



**ST.MARY'S UNIVERSITY
SCHOOL OF GRAGUATE STUDIES**

**AN ASSESSMENT OF THE PRACTICES OF ORGANIZATIONAL LEADERSHIP: THE
CASE OF LUCY INSURANCE SHARE COMPANY**

**BY
SHIMELIS MENGISTU**

**JULY, 2021
ADDIS ABABA, ETHIOPIA**

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ID NO: SGS 0026/2012A

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**A THESIS SUBMISSION TO ST.MARY'S UNIVERSITY OF GRADUATE STUDIES IN
PARITIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF
MASTER BUSINESS ADMINISTRATION (MBA)**

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, Shimelis Mengistu, declare that this thesis is my original work, prepared under the guidance of the requirement for Master's in Business Administration on the topic-An assessment of the Practices of organization Leadership: the case of Lucy Insurance Share Company. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any higher learning institution for the purpose of earning any degree. I have carried out the paper independently with the close advice and guidance of the research advisor, Dr. Aderaw Gashayie (PhD).

Shimelis Mengistu Lemma

St. Mary University, Addis Ababa

July, 2021

ENDORSEMENT

This thesis carried out by Shimelis Mengistu on topic entitled-An assessment of practices of Organizational Leadership: The case of Lucy Insurance SC has been submitted to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

Dr. Aderaw Gashayie (PhD).

Advisor

St. Mary's university, Addis Ababa

Signature

July, 2021

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LISTY OF ACRONYMS

CCL:	Center for creative Leadership
CM:	Change Management
GDP:	Gross Domestic Product
SC:	Share Company

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Abstract

This study was aimed to assess the Practices of Organizational Leadership at Lucy Insurance S.C. The research approach followed were Quantitative research methods with a descriptive research design. In conducting this study, both primary and secondary data were collected using structured questionnaires and other published materials. The sampling technique used were census method in which all the managerial and non-managerial employees were taken for the study. Out of 160 employees 130 non-managerial and 30 managerial employees were taken to conduct the study. Descriptive statistics such as frequency counts, percentages, tables, mean scores, standard deviation and Grand mean were employed to analyze the gathered data. Consequently, the data were analyzed and interpreted quantitatively by using SPSS-version 26 statistics software package. The findings of the study clearly showed that though Lucy Insurance SC has long implemented Leadership practices in which employees are not satisfied or even properly served by the system due to its subjective and non-participatory nature of leadership styles. The study also points out the major problems faced by leaders to practices effective leadership styles, such as workers lack of commitment and their tendency of change resistance. In alleviating this and other problems, the study recommended that the insurance should benchmark best leadership development practices in the industry like, provide training and development on timely basis in enhancing employee's skills and capabilities, build capabilities across the company to ensure the business stays successful in the future. Also, on the basis of the findings of the study, it was recommended that the concerned bodies should strive for applying democratic leadership, transformational and transactional leadership practices while building strong human capital structure at the same time. Therefore, further study is needed to analyze the leadership practice, leadership style, organizational performance and employee's attitude in the private insurance companies in Ethiopia.

Key Words: - Leadership, Leadership style, Leadership Practice, Performance.

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CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem; research questions the general and specific objectives of the study, significance of the study, the scope, limitation and organization of the study and finally definition of key words were included.

1.1 Background of the study

Nowadays, modern organizational leadership practice has vital role, for the development of country, nation as well as organizations. In the world history, so many phenomena are happening related with countries leadership effectiveness or failure. Because of good leadership practice and skilled leader's execution capability, countries have developed economically, politically, socially and technologically. As a result, organization have to create new beneficial operational ways in conducting their businesses. Today's global managers realize that increased competition requires them to be open to change and to rethink their old culturally conditioned modes of leadership (Helen Deresky, 2006).

Leadership involves the following Practices: providing inspiration to peoples; securing corporation; creation of confidence; providing conducive environment; implementing change; maintaining discipline among members; representing the members; goal setting; setting direction for the organization; leading their follower; innovating new ideas; creating good relationship with their employees as well as customers; and managing changes in the organization (Goitom. A, 2015).

Effective Leadership practice has significant on influencing others, take intensions and convince followers, shared purpose, motivate employees toward the organizational mission, vision and perform essential task in a continuous basis (Stoner. James A, 2004). According to (Greensboro) a research by center for creative leadership (CCL), future leadership skills will place increased emphasis on building relationships, collaboration, and change management (CM). Organizational

leadership practice emphasizes on developing leadership skills and abilities that are relevant across the organizations.

Furthermore, frequently an organization with excellent leadership will have employees who feel that their opinions are valued and that their work is highly important to the shared success of the whole organization (Robert J. Allio, 2003) . Organizational leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization's goals and objectives (Jackson. And Parry,, 2008) .

Good Leadership practice is required in order to move in to the future (Kotter. J, 1996). The Success of organization in order to bring the desired goal is largely depends on the Effective Leadership and Mobilization of Human resource to realize the goal of the organizations in effective manner. The role of leadership in an organization is crucial in terms creating vision, mission, determination and establishment of objectives, designing strategies, policies and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu. G. Y. & Wang, Z. S., 2008).

Organizational Leadership is about the practices that leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It is about a climate in which people turn challenging opportunities into remarkable successes.

Currently in Ethiopia, Insurance and other service providing companies, including government and private are growing in different aspect of social activities. These social activities needs effective leadership practice in every sector and organizational levels.

Therefore, this study were designed to assess the Practices of organizational leadership in the case of Lucy Insurance Share Company. Nowadays there are seventeen Insurance Companies in Ethiopia, one Government owned and sixteen Private Insurance Companies. Lucy Insurance Share Company is one of the private insurance company established in November 2012. Lucy Insurance Share Company has 16 Branches at Addis Ababa including Head offices office and the Insurance has a total, of 160 employees. Male 125 (77.78%) and female 35(22.22%). Having close to 550

shareholders and more than 45 thousand Customers who benefited from the Services. Therefore, Lucy Insurance SC is one of an exemplary quality service providing company in Ethiopia. But this insurance industry has many opportunities and ineffective leadership practices simultaneously. Therefore, Lucy Insurance plays great role in increasing GDP and thereby economic development positively. Besides that, Lucy Insurance provide service in stabilizing the economy, mobilizing national Resources ,enabling risks to be managed and it also increases employment in economy. These factors also accelerate economic growth. For these reasons insurance role in country's economy is undeniable, and it considered reliable field of service sector.

It is Established under Proclamation No.86/1994 and registered with National Bank of Ethiopia, Registration No.018/12 and under Commercial Registration and Business No.686/2010 with the Federal Democratic Republic of Ethiopia Ministry of Trade. Lucy Insurance is one of the services providing organization in stimulating business activities to operate in a cost-effective manner, by managing risks which associated with business activities are assumed by third parties, safeguards the assets of its policyholders by transferring risk from an individual or business to an insurance company, act as financial intermediaries in that they invest the premiums they collect for providing this service.

1.2. Statement of the Problem

The achievement of organizational objectives largely depends on the effective leadership practice and motivation of the human resources at the disposal of the organization. Because, organizations are managed and staffed by people and without people organizations cannot exist or function effectively (Worku T, 2013). From this perspective, leaders highly engaged in mobilizing the existing human resource. Leaders must move from the “command-and control” role of judging and evaluating to a role of ensuring accountability through supporting, coaching, and cheer leading Lorraine, Goldsmith, and Belasco (2003).

Effective leadership practice has significant impact on influencing others, take intention and convince followers, motivating employees towards the organizational mission, vision and perform essential task in continuous basis (Stoner, 1995).

Organization leadership style plays significant role in enhancing the interest and commitment of the individuals (Obiruwu A, 2011). Employees are a paramount importance to an achievement of an organization. Thus, effective leadership practice enables greater participation of entire work force, and can positively influence both individuals and organizational performance (Mullins 1999).

This can be achieved by exhibiting effective leadership Practice like transformational and democratic styles along with building strong human capital structure in all aspects.

And important to motivate employees' commitment to fulfill organizational objectives and increase employee performance, (Chi Lan & Dorjgotov, , 2012). Human Resource is the most important resource for organizations to ensure greater achievement with regarding to vision, mission and goal success (Tesfaye worku, 2018).

In this regard the way the service sector and other institutions practice organizational leaderships play pivotal role in bringing the intended success. In his book "Good to Great" said, "Great vision without great people is irrelevant" Collins (2001).

Performance of any organization largely depends on the performance of effective leadership practice, its employees and successful organizations are increasingly realizing that there are number of factors that contribute to performance human resource clearly being the most critical (Mello (2005). In the same manner, the advantages of high quality human resources are gaining competitive advantages and development (Wood, 1993). Critical organizational outcomes, such as satisfaction, organizational performance, group performance, and commitment, have been associated with these leadership styles (Kirkpatrick & Locke, 1996).

