level confirmed the idea that managers are not effective in leading the organization. A reasonable numbers of the respondents agreed that manager's delegate works to their subordinates. To the understanding of the researcher, this numbers is not easy. Whether leader lead the work activity effectively the data indicated that there is low stage. The highest numbers of respondents agree that managers delegate duties to subordinate. From the respondent idea the sub-ordinates give report to the managers. But, when it comes to the points of giving feedback from the managers to the sub ordinates, satisfactory work has not been done. When a subordinate ask for help with problems, he or she should be asked to recommend a solution. The data shows us that there is not strong support from managers to the worker. The researchers finding the workers performances are also not increasing from time to time. This can be due to the fact that absence or low communication between subordinates and managers.
- The workers performance: The research shows us that there is a gap between managers and subordinates, which directly or indirectly affects workers day today performance. About organization working condition, majority of respondents 49.35 said that the working condition is not suitable.
- Workers motivation: According to the data indicates that managements did not used satisfactorily motivating activities to motivate workers to increase workers performance. As the result of the data shows that, there is no workers' promotion which is negatively affects workers performance.
- An interview questionnaire was forwarded about training of the workers to the key informants. They said that short term training was given on capacity building for all workers and long term training was given to little workers by civil service office to increase workers performance. This training brought some improvement on workers performance.

- As the data indicates that majority of the workers agree that all workers did not empowered in decision making. Un-empowered workers in decision making decrease workers moral which leads to low workers performance. Hence it can be seen that workers are not fully empowered to make decision on work. With regard to employee's empowerment and participation in decision making in Yeka sub city municipality, little works have been done.

According to the analyzed data there were good relation between section heads but, low relation between top managers and subordinates not getting promotion, motivation, support and feedback which is the cause for decreasing workers' performance. From the data presented and interpreted, critical analysis, the researcher forwarded conclusions as follows.

## 5.2 Conclusion

From its start the main objective of the study was to assess effect of leadership on workers' performance at Yeka sub-city municipality. The study found out that the municipality has clear organizational plan. As far as the relationship between the section head and subordinates are concerned, there is a good relationship especially in sending and receiving report from the bottom to the top level. However, face to face communication is not free from fear. Sending report from subordinate and giving feedback from managers to subordinate is not strong enough so as to facilitate two way communications. There is also a good start that the managers delegate sub-ordinate on some specific jobs is practicing leadership. Although this practice is not fully accomplished, its beginning is encouraging. It is believed that managers are expected to support the staff so as to make them utilize their capacity in their daily activities. But, the data shows that managers are not devoting themselves to support the staff in developing their capacity. This trend has to be improved. The degree of workers performance is based on the effectiveness of the activities of leadership. As it was observed from the data the leaders did not performed their activity effectively. This leader's activity affects workers performance negatively. Delegating important duties and functions to subordinates, managers get free additional time for more important responsibilities. Even when a manager could do the delegated tasks better than subordinates, it is a more efficient use of manger's time to concentrate on those functions that will have the great influence on the performance of the workers. Management of the municipality did not delegate duties to subordinate to increase confidence and increase workers performance. With regard to the suitability of working conditions, no one can oppose it as far as it is the basis for the workers to improve production. But, workers of the municipality are lacking these conditions. For Example, Suitable working room, sitting arrangement of workers according to the work structure are not fulfilled, which negatively affect workers' performance. Workers promotion is one of the motivational factor which increases workers performance. In Yeka sub-city municipality it was not practiced promotion of workers in increasing workers performance. Lack of workers promotion in organization decreases workers out-put which leads to decrease organizational performance. When employees' empowerment and participation in decision making is observed, it is still at its infant stage. This means that majority of the decisions are given by superior authorities. It is the researcher's fear that this condition might be taken as one factor that weakened workers motivation.



Finally, the data clearly identify that there is not satisfactory communication between managers and subordinates. Managers didn't provide on job training, lack of communication specially absence of giving feed-back to subordinates and fear of subordinates to easily communication verbally with their managers are some of key points that weakened communication between managers and subordinates.

### 5.3 Recommendation

Based on the above findings the researcher forward the following recommendations:

The municipality should have clear organizational plan. Majority of the workers have no detail knowledge about the organization plan. Unless if there is not understanding the objectives of organization plan, it will create the problem of performing the activity effectively. This is also one of the causes that decrease workers performance. Therefore,

- The Managements of the organization should help the employees to understand what the mission of organization requires, the manner in which this work should be accomplished, and to what extent it has been achieved. The management of the organization direct workers wills abilities and efforts towards the accomplishment of common goals by evaluating their strength and weaknesses and finally giving feedback.
- The Management should creating necessary work environment by guiding will, support and rewards his subordinates to increase their capacity and ability for effective performance.
- Working condition is one of the dominant factors for workers performance. Unless the working condition is suitable the workers moral on work will decrease. This leads to low workers performance. Therefore the Management of the organization should prepare rooms and sitting arrangement of the related workers in each section according to the structure of the organization.
- Participation of workers in decision making is one of the motivating which increases the workers performance. It also helps the workers to get adequate information to the base of their decision making and helps having full information about the organization. So the Management should help the employee to participate in decision making on the case of organizational activities.
- Psychological empowerment increase self-confidence and help to accelerate the working activity. These intrinsic motivations and self-efficacy of people are influenced by leadership behavior, job characteristics, organization structure, and their own needs and values. Therefore managers should delegate duties to subordinate to develop self-confidence.