As per data obtained from Human resource planning of the Lucy insurance in 2020/21 budget year from Lucy insurance SC, only (nearly 17.5%) of employees has benefited from the training and development programs in the company. But, according to national bank of Ethiopia (2%) of the company's annual total annual budget should be budgeted to training and development programs of employees to enhance their skills. If an organization or leader stops improving and as a result find that their skills and knowledge are insufficient, their company will surely find itself deteriorating (Abou-Moghli, 2015).

The same goes for employees, as sending employees for further training will improve their ability to do their job as well as help to facilitate the effective implementation of the desired changes. This helps the organization to increase the productivity and performance of the employees (Abou-Moghli, 2015).

Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015). The same goes for employees, as sending employees for further training will improve their ability to do their job as well as help to facilitate the effective implementation of the desired changes. This helps the organization to increase the productivity and performance of the employees (Abou-Moghli, 2015).

According to actual financial report of the Lucy insurance SC, for three consecutive years 2018/19, 2019/20 and 2020/21 the company reports poor financial performance and human resource management practice due to lack of effective leadership practices toward managing a highly increasing claims ratio in addition to outstanding claims the company faces previously, that negatively affects the financial performance of the company.

In addition to this, the leaders of the Insurance's also faced lack of dedication and commitment of employees, Employee resistance to change. This workers lack belongingness and try to secure themselves regardless of the organizational goals. These all mentioned problems cause for other problem such as poor customer service, high employee turnover rate, low productivity and poor company performance. This indicates workers under poor leaders practice will have less confidence, no creativity, low motivation & initiation and leads low performance, (Ramasamy T, 1999).

There is also leadership problems Like, poor team spirit or cohesion, Manner of communication and decision making process (non-participatory), mentoring relationships and succession Planning, employee motivation, Entrusting power to others. There is lack of clear leadership, no democratic relationships between leaders and subordinates. In fact, it looks leaders are usually authoritarian in their leadership style (Liya, 2018).

Some organizations such as manufacture factory face the problems: poor innovation, low productivity, inability to meet performance targets. This problem happened due to lack of strategic interventions of specific leadership styles to the particular Situations were predicted as the problem at hand. This problem was continuously affecting employee performance (Liya G/Mariam, 2018).

This is mainly due to lack of sound effort made by leaders for the success of the company and lack of exerting aggressive efforts to the sustainability of the share company.

It is, therefore, logical to believe that there may be a negative impact on motivation, morale, job satisfaction and performance in instances where employees' expectations for effective leadership practice are not met. Hence, as much as it could be beneficial, ineffective leadership practice could also play a major role in decreasing employee satisfaction, lowering their motivation, decreasing productivity, misplacing talents.

From all the theoretical as well as empirical literature reviews cited in this paper, it is evident that Leadership styles and practices could either benefit or damage organizations depending on its application.

Thus, driven by all these facts the researcher made a decision to assess the practices of organizational leadership at Lucy Insurance SC.

1.3. Research Questions

The study attempts to answer the following basic research questions:

1. Do leaders make sound effort to create team spirit with subordinates?
2. What are factors that lead to effective leadership practices?
3. Do Leaders motivate their employees toward their jobs?
4. What are the attitude of employees toward their supervisor's leadership styles?

1.4. Objectives of the Study

1.4.1. General objective

The main objective of this study is to assess the practices of organizational leadership at Lucy Insurance SC.

1.4.2. Specific objective

1. To assess whether leaders make sound effort to create team spirit with subordinates.
2. To assess factors that lead to effective leadership practices.
3. To assess leaders practice to motivate employees toward their jobs.
4. To assess the attitude of employees toward their supervisors leadership styles.

1.5. Significance of the study

The study were mainly focuses on the Practices of organizational leadership which are important subject and help the Insurance companies to identify major ineffective practices they face regarding organizational leadership styles.

The finding of the study could provide data based information concerning the current leadership practices of leadership in Lucy insurance SC. It also give the leaders an awareness regarding the need to improve their leadership competence throughout their careers to meet ineffective leadership practice in their jobs.

The study also encourage and motivate other researchers to go for further studies on similar topics serving as a reference. It also provides direction and suggests improvements as per the findings about the key factors that contribute to practices of organizational Leadership for the insurance sector as well as other industries.

1.6. Scope of the study

This study specifically focused on assessing the organizational leadership practices of Lucy Insurance SC. Thus, among the multilayered activities performed in the Insurance the study particularly focused on issues related with leadership styles.

Furthermore, thinking that the insurance did have a more or less similar structure throughout the nation the researcher collected data only from its branches found in Addis Ababa and Head office.

The study focuses only on one specific insurance company among different insurance companies operating in Ethiopia.

1.7. Limitation of the study

Due to shortage of time and inadequate budget allocation in relation to the study the researcher unable to collect data from all branches. Also including the organizational leadership practices of all insurance companies operated in Ethiopia had make the study more compressive.

However, the researcher couldn't do it mainly due to time and financial constraints. In addition, on the set of the study the researcher did have strong intention to implement interview as method of data collection.

But, the branch managers were busy for interview because of this the researcher use only Questionnaire. Lack of seriousness on research response by many participants in the study, because despite of being aware of the research topic respondents did not provide detailed opinions/views to some question.

Biased information from some respondents due to lack of trust on the subject matter on the study, resistance was common among few individuals fearing that the results might have negative impact on their work.

1.8. Organization the study

The research report were be organized in five chapters The first chapter present introduction part which include background of the study, statement of the problem, objective of the study, research questions, significance of the study. The second chapter deals with review of literature. The third chapter give space for the chosen research design, methodology used and sampling methods. Sample population findings, and analysis of the study presented in chapter four. Finally, summary of findings, conclusions, recommendations and limitation of the study were presented in chapter five.

1.9. Definition of Operational Terms

1.9.1. Leadership practice

Leadership practice is the ability to influence through communication the activities of others, individually or as a group, toward the accomplishment of worthwhile, meaningful, and challenging goals (Ramasamy T, 1999).

1.9.2. Styles

The manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

1.9.3. Leaders

Leaders are people who can influence the behavior of others for achieving a goal (Taylor (2005).

1.9.4. Employees

Includes Managerial and non-managerial employees.

1.9.5. Organization

Organization is an organized collection of individuals working interdependently within a relatively structured, organized, open system to achieve common goals. (Richmond, V. P., & McCroskey, J. C, 2009).

CHAPTER TWO

REVIEW OF RELATED LITRETURE

2.1. Leadership Defined

Leadership is a dynamic relationship based on mutual influence and common purpose between leaders and collaborations in which both are moved to higher level of motivation and moral development as they affect real intended change (Stogdill R.M, 1974).Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Joseph Rost, 1993).Leadership is a complex process that results from the interaction among a leader, followers, and the situation.

Leadership has as many definitions as there are persons who attempted to define the concept (Stogdill R.M, 1974).Leadership is a development of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people (J.D. Batten, 1989). The concept of leadership is defined, “as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment” (Hersey and Blanchard, 1979).

Critical organizational outcomes, such as satisfaction, organizational performance, group performance, and commitment, have been associated with these leadership styles (Kirkpatrick & Locke, 1996). Leadership is the process of influencing a group of followers, adding value, and helping the community adapt to change. It is also the quality exhibited by those who lead.

Leadership as the ability of an individual to motivate others to forego self interest in the interest of a collective vision, and to contribute to the attainment of that vision and to the collective by making significant personal self-sacrifices over and above the call of duty, willingly (House R. J. & Shamir B., 1993). Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished (Richards D & Engle S., 1986).

Leadership involves Vision, motivation, setting a direction and inspiring people and driving change within the organization. Companies have high rate of success when leadership skills

complement each other (Bennis W. & Nanus B, 1985). Leadership revolves around vision, ideas, direction, and has more to do with inspiring people as to direction and goals than with day-to-day implementation. A leader must be able to leverage more than his own capabilities. Leaders must be capable of inspiring other people to do things without actually sitting on top of them with a checklist.

Leadership and its role are the most concerning issue for the business and organizations now days. The “Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction’s outcomes” (Conger J.A, 1992). Leader - are those who consistently make effective contributions to social order, and who are expected and perceived to do so. (Hosking 1988).

Leader’s words, actions, decisions, interactions and styles affect the beliefs, values, feelings and behaviors of people they work with and are critical in determining how others respond in team. On the other hand, poor leader try to impose responsibilities and accountabilities to subordinates for any shortcoming executions (Taylor, 2005).

This workers lack belongingness and try to secure themselves regardless of the organizational goals. This indicates workers under poor leaders practice will have less confidence, no creativity, low motivation & initiation and leads low performance. Leadership defined as “the ability to influence through communication the activities of others, individually or as a group, toward the accomplishment of worthwhile, meaningful, and challenging goals (Ramasamy T, 1999).

Leadership competencies have a great relation with successful organizational change and a competent leader may prove more effective in managing the change process successfully (Gruban.B, 2003). Knowing the importance and implication of organizational practice and admitting the fact that organizational leadership practice is the demand of a time, for sustainable success and leader/leadership can play a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process.

Leadership as a forceful and dynamic personality who really leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures the climate of the organization; a person able to motivate subordinates and who, by persuasion, compulsion or example to others; succeeds in getting others to follow the leader's wishes (Sorensen A. and Epps R, 1996). Leadership not only influence the employees in the organization, but also provides a clear direction to the employees according to the organization's vision and mission. Effective leaders set strategies to help the employees to achieve the company's target and objectives. Leader also play a role in monitoring the direction of the employees to make sure the employees are on the right path to achieve the goals according to the strategies.

2.2. Leadership Theories and Practices

Leadership has been a multifaceted concept about which many philosophies have been developed. There are several descriptions about what it is and under what circumstances it reveals itself. Leadership is an activity of influencing people to collaborate towards common goal which they come to find desirable (Tead T.O, 1935). As it can be concluded from the statement, it demands an interaction between the two components: those who lead and those who follow. Leaders cannot exist without followers and vice versa.

1. Great Man Theory

The Great Man approach is a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders (Daft, 2018).

This theory as postulated by a Scottish writer, Thomas Carlyle in 1847, who portrayed great leaders as heroic and mythic. He explained that such great men are destined to rise to leadership when needed through charisma, intelligence and wisdom (Carlyle T, 1888).Theory Great man theories assume that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership (Ololube N. P, 2013). The great man theory of leadership states that excellent leaders are born, not developed. This type of leader often possesses the natural attributes of intelligence, courage, confidence, intuition and charm, among others.

The great man theory is a 19th-century idea according to which history can be largely explained by the impact of great men, or heroes; highly influential and unique individuals who, due to their natural attributes, such as superior intellect, heroic courage, extraordinary leadership abilities or divine inspiration, have a decisive historical effect.

2. Trait Theory

Trait theory assumes that people inherit certain qualities and traits that make them better suited to leadership. Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance (Daft, 2018). The trait theory of leadership focuses on identifying different personality traits and characteristics that are linked to successful leadership across a variety of situations. Trait theories often identify particular personality or behavioral characteristics that are shared by leaders. Approaches that explain personality in terms of internal characteristics that are presumed to determine behavior.

3. Contingency or situational Theories

Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry K, 2014).

A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements (Naylor J, Management. Harlow, England: Prentice Hall., 1999). Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb. R, 2013). Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances.

Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective.

4. Behavioral Theory

Behavioral theories of leadership are based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioral theory, people can learn to become leaders through training and observation. Describes leadership in terms of people- and task orientation, suggesting that different combinations of these produce different styles of leadership (Lewin K.Lippitt R. & White. R., 1939).

5. Path-Goal Theory

Path Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision. The main characteristics of a leadership according to this theory are to motivate their teams to meet the organizations goals by keeping control on the outcome of their work and activities. Leaders also appreciate the employees and give rewards on their good work, and to raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House. R, 1971).

6. Emerging Leadership Theories

Researchers have made studies for half of a century to find appropriate leadership theory that is applicable for all leaders (Yukl.G, 2012). There are emerging theories constructed for this purpose. In emergent leadership, the leader is not appointed or elected to the leadership role but emerges as the leader as he is perceived by others over time as a result of the group's interaction. A person steps up as the leader over time by taking on tasks voluntarily, helping others complete their tasks better, and building consensus among groups.

2.2.1. Qualities of a Good Leader

Today academics, theorists and psychologists have discovered numerous common traits that define a great leader. A famous quote by Ross Perot cited in (Anderson, 2013)states “Lead and inspire people. Don’t try to manage and manipulate people. Inventories can be managed but people must be led” (Anderson, 2013).

Emotional intelligence encompasses four basic capabilities namely; self-awareness, self-management, social awareness and social skill (Goleman D, 2000) these four capabilities are further explained:

- 1. Self-awareness** - generally emotionally self-aware managers are capable of sensing their emotional feelings anytime (Goleman, 1998).
- 2. Self-management** - self-controlled leaders are capable of regulating or minimizing destructive feelings or thoughts before they take any action (Goleman D, 2000)
- 3. Social awareness** - empathetic managers or leaders always take into consideration the feelings of other people before making decisions (Goleman D, 2000).
- 4. Social skills** - leaders with good social skills have various abilities when dealing with issues and they always prefer to find a win-win solution. They believe in teamwork, transparency and accountability of actions (Goleman D, 2000).

The leadership objectives align leadership decisions and actions to what the organization believes, stands for, where it wants to go and how it intends to sustain its long term survival (that is its values, vision, mission and prosperity (Walters C, 2014). There are several leadership objectives and these include the following:

- 1.** To build and sustain trust with the organization's employees and other stakeholders by practicing real care for their wellbeing, concerns, suggestions and growth (Walters C, 2014).
- 2.** To clarify purpose of the organization or responsibilities by communicating the vision, establishing mutual agreement, motivating employees, thinking strategically and providing adequate resources (Frank Covey Inc, 2015)
- 3.** To identify, grow and nurture talent through promoting skills development, career growth, managing performance and engaging employees (Frank Covey Inc, 2015)
- 4.** To lead in a strategic, organized and uncompromised way through situations involving conflict (Harvard Business School, 2015).

2.2.2. Advantages of leadership Practice

The importance of leadership is mainly judged in terms of its influence on the effectiveness of an entity that is led. According to Bill George, leading is the ability to help superior results sustain

over a period of time'. However, it is a more widely pervasive phenomenon than this (Adams Scott, 2011). Leadership is important; actually, it is important for guiding the organization toward good objectives and applying other management functions (Hill Charles W. L. and Mcshane Steven L, 2008). Leadership is the capability of corresponding to change. Exerting Leadership is organizing a new value or worth with vision. Leadership also requires mentoring new leaders and training them for the next generation (Ueno Yasushi, 2001).

Leadership is a measure of the skills and experience to successfully bring out or emphasize extra performance from others, and the compliance with the acceptance of authority measured the perspective the individual has about regulations and rules (Anderson Neil Ones Deniz S. Sinangil.Handan. and Viswesvaran Chockalingam, , 2005). Their role is to “help and direct others in performing their task, they create culture of efficiency” and they maintain stability. On the other hand, leaders can create vision and strategy. Leaders help others focus on people and to grow; motivate and inspire, they create a change and a culture of integrity (Elhajj. Simon A, 2013).

There are numerous advantages an organization can enjoy as a result of good leadership practice and these include the following:

1. Promote ethics in the organization - a good leader leads by example and will do anything to ensure that moral values, principles and ethics of the organization are maintained by his or her followers (Mills Q.D, , 2005). A good example of a good business leader who practices exemplary leadership and good principles is Aliko Dangote (Dangote Group, 2015).

2. Linking of employees' job responsibilities and goals to the organization's strategy - leaders help to regularly communicate the purpose and vision of the organization Mills, 2005:16. European Journal of Business and Management www.iiste.org.

3. Increase performance and productivity - a well led organization performs at its maximum capacity and also organizations that invest in leadership training tend to have better qualified managers who can lead the employees more effectively (LMNG, 2012:10). A good example of an organization that is well led and performs at maximum capacity is Walmart founded by the late great entrepreneur Sam Walton in 1962 in Rogers, Arkansas in the United States of America. By

2014 Walmart employed 2.2 million employees globally, owned 11,000 stores in 27 countries and served over 200 million customers per week (Walmart, 2015).

4. Improved employee engagement - leadership has a positive direct influence on employee engagement which focuses on creating consensus when it comes to respect in the organization on people related issues such as what employees can do (LMNG, 2012:12).

Table 2.2.3 Functions of Management and Leadership

2.2.3. Functions of Management and Leadership

Management Produces Order and Consistency	Leadership Produces Change and Movement
<p>Planning and Budgeting</p> <ul style="list-style-type: none"> • Establish agendas • Set timetables • Allocate resources 	<p>Establishing Direction</p> <ul style="list-style-type: none"> • Create a vision • Clarify big picture • Set strategies
<p>Organizing and Staffing</p> <ul style="list-style-type: none"> • Provide structure • Make job placements • Establish rules and procedures 	<p>Aligning People</p> <ul style="list-style-type: none"> • Communicate goals • Seek commitment • Build teams and coalitions
<p>Controlling and Problem Solving</p> <ul style="list-style-type: none"> • Develop incentives • Generate creative solutions • Take corrective action 	<p>Motivating and Inspiring</p> <ul style="list-style-type: none"> • Inspire and energize • Empower subordinates • Satisfy unmet needs

Source: Adapted from A Force for Change: How Leadership Differs From Management, by J. P. Kotter, 1990, New York: Free Press

2.2.4. Five Exemplary Leadership Practices

1. Model the way:

The first leadership practice, model the way, involves two commitments finding your voice by clarifying your personal values, and setting the example. Leaders establish principles concerning the way people (constituents, peers, colleagues, customers alike) should be treated and the way goals should be pursued (Kouzes JM Posner BZ,, 2007).