- Motivation is the combination of person's and energy directed at achieving a goal. It is a cause of action. Motivation Can be intrinsic-satisfaction, feelings of achievement; or extrinsic-rewards, punishment or goal obtainment. So in order to increase workers performance there must be workers motivation. Motivation is a process that starts with a physiological deficiency or need that activities behavior or a drive that is aimed at a goal or incentive. So the organization should motivate the workers by giving recognitions, promotion and reward based on the organization capacity to increase their performance.
- For improvement of workers performance on-job training and off-job training is necessary. It is one way of workers motivation which helps to increase workers performance. Unless sufficient training has given to the workers the output do not increase. Therefore it is necessary to give short training for all workers according to the work discipline and off job training based on educational level and workers performance.
- Effective communication is a basic prerequisite for the attainment of organizational goals. Communication in organization is crucial for the management tasks like organizing, staffing, leading and controlling. An efficient and effective communication establishes the relationship between superior and subordinate. Therefore the management of municipality should initiate the subordinate to express their opinion verbal without any fear.

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## APPENDIX-I

### QUESTIONNAIRE

ST. MERY'S UNIVERSITY MASTERS OF BUSINESS ADMINISTRATION FOR THE  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS DEGREE IN  
MBA-GENERAL

**To be filled by respondents'**

This questionnaire is designed to collect information about the Assessment Leadership practice on employees' performance in Yeka Sub City Municipality. The information shall be used as a primary data for academic purpose only in which the researcher was conducting as a partial requirement of his study at St. Mery's University for completing MBA under the college of Business and Economics.

Therefore, your genuine, honest, and prompt response is a valuable input for the quality and Successful completion of the project. On the other hand the researcher confirms the confidentiality of information from the respondent will be kept well.

#### **General Instructions**

1. There is no need of writing your name
2. In all cases where answer options are available please tick in the appropriate number or bracket.

Thank you!!

#### **I. Demographic profile**

1. Sex: Male ( ) Female ( )
2. Age group: 15– 30 ( ) 31 – 40 ( ) 41 – 49 ( ) 50-60 ( )
3. Marital status  
Never Married ( ) Married ( ) 3, Separated ( ) Divorced ( ) Widowed ( )
4. Level of Education ( )  
Read and write only ( ) 1-8 ( ) 9-12 ( ) certificate ( ) Diploma ( )  
Bachelor ( ) M asters and above ( )
5. How long experience you have with current organization?  
1. Less than 1 year ( ) 2, 1- 3 years ( ) 3, 4-5 years ( ) 4, above 5 years ( )

No.	Question	1) Agree	2) Strongly Agree	3)Dis-Agree	4)Strongly Dis-Agree	5) No comment
1	Clear organization plan in the organization.					
2	All section heads report to the manager					
3	There is a good relationship between section Head and subordinate					
4	Heads of section run their activity without any intervention					
5	The Manager of the organization leading the working activity effectively					
6	Managers delegate duties to sub ordinate					
7	Managers give feed back to the subordinate					
8	Managers give promotion to the workers without discrimination					
9	There is criteria for workers' promotion					
10	Managers supporting the sub ordinate effectively					
11	Managers leads the staff to work in their maximum capacity and ability					

No.	Question	1) Agree	2) Strongly Agree	3)Dis-Disagree	4)Strongly Dis-Disagree	5)No comment
12	Managers understand the attitude of the workers					
13	There is suitable working condition					
14	Workers satisfy with present salary					
15	Employees empowered to decide on work activity					
16	Workers actively participate in decision making					
17	Workers motivate for their effort					
18	Workers promoted in response to their efforts and contribution					
19	Organization provide training to improve workers' performance					
20	Training increases workers' performance					
21	Workers communicate their boss without any fear					
22	Workers performance increase from day to day activity					
23	There is a clear image on organizational plan					
24	There are available resources to increase workers' performance					

APPENDIX-II

INTERVIEW

**V. Questionnaires interview for key informants:**

1. How do subordinate communicate with their boss?

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2. How do you see the leadership role and employee performance?

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3. Do the workers participating in decision making? At what extent?

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4. How do you evaluate the working condition for increasing workers performance?

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5. What are the mechanisms you use to evaluate workers performance?

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6. What kind of motivation provided to increase workers' performance?

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7. Do you think this motivation increase workers' performance?

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8. What are the basic criteria for workers' promotion?

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