They create standards of excellence and set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there, and they create opportunities for victory (Kouzes JM Posner BZ,, 2007).

2. Encouraging the heart:

People often need encouragement and motivation to achieve the goals set by the organization. Successful leaders have high expectations for themselves and their employees. Their credibility is based on their record of achievements, dedication, and daily demonstrations of what and how things need to be done (Kouzes MJ Posner ZB, 2000).

By influencing employee motivation, leaders attach rewards and recognition to job performance. Exemplary or visionary leaders play a special role in the celebrating of individual or group achievements, because they are the most prominent personality in the organization and serve as role models. By celebrating achievements together, leaders let people feel that they are part of the group and part of something significant (Kouzes MJ Posner ZB, 2000)

When leaders encourage their employees through recognition and celebration, they inspire them to perform better. In order to keep hope and determination alive, leaders recognize the contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. Leaders make people feel like heroes (Kouzes MJ Posner ZB, 2000).

3. Enabling others to act:

Enabling others to act is fostering collaboration and empowerment. It refers to leaders involving others in planning and giving them freedom of choice in the decision-making process. Enabling others to act allows followers to do their job and to realize their full potential. Transformational leaders strive to create an atmosphere of trust and human dignity and to help each person feel capable and powerful. They consider the needs and interests of others and let them feel as if they carry ownership and responsibility in the organization. (Kouzes MJ Posner ZB, 2000) Describe the “enable others to act practice as a means of fostering collaboration and building spirited teams. Leaders actively involve others. They understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

4. Inspiring a shared vision:

Inspiring a vision involves looking at the future with passion in order to make a difference and persuade others to own this vision. Inspiring a shared vision is an important aspect of leadership because leaders are expected to create and communicate organizational direction (Snee and Hoerl, 2004). The “inspire a shared vision” practice was described as being when followers believe passionately that their leader can make a difference. Leaders envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. Leaders breathe life into their visions and get people to see exciting possibilities for the future (Kouzes JM Posner BZ., 2007).

Inspiring a shared vision is vital for bringing people in any organization together to foster a commitment to a shared future they seek to create. Both visionary and transformational leaders passionately believe that they can make a difference by envisioning the future and creating an ideal and unique image of what the organization can become. They inspire such a vision in their followers with a positive and hopeful outlook. They generate enthusiasm and excitement for the common vision from others through genuineness and skillful use of metaphors, symbols, positive language, and personal energy (Kouzes JM Posner BZ., 2007).

5. Challenging the process:

Challenging the process suggests that leaders shouldn't be content to do „business as usual“. It includes encouraging others to think and take risk. Leaders thrive on and learn from adversity and difficult situations. They are risk takers who regard failure as a useful chance to learn and innovate if not caused by poor performance. Effective leaders are also early adopters of innovation. They seek out things that appear to work and then insist that they are improved. (Kouzes JM Posner BZ,, 2007) Describe the challenge to the process practice as being the search for opportunities to change the status quo. Leaders look for innovative ways to improve the organization. In doing so, they experiment and take risks. For transformational leaders, challenging the process is a way of life. By either creating new ideas or recognizing and supporting new ideas, leaders show willingness to challenge the system so as to turn these ideas into actions and to get new products, processes, and services adopted (Kouzes JM Posner BZ,, 2007).

2.2.5. Leadership Practice and Organizational Performance

There is a considerable impact of the leadership practice on organizational performance. The leadership style influences the culture of the organization which, in turn, influences the organizational performance.

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu. G. Y. & Wang, Z. S., 2008).

Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris A. et al, 2007).

.In current time, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, etc. This may be due to the lack of effective leadership. The main aim of many companies is to accomplish its stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees (Vigoda-Gadot E, 2012).

Perceived organizational politics has also an important influence on outcomes because it often interferes with the normal processes of organizations like rewards, decision-making and

promotions, which damage the performance and productivity at both organizational and individual level (Dhar R, 2009). Effective leaders who possess good leadership styles have the ability to moderate or minimize the organizational politics perceptions hence increasing job satisfaction.

The leadership style influences the culture of the organization which, in turn, influences the organizational performance. The managers that focus on Democratic, transformational and transactional leadership focus particularly on developing the overall value system of the employees, development of moralities, skills and their motivation level.

2.2.6. Leadership Practice and employee satisfaction

Leadership has a stronger effect on the attitude of employees towards their jobs. The role of leaders in today's organizations has changed and the success of any organization relies on the leadership styles practiced by the leaders. According to (Mintzberg H, 2010) true leaders engage others with their consideration and modesty because they involve themselves in what they are actually doing not for individual gains.

Employee's job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Rad Ali Mohammad Mosadegh and Mohammad Hossein Yarmohammadian, , 2006).

Style of leadership managers adopt significantly affects employees' satisfaction at work (Lash brook 1997). Previous studies have established that different styles of leadership directly or indirectly impact on the satisfaction level of individuals at work (Bogler R, 2002) proposed that transformational style of leadership creates intrinsic satisfaction within individuals, given its ability to impact their intellectual stimulation.

Transformational leaders inspire their followers to take up more responsibilities (Emery C. R.& Barker K. J, 2007) and this instills in employees a high sense of achievement, satisfaction and commitment with their jobs. Transactional and transformational leadership initiatives are highly related to positive individual and organizational outcomes (Bass, 1998). These leadership styles relate positively with how employees perceive their jobs as well as their overall satisfaction at work (Bycio.P Hackett R.D & Allen J.S, 1995).

2.2.7. Visionary leadership Practice

Visionary leadership is leader who brings to the situation a clear and compelling sense of the future as well as an understanding of the actions needed to get there successfully. Visionary leadership has been defined as the ability to create and articulate clear visions providing meaning and purpose to the work of an organization (Nanus B, 1992). Visionary leaders develop their own Personal vision then merge it into a shared vision with their colleagues.

Vision is a mental image of a possible and desirable future of the organization (Bennis W. & Nanus B., 1985) “Vision is a picture of the future with some implicit or explicit commentary on why people should strive to create that future” (Kotter. J, 1996). Without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible and time consuming projects that go in the wrong direction or nowhere at all” (Kotter. J, 1996) Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

Five common qualities are discussed in literature for the leadership which can prove more beneficial for the firms, if the leadership has these qualities along with their vision :

1. Formulate strategies and plans to achieve their visions (Bass B.M, 1985).
2. Communicate their visions to promote changes and widen support of the visions (Bass B.M, 1985).
3. Align people and supporting systems to suit their visions to make it sure that there will be no procedural and structural hurdles in the way of achieving vision, and provide the good atmosphere to employees to work with dedication to make the vision in to reality (Nanus. B, 1992).
4. Empower their people to act consistently with the new vision and help sustain commitment to it In order to get their maximum work output and let them work confidently for achieving the organizational goals. (Nanus. B, 1992).
5. Motivate their followers so that they work by using their maximum abilities and complete the allocated tasks within the given time (Bass B.M, 1985).

2.2.8. Factors Affecting Leadership practices

Studies have revealed several negative personal traits that lead to ineffectiveness of leadership. According to (McCall W. and Lombardo M., 1983) some personal behaviors of leaders that lead to ineffectiveness and “derailment” in general include both anti-subordinate behaviors such as intimidating and bullying subordinates, and anti-organizational behaviors such as laziness, lack of appropriate management skills, failing to build teams, being unable to think strategically and spending more time occupied with matters other than their work assignments.

In a later study, (Lombardo M.M. Ruderman M.N. and McCauley C.D., 1988,) noted the following characteristics as contributing to the incompetence of managers:

- Inability to build a cohesive team (team spirit);
- Over- and under-managing;
- Ineffective communication & Decision making process;
- Not supportive and demanding of subordinates;
- Lack of effective Training and Development;
- Being insensitive, cold, and arrogant;
- Maintaining poor relations with staff; and
- Overriding personality defects & poor mentoring relationships.

So, Leaders should be proactive toward taking time to plan, improve how their team works and putting measures in place to prevent problems before they happen. And also proactively identifying areas of risk for their team, and working on measures that will reduce their impact, or stop the problems happening altogether.

2.2.9. Effective Leaders

Effective leadership is one of most essential parts of the overall method for an organization to sustain their business in the face of problems caused by the rapid growth of the economic environment. (Cabeza-Erikson I. Edwards K.& Van Brabant T. (2008),, 2008).Other than that, good leaders can also influence their employees and motivate them by strengthening a positive organization culture and through generous employee benefits, for instance health care insurance, worker compensation, leave benefit and others.

Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behavior and attitudes of another person (Ganta V. C. and Manukonda J. K., 2014). A person with strong leadership ability will be a good example or role model to their employees, because the leader who is able to effectively achieve some good result or achievement gains the trust and admiration of their employees, and inadvertently changes their values, beliefs, behavior and attitudes, for mimicry is the sincerest form of flattery (Grint K, 2007).

This statement is also supported by (Grint K, 2007) who states that leaders who possess strong leadership have the strength to influence others to achieve the goals and objectives of the organization. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational effectiveness or performance.

A good leader inspires employees, boost morale, encourage employees and can increase organization's income. There are many types of leadership styles which can be used according the demanding situation.

2.2.10. Leadership styles and practices

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom J.W. Davis K, 1993). A leadership style is the approach used by managers to exercise their leadership function (Armstrong M, 2012).

Leadership style is the relatively consistent pattern of behavior that characterizes a leader. The success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style (Qladipo K.S Jamila O. Abduldauds Jeftery L.D. and Salami D.K., 2013).

2.3.1 Table: Leadership styles and practices

Style	Practices
<i>Authoritarian Leadership style</i>	Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. Authoritarian leaders make decisions independently with little or no input from the rest of the group. This leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. Leader takes the decisions and announces them; expecting subordinates to carry them out without question (the <i>Telling style</i>).
<i>Transactional Leadership styles</i>	This type of leader is responsible for maintaining routine by managing individual performance and facilitating group performance. Transactional, or managerial, leaders work best with employees who know their jobs and are motivated by the reward-penalty system. The status quo of an organization is maintained through transactional leadership. Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader can both reward for satisfactory performance and punish unmet goals. Explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement.
<i>Democratic Leadership styles</i>	Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. Leader allows the decision to emerge out of the process of group discussion, instead of imposing it on the group (the <i>Joining style</i>).
<i>Delegative (Laissez Faire) Leadership</i>	Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation. The members in this group also made more demands on the leader, showed little cooperation and were unable to work independently.

<p><i>Transformational Leadership</i></p>	<p>Transformational leadership style focuses on developing followers and considering their needs. Transformational leaders establish a strong relation among their employees ; they deeply encourage their employees to work very hard and make sacrifice for the success of the organization, they ideally analyze and recognize the employees' beliefs, values and needs, and thus, motivate them by considering their individual differences and encourage them in displaying performance beyond expectations; they are in constant personal and organizational development; They pursue innovation with an everlasting energy and desire, they are entrepreneurs and innovative.</p>
<p><i>Situational Leadership</i></p>	<p>Situational leadership is a way of adjusting one's management style to adapt to each situation or task, and the needs of the team or team member. The Situational Leadership Theory was developed under the notion that there is no “one size fits all” leadership style. Situational leadership is a leadership style in which a leader adapts their style of leading to suit the current work environment and/or needs of a team.</p>
<p><i>Charismatic Leadership</i></p>	<p>Charismatic leadership is considered to be one of the most successful leadership styles, in which charismatic leaders develop and followers are asked to follow and carry out their vision and mission. Charismatic leadership is defined by a leader who uses his or her communication skills, persuasiveness, and charm to influence others. Charismatic leaders, given their ability to connect with people on a deep level, are especially valuable within organizations that are facing a crisis or are struggling to move forward. By discovering how charisma ties communicate, we can increase or effectiveness as leaders</p>
<p><i>Bureaucratic Leadership</i></p>	<p>Bureaucratic leaders influence their subordinates to follow the policies and procedures designed by them. Leaders are very committed to improving their processes and procedures but not their people. Bureaucratic leadership relies on a clear chain of command, strict regulations, and conformation by its followers. They are often promoted to leader because of rule following rather than qualifications or expertise and this can produce a cultural of resentment</p>

Source: Lewin et al (1939) & Gole man (2000.)

2.3. Empirical Review on Research Area

Empirical reviews give strong evidences as to how leadership practice affect organizational performance and employee satisfaction. The ability of management to execute collaborated effort depends on leadership capability. There are different studies have been conducted on the field leadership that had addressed the effectiveness of leadership asserts the influence of individual behaviors on their leadership styles practiced. Some studies focuses the perception of leadership styles practiced with respect to leaders own behavior while others give attention on the perceptions of followers to leadership styles practiced and still other studies focuses on both the perception of leaders and followers towards leadership styles practiced are ways to check the effectiveness of leadership in organizations.

A relationship between leadership style performances has been reported in both leadership and management literature. Several studies found a positive relationship between two variables. Fiedler (1996), one of the most respected researchers on leadership has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is major determinant of the success of the success or failure of a group, organization, or even an entire country. The research was conducted by (Bangkitgiat Usaha Mandiri, 2018) is a company engaged in the cultivation and processing of palm crude palm oil (CPO) is located in the city of East Waringin Central Kalimantan. The company's performance is inseparable from how the business and what has been done by employees. Therefore, the researcher concluded that company must seek a way in order to satisfy employee. Meanwhile, to satisfy the employees, the role of trans-formational leadership, organizational culture plays an important role.

The study also showed a significant correlation of the two parameters, performance and employee satisfaction Rahel (2014). Conducting on her study, she identified that the transformation leadership style as the most appropriate for modern-day organizations, which contributed. However, the autocratic behavior of the leadership stored a negative input against employee performance. From this empirical review, the researcher informed that employee performance and satisfaction is heavily relying on leadership style, and it can play a vital role in determining the performance of employees. Leaders may use different leadership style according to the situation and particular approach. So leaders must carefully analyze, what kind of leadership they should

adopt and adjust their leadership style, if they to want to increase employee performance and satisfaction. In general, in this global competitive environment, effective leadership style is necessary to reduce the attrition rate of the employee performance and satisfaction.

The result of the study also indicated that democratic leadership style has a positive and significant relationship with employees' performance. In addition to this, regarding to leadership style and employees performance (Hildana T, 2020).Also the empirical study shows that there is a positive relationship between transformational leadership and employee performance outcomes (Muhammad & peter, 2016).

Research studies on Practices and Challenges of Effective Leadership in Ethiopian Defense University Based on the findings it was concluded that: the Defense University was limited on following competitive procedure of leader selection and assignment, and the University was not working strongly on preparing educational leadership and management development programs and exercising flexible leadership style (Anberbir H/Giorgis, 2019).

Finally, he recommended that Defense University has to work hard in improving the procedure of academic leader selection and assignment, creating awareness on educational leadership, adapting flexible leadership approach and the University has to strengthen its relationship with higher education office. On the other hand, Jyoti & Bhau, (2015), agree on transformational leadership behavior is positively related to outcome, while transactional leadership behavior is usually negatively related to the long-term performance. Transformational leadership has positive on employee self- efficiency, motivation, creativity and organizational performance (Yahya & Ebrahim, 2016), conclude on their research both transformational and transactional leadership styles govern employee attitude towards their leaders, job performance and organizational productivity.

Contrary, the leaders who are passive or use laissez-faire leadership style considered least effective and have negative impact on followers' performance outcomes and productivity. In addition to that (www.plantpapers.com), present study on attempt to explore the suitable leadership styles with respect to the performance of employees. The findings of this study indicated that democratic,

autocratic and transformational leadership styles positively affected the level of employee performance. However, charismatic, bureaucratic, laissez-faire and transactional leadership style has a negative impact on the level of employee performance.

The study conducted on the effects of leadership style on employee performance revealed that democratic leadership style used in all situations while autocratic leadership style used when new employees are unfamiliar and don't have sufficient know how about their jobs, if employees constantly misusing their authority, when company rules are violated by employees and when the sole person responsibility for a decision making and implementing (Iqbal N Anwar S and Haider N, 2015).

The research finding, also shows that there is significant relationship between leadership behavior and employees performances. As concluded democratic leadership style positively affected employees' performances while autocratic leadership, style affected negatively on employees' performance (Worku T, 2013).

The study conducted in small and medium enterprise sector to see the influence of gender and culture on leadership styles in China and Sweden export and import firms' Pan Xi (Pan Xiaoxi Pan Xiaoxi and Wu Jing,, 2006). The research was carried out in 107 firms which covered 90 valid participants. The finding revealed that the age level of Chinese managers were young and these young managers would probably employ a more transformational leadership style than their older managers. They are less influenced by Chin's culture. On the other hand in their survey result Sweden managers engaged are mainly middle-aged managers. These middle-aged managers are the representative of their national culture.

The findings the study examining the impact of managers' leadership styles on subordinates' performance (MuhammadAsrar-ul-Haq, 2016). The impact of leadership styles on employee performance outcomes is explored theoretically and tested empirically in the Pakistani banking sector. The sample of the study consisted of 224 full-time employees in the banking sector of Pakistan. Findings of his study reveal that there exists a significant relationship between transformational leadership and employee performance outcomes.

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(Liya G/MariaM,201). To have an effective organization the people within the organization need to be inspired to invest himself or herself in the organization's mission- the employees need to be stimulated so that they can be effective; hence, effective organizations require effective leadership (Wall, Solum and Sobol, et al, 1996). Organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). 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 (Cummings and Schwab, 1973). In an Organizational context, the very nature of performance is defined by the organization itself (Cummings and Schwab, 1973). Employees are of paramount importance to the achievement of any organization. Thus, effective leadership enables greater participation of the entire workforce, and can influence both individual and organizational performance (Bass, 1997; Mullins, 1999).

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

Having appropriate leadership practice is important to be success in management and organization because the success of organizations often attributed to it. It is a widely held belief that leaders do make difference and a significant impact on the work performance and satisfaction of individuals, group and the overall accomplishment of set goals and objectives. Therefore, in this section summarized the different literatures and empirical evidences review regarding to the relationship between leadership style with employee satisfaction and performance consequently.

To implement good leadership style in an organization, the leaders should understand position of supremacy, task structure, expertise, and leader member relation. Having appropriate leadership is importance to be success in management and organization because the success or failure of organizations often attributed to it. It is a widely held belief that leaders do make difference and a significant impact on the work performance and satisfaction of individuals, group and the overall accomplishment of set goals and objectives. There is an obvious link between leadership and the organizational performance (Bhargavi S. & Yaseen A., 2016). Organizations should work hard to select and hire the right people with the acceptable levels of leadership and place them in the right places that reflect their performance. Also, at the same time, the organization should enhance their leaders with capabilities, values and competencies.

So, Leaders must create environment where all employees feel appreciated, engaged and practicing those leadership styles based up on the nature of the company that suits best. And also leaders must carefully analyze, what kind of leadership they should adopt and adjust their leadership style, if they to want to increase employee performance and satisfaction. In general, in this changing dynamic business environment, effective leadership practice is necessary to reduce the attrition rate of the employee performance and satisfaction.

2.4. Summary of Research Gap

Previous studies by worku temere (2013) and Tesfaye Tamiru (2019) on practices and challenges of organizational leadership. The study could not shows the employee attitude towards which leadership development styles to be practiced by their leaders has never been tried to know in the way that reflect the interest of employee with the organizational goals and objectives.

So, this study was try to find out employee attitude toward which leadership development styles to be practiced by their leaders in the way that reflect their interest and organizational goals.

Also another studies made by made by Hildana Tadesse (2020) the studies on the effect of leadership styles on employee satisfaction at Medtech Ethiopia. The finding of the study have not try to assess those factors lead to ineffective leadership practices in the organizations. In this

regard the researcher try to assess those factors Lead to effective Leadership practices. Because, assessing those factors were very important for the leaders to proactively think ahead toward overcoming those challenging opportunities and turn them into remarkable success.

On the other hand, Bassam Al-Daibat (2017), founded that, impact of Leadership styles on satisfaction in organizational commitment in Jordan banking sectors. But, the researcher have not assessed the necessity of those important leadership development strategies Like, training and development, succession planning, decision making and manner of communications, mentoring relationships, and delegating powers to employees. Hence, it is quite evident that leadership practice of the insurance has undeniable benefit in identifying workers' strength, weaknesses.

At Lucy insurance, though Leadership practice has been one of the key instruments the insurance used as a management tool to change the company and its employee for the best. Hence, this study was specifically focus in filling the above knowledge gap and focus on the practices of organizational leadership at Lucy insurance SC.

2.5. Conceptual Framework

The researcher develop the following schematic representation of the conceptual framework and models, which can help to find the factors to ineffective leadership practice in Lucy Insurance SC.

1. Team Building (Team Cohesiveness): Teamwork and communication are the best way to create innovative ideas in order to produce the best outcome for the organization (Maxwell J. C, 2009). Team building is about turning a group of individual contributing employees into a cohesive team-a group of people organized to bring the desired goals.

To achieve the kind of teamwork and rapport that is necessary for the birth of innovative ideas, leaders need to cultivate a positive culture where the employees trust each other, are allowed to do their own jobs without too much interference and have the freedom to establish a dialogue with one another (Malloch K & Melnyk B. M, , 2013).work together to meet the needs of their customers by accomplishing their purpose and goals. It helps to motivate your people to work together, to develop their strengths and to address any weaknesses.so, any team building should encourage collaboration rather than competition.

2. Training and Development: An effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or position (Azzam A. M, 2014). Leaders should join leadership training programs in order to strengthen their skills and knowledge, making them more effective in their strategies and execution (Freifeld. L, 2013). Continuously learning is one of the ways to improve the overall performance of the organization. This helps the organization to increase the productivity and performance of the employees (Abou-Moghli A, 2015).

3. Succession Planning: Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. (Carnegie D, 2009) Suggests "succession planning as a systematic way to ensure that employees in a particular organization are competent enough to develop and then replace strategic roles in organization hierarchy". Identifying development plan and follow-up is a mandatory part of process (Rothwell W. J, 2001).

The key is investing the proper amount of time and attention to ensure that pivotal talent is identified and nurtured. Succession planning was first introduced by Fayol who believed if succession planning needs were ignored, organizations would not be prepared to make necessary transitions (Rothwell W.J, 1994).

4. Delegation and Empowerment: Empowering the employees is another way to create a strong relationship, to be decentralizing for an organization is a state of providing power to each main every employee, related to their field (Wang & Clegg, 2011). Delegation involves the assignment of new responsibilities to subordinates and additional authority to carry them out (Hulme D, 1999).

Delegation is a process that involves assigning important tasks to subordinates, giving subordinates responsibility for decisions formally made by the manager, and increasing the amount of work-related discretion allowed to subordinates, including the authority to make decisions without seeking prior approval from the manger (Yukl G. and Fu P., 1999).

Delegation differs from other decision making processes, such as participation (or consultation) in two main ways (Leanna C, 1986): delegation involves decision making by an individual subordinate rather than by a group of subordinates or by a supervisor-subordinate; and delegation emphasizes subordinates autonomy in making decisions (Locke E. and Schweiger D., 1979).

5. Mentoring Relationships: Other career development researchers recognized that mentoring relationships were beneficial to both the mentor and to the employee (Clawson J. Dalton Thompson G.W., 1980).

Mentoring is an ongoing relationship that is developed between a senior and junior employee (Kram K. E, 1985). It provides guidance & clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

Mentoring is one of the important methods for preparing them to be future executives. Mentoring is a relationship between two people with the goal of professional and personal development. The "mentor" is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person, or "mentee."

6. Communications and decision making: A leader must be able to communicate and make effective decision with his or her vision in terms that cause followers to buy into it. He or she must communicate clearly and passionately, as passion is contagious (Stephen p.Robbins., 2001).

This strategic component of communication is a central element in the role of the communication professional and has been so defined "strategic-reflective" by several scholars (van Ruler B.Vercic D.Balmer M. T., 2002).All members within an organization will improve their communication skills if they follow the communication process, and stay away from the different barriers. It provides the information that individuals and groups need to make decision by transmitting the data to identify and evaluate alternative choices (Stephen p.Robbins., 2001).

Thus, the ability to make sound decisions in a timely manner separates the successful and the unsuccessful manager (Madah Nusret A., 2015).

As we can perceive from the literature review, leaders face a lot of problems on their execution, based on above mention review the researcher develop the following schematic representation of the conceptual framework and models, which can help to find the factors to ineffective leadership practice in Lucy Insurance SC:



Source: Developed by the researcher (2021)

Fig .2.5.1. Conceptual Frame work

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter present how the research was conducted. it includes research approach ,research design, data sources, data sources, sampling design, data collection method, data analysis method, reliability and validity of the questionnaire and ethical consideration.

3.1. Research Approach

The researcher employed Quantitative research approach. Most of managers have no time for interview, found in scattered and remote areas of the Insurance’s branches and it is difficult to find them at offices so that the researcher used questionnaires only.

3.2. Research Design

This study employed descriptive research design as the purpose of the study was to assess the practices of organizational Leadership in case of Lucy insurance SC Addis Ababa. The objective of descriptive research design is to portray an accurate profile of a persons, events or situations. When the purpose of the study is to answer who, what, where, how much and how many question similar to the questions raised in these research, using descriptive type research is a typical choice (Saunders, Lewis, Thornhill 2009). Descriptive research explains situations, events, systems and the existing affairs (Sullivan 2001).

3.3. Data Sources

The study used both primary and secondary data sources. Primary data were collected from Lucy insurance SC managerial and non- managerial employees. Secondary data were reviewed from different websites, Audited annual reports of the insurance, case studies, journal articles and different books that dealt with the features of organizational leadership practices and styles.

3.4. Population and Sampling Techniques

The target population of the study was the permanent employees of Lucy Insurance SC at Head office and all branches in Addis Ababa. The total number of employees involved in the research

sampling was 160. Out of these the total number of males is 125 and 35 female employees. Regarding responsibility, 30 managerial and 130 non-managerial employees were involved in the study. So, the population was mainly concerned with management and non- management members' in Addis Ababa at selected branches and head office.

The researcher used this sample population to get information using questionnaire and both open and closed ended questions based on Census method in which all the managerial and non-managerial employees were taken for the study.

3.5. Methods of data collection

In collecting data, the following procedures were used. First, relevant literatures were reviewed to get what is done related to the study. And the correlated documents were reviewed. Second, questionnaires were held to gather data. While the researcher developed questionnaires for the groups mentioned above, he tried to make the questions relevant in terms of the respondents' role in the insurance. Furthermore, in order to generate relevant data for this study, both primary and secondary data sources were considered.

In order to achieve the objectives of the study both primary and secondary sources of data collection methods were employed. Secondary data were reviewed from different websites, Audited annual reports of the insurance, case studies, journal articles and different books that dealt with the features of organizational leadership styles. And primary data were collected from Insurance's employees. All distributed questionnaires were correctly filled and returned.

$$\text{Response Rate} = \frac{\text{Total distributed Questionnaires}}{\text{Total collected Questionnaire}} = \frac{160}{160} = \underline{\underline{100\%}}$$

3.6. Data analysis methods

The data were mainly analyzed using descriptive method. Also to analyze the process, percentages, tables, frequencies were employed. Moreover, percentages and tables were also used to present the findings of the study. The collected data were analyzed using descriptive types of analysis to discuss both opened and closed ended questions.

Throughout the analyzing process, percentages, ratios and other statistical methods were employed. Also other statistical methods like, Mean and standard deviation were extensively used. The researcher also used SPSS- version 26 statistical software packages to code and analyze the collected responses from questionnaires. After properly organizing, data were coded and then made ready for analysis.

3.7. Reliability and Validity

Regarding to the Reliability and Validity of Instrument, pilot testing was done before the study questionnaire was used in actual data collection. A sample questionnaire was given to 10 managerial and 10 non-managerial employees who were to be involved in the study after which it was checked for completeness, ambiguity and language. Those 10 managerial and 10 non-managerial employees has been involved in the sample population after pilot testing.

Those questions that they were uncomfortable with and to make any other comments that could improve the questionnaire. Necessary adjustments were done before the actual data collection exercise. In reliability testing the extent to which the measure was without bias was done using the Cronbach's alpha coefficient, which ranges in value from 0 to 1.

The higher the score, the more reliable the generated scale was. The two types of questionnaire (for: managerial and non-managerial) were a reliability coefficient of 0.750, 0.873 respectively. These coefficients indicate that the data was good and fit for further computation which can lead to making inferences. To enhance research ethics, the researcher subjected all the resulting responses on the outcomes of analyses of the quantitative data collected during the study and made interpretations accordingly.

A) Managerial employees

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.750	17

B) Non-Managerial employees

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.873	18

These coefficients indicate that the data was good and fit for further computation which can lead to making inferences.

3.8. Ethical consideration

Ethical considerations are important, both during data collection and during presentation of data. It is, therefore, essential for the researcher to always keep in mind the objective of enquires in a questionnaire would be used for the academic purpose of writing thesis in partial fulfillment of the requirements for the Degree of Masters of Business Administration (MBA). Great care taken to ensure that these participants were kept completely anonymous in this research paper. Participants were also thanked in writing for their help.

CHARTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

In this chapter, the data collected from target population of Management and Non-management employees were discussed, analyzed and interpreted to arrive at conclusion. Questionnaire was spread to each of concerned employees of the Lucy Insurance Share Company. The data collected are analyzed using SPSS version 26 statistical software packages and presented using ratio, Tables, percentages, mean scores and standard deviations were extensively used. This chapter has two main sections. The first section deals with the respondents profile and second section deals with data analysis and interpretation.

4.1. Respondents general profile

In this part, the respondents 'general profile which includes, gender, age category, year of work experience and Educational background related Data was collected from respondents through questionnaire. From the total of 160 Lucy Insurance Share Company staff members, questionnaire was distributed to all 160 respondents. Out of 160 respondents 30 (18.75%) managerial and 130 (81.25%) non managerial employees were taken for the study. The next table show the respondent's general profile. All the following employee profile has been gathered from the questionnaire distributed to them.

4.1.1. Demographic characteristics of respondents

Description	Respondents	
Gender	Frequency	%
Male	125	77.78%
Female	35	22.22%
Total	160	100.00%
Description	Respondents	
Responsibility	Frequency	%
Managerial	30	18.75%
Non-Managerial	130	81.25%
Total	160	100.00%

Description	Respondents	
Age		
Below 25 years	25	16%
26-35 years	68	43%
36-45 years	38	24%
Above 45	29	18%
Total	160	100.00%
Respondents Work experience		
1-5 Years	8	5%
6-10 Years	67	41.87%
11-15Years	68	42.5%
Above 15 Years	17	10.63%
Total	160	100.00%
Educational back ground		
College Diploma	33	20.62%
BA/BSc Degree	113	70.63%
Master's Degree	14	8.75%
Total	160	100%

Source: Own Survey (2021)

The demographic profiles of the respondents were comprising of age, gender, insurance experience, and educational background. Demographic details of participants showed that 125 of all participants (77.78%) were male and 35 of participants (22.22%) were female. Nearly 70% of the respondents fit in the age category of 26-35 and 36-45 years.

It is evidenced that the respondents held a range of educational qualifications between Diplomas to Masters Level. The largest number of respondents 113 (70.63%) are qualified with BA/BSc degree, followed by Diploma with 33 (20.62%) while the rest 14(8.75%) respondents had a Master's Degree.

Regarding the age of respondents 68 (42.5%) of the participants had insurance experience of 11-15 years, and 67 (41.87%) 6-10 years of insurance experience, and also about 17 (10.63%) had

Above 15 years' of experience while the rest of 8(5%) were an experience of 1-5 years in the insurance. The data clearly show that, Lucy Insurance SC is endowed with a highly qualified, experienced, competent human resource. In general, as one can understand from the above table Lucy insurance is endowed with a young and productive employees.

4.2. Questionnaire response

4.2.1. Leaders' Response toward Practicing Communication and Decision making processes.

Leaders help employees in facilitating the conducive and excellent working environment.	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Strongly Disagree	6	20.0	20.0	20.0	3.20	1.375
	Disagree	4	13.3	13.3	33.3		
	Neutral	1	3.3	3.3	36.7		
	Agree	16	53.3	53.3	90.0		
	Strongly Agree	3	10.0	10.0	100.0		
	Total	30	100.0	100.0			
Leaders Facilitate the manner of communication in effective ways.	Strongly Disagree	3	10.0	10.0	10.0	3.50	1.306
	Disagree	6	20.0	20.0	30.0		
	Agree	15	50.0	50.0	80.0		
	Strongly Agree	6	20.0	20.0	100.0		
	Total	30	100.0	100.0			
Leaders inspiring employees in making strategic decision process.	Disagree	12	40.0	40.0	40.0	2.97	0.890
	Neutral	7	23.3	23.3	63.3		
	Agree	11	36.7	36.7	100.0		
	Total	30	100.0	100.0			
Leaders clearly defines and	Strongly	5	16.7	16.7	16.7	3.13	1.358

implement the policies and processes.	Disagree						
	Disagree	7	23.3	23.3	40.0		
	Agree	15	50.0	50.0	90.0		
	Strongly Agree	3	10.0	10.0	100.0		
	Total	30	100.0	100.0			
	Grand Mean					<u>3.20</u>	

Source: Own Survey (2021)

The above table 4.2.1. Shows that Leaders' Response toward Practicing Communication and Decision making processes. Accordingly, it has been found that 16 (53.3%) and 3(10%) tended to agree and strongly agree respectively with Leaders help employees in facilitating the conducive and excellent working environment. While 6(20%) of respondents were strongly disagreed with the statements. The remaining 4(13.3%) and 1(3%) were tend to be disagreed and one participant testified he/she cannot respond to the statements respectively. the mean score and standard deviation rate was also 3.2 and 1.375 respectively. This implies that the respondents have a modest sense of confidence about their effectiveness in terms of facilitating the conducive and excellent working environment. As the rule of thumb, a $SD \geq 1$ indicates a relatively high variation, while, a $SD < 1$ can be considered low. This means that distributions with a coefficient of variation higher than 1 are considered to be high variance whereas, those with a SD lower than 1 are considered to be low variance.

According to Tower (2003) the utmost essential key to great leadership is communication. So, in this regard leaders has more to do in creating conducive working environments in the company. Also Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished (Richards D & Engle S., 1986).

So, facilitating an effective working environment will create a pleasant relationships among team members and also create an environment within which things can be accomplished effectively and efficiently.

On the other hand, current efforts emphasize the creation of more open, honest and comprehensive assessments and the recreation of vision, mission, culture, strategy, decision making processes and outcomes (Hanna, 2003).

Concerning the 2nd item Leaders asked about facilitating the manner of communication in effective ways. In this regard the majority of managers 15(50%) of Respondents were agreed with the manner of creating effective communication systems. And also about 3(10%) of respondents were strongly agreed on the necessity of facilitating effective communications among team members. And 1(3.3%) of leaders were neutral. And also 6(20%) of respondents were strongly disagreed and 4(13.3%) were disagree respectively with the role of facilitating effective communications. The mean score of the response is 3.5 and the standard deviation rate was 1.306 respectively. This implies that the leaders rated moderate. For instance, when you "setting the example," that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees. Again, in this regard leaders has able to communicate effectively to best accommodate their best employees in Lucy insurance SC.

Above in the same table, Leaders were asked toward inspiring employees in making strategic decision process. In this regard 11(36.7%) of respondents were agree with issue of decision making systems while 12(40%) were disagree and 7(23.3%) Leaders were neutral on the manner of inspiring employees in making strategic decision making processes.

The mean score is 2.97 and standard deviation rate of 0.890 which is less than one ($0 < 1$), this implies that the fact that manager should have to inspire employees towards making strategic decision making process. These refers decision making systems were central. So, regarding to "decision making process" leaders should work to enhance employee performance. In addition, the supports given by the company helped employees to improve their performance.

In order to be effective and sustainable, these strategies and processes must be developed in an environment offering openness, intense and honest reflection and opportunities for participation and actions by all members of the academic community.

According to Simon (1976) defined decision-making as a systematic process to choose the option that offers the best chance of improving the efficiency and effectiveness of the organization to

create value in all interest groups. So, Lucy Insurance SC should make strategic decision making process toward accomplishing organizations goals in all aspects.

In case of Fourth item, the respondents were asked in defining and implementing the policies and processes clearly. Accordingly, it has been found that 15 (50%) and 3(10%) tended to agree and strongly agree with the fourth item. The mean score was also 3.13 and standard deviation 1.358. This implies that the respondents have a strong sense of confidence about their effectiveness in terms of defining and implementing the policies and processes clearly. In general, Leaders’ Response toward Practicing Communication and Decision making processes were a Grand mean score of 3.20. This implies the response rate is moderate.

The absence of such practice shows a low participation of employees or none at all. This may be from high number of work force in the company, which gave the upper hand to the employer and none to the employee.

However, the insurance need to develop a policy or a working environment that allows employees to participate in the design of the aforementioned forms, as the input of employees may contribute a lot to the organization in addition to themselves and optimize the benefit they sought.

In general, Leaders’ Response toward Practicing Communication and Decision making processes were a Grand mean score of 3.20. This implies the response rate is moderate.

4.2.2. Leaders’ opinion regarding to the practice of “Employee commitment to their work Place”

Employees are committed toward performing their duties	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Strongly Disagree	5	16.7	16.7	16.7	3.30	1.442
	Disagree	6	20.0	20.0	36.7		
	Agree	13	43.3	43.3	80.0		
	Strongly Agree	6	20.0	20.0	100.0		
	Total	30	100.0	100.0			

Employees are satisfied in their works and currently practiced leadership practices.	Strongly Disagree	3	10.0	10.0	10.0	3.10	1.322
	Disagree	11	36.7	36.7	46.7		
	Agree	12	40.0	40.0	86.7		
	Strongly Agree	4	13.3	13.3	100.0		
	Total	30	100.0	100.0			
Employees are properly manage their time toward accomplishing their work.	Strongly Disagree	4	13.3	13.3	13.3	3.17	1.289
	Disagree	7	23.3	23.3	36.7		
	Neutral	2	6.7	6.7	43.3		
	Agree	14	46.7	46.7	90.0		
	Strongly Agree	3	10.0	10.0	100.0		
	Total	30	100.0	100.0			
Employees are Responsible that towards the goals, mission, and vision of the organization he/she is associated with.	Strongly Disagree	4	13.3	13.3	13.3	3.50	1.225
	Disagree	3	10.0	10.0	23.3		
	Agree	20	66.7	66.7	90.0		
	Strongly Agree	3	10.0	10.0	100.0		
	Total	30	100.0	100.0			
	Grand Mean					<u>3.267</u>	

Source: Own Survey (2021)

Table 4.2.2, shows Leaders' opinion regarding to the practice of "Employee commitment to their work Place' the majority of the managers 13 (43.33%) agreed in employees commitment toward performing their duties, and 6(20%) of the respondents also strongly agreed on the employee commitment and dedication toward performing their responsibilities. Whereas, 5(16.7%) of the respondents were strongly disagree and 6(20%) of leaders were disagreed on employee

commitment toward performing their duties. The mean score for this response is 3.3. And also the Standard deviation is 1.442. Therefore, this implies that the confidence level of the leaders about employees commitment toward performing their duties were good. Also leaders have to allow their employee in addition to their day to day activities, they have to do with a complex situations in order to bring an extraordinary things happened within an organizations.

In the second statement leaders were asked whether Employees are satisfied in their works and currently practiced leadership styles. 12 (40%) of leaders were agreed that employees were satisfied in their work and currently practiced leadership styles in the company. And also 4(13.3%) of respondents were strongly agreed on the employee satisfaction towards their jobs and currently practiced leadership styles. In addition, 11(36.7%) Leaders were disagreed and also 3(10%) of respondents were strongly disagreed with the manner of their job satisfaction and leadership practices. The mean score is 3.1. and standard deviation rate of 1.322. This implies that it is level of their satisfaction level response with leadership practices in Lucy insurance SC.

In the same table above, Leaders were asked whether employees are manage their time toward accomplishing their tasks. in this case 14(46.7%) of participants were agreed on employee proper time management toward accomplishing their tasks effectively. The finding also shows that the 3(10%) of participants were strongly agreed on the same issue. Also out of 30 leaders 7(23.3%) and 4(13.3%) were strongly disagreed in employee effective time management toward accomplishing their tasks. The mean score for this response is 3.17 and the standard deviation of 1.289. This indicates that leaders response rate were moderate towards the above statement. About 2(6.7%) of the respondents have no idea on all aspects and they remain neutral.

In the Forth statement majority of leaders 20 (66.7 %) were agreed that employees are responsible toward the goals, mission, and vision of Lucy Insurance SC. Also 3(10%) of respondents were strongly agreed. While 3(10%) and 4(13.3%) of respondents were disagreed and strongly disagreed in the responsibility and attitudes of employees toward the goals, mission and mission of the company.

The mean score is 3.5 and the standard deviation of 1.225. This implies that employees are Responsible that towards the goals, mission, and vision of the organization he/she is associated with effectively in bringing the intended success of Lucy insurance SC. Addressing clearly the policies and strategies will help transform themselves to meet the demands of an increasingly

complex and dynamic environment. In general, Leaders' opinion regarding to the practice of "Employee commitment to their work Place were a Grand mean score rate of 3.267. This indicates a moderate response to the statements.

4.2.3. Leaders opinion on General Leadership Practices

Responds freely to suggestions made by employees.	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Disagree	8	26.7	26.7	26.7	3.40	0.932
	Neutral	3	10.0	10.0	36.7		
	Agree	18	60.0	60.0	96.7		
	Strongly Agree	1	3.3	3.3	100.0		
	Total	30	100.0	100.0			
Create conducive work environment which makes subordinates feel comfortable.	Strongly Disagree	4	13.3	13.3	13.3	3.40	1.303
	Disagree	5	16.7	16.7	30.0		
	Agree	17	56.7	56.7	86.7		
	Strongly Agree	4	13.3	13.3	100.0		
	Total	30	100.0	100.0			
Defines organizational goals clearly and discuss with subordinates which makes the company profitable.	Strongly Disagree	3	10.0	10.0	10.0	3.37	1.189
	Disagree	6	20.0	20.0	30.0		
	Agree	19	63.3	63.3	93.3		
	Strongly Agree	2	6.7	6.7	100.0		
	Total	30	100.0	100.0			
Make efforts for group cohesion and treat others fairly.	Strongly Disagree	3	10.0	10.0	10.0	3.50	1.196
	Disagree	4	13.3	13.3	23.3		

	Neutral	2	6.7	6.7	30.0		
	Agree	17	56.7	56.7	86.7		
	Strongly Agree	4	13.3	13.3	100.0		
	Total	30	100.0	100.0			
Leaders have both science and art of leading the company in a well appropriate manner.	Strongly Disagree	2	6.7	6.7	6.7	3.30	1.368
	Disagree	11	36.7	36.7	43.3		
	Agree	10	33.3	33.3	76.7		
	Strongly Agree	7	23.3	23.3	100.0		
	Total	30	100.0	100.0			
	Grand Mean					<u>3.394</u>	

Source: Own Survey (2021)

The above Table 4.2.3 shows Leader's opinion on General Leadership Practices in Lucy Insurance SC. Therefore, leaders were asked to rate their commitment regarding Responds freely to suggestions made by employees. Thus, 18(60%) of respondents replied that they are Responds freely to suggestions made by employees. 1(3.3%) of participants were also strongly agreed with the manner of responding freely to issue and suggestions made by colleges. However, 8(26.7%) of the respondents were disagree and the rest 3(1%) remained quiet on the matter. The mean score is 3.4 and the standard deviation of (0.932) which is less than one ($0 < 1$), this implies that leaders not responds to suggestions made by employees. This show that Leaders commitment toward responding freely to suggestions made employees were moderate in which they have to do more in sharing their experiences to employees to execute their effectively.

The second Statement presents Leaders opinion toward creating a conducive environment which makes the subordinates feel comfortable. Therefore, the Majority of Leaders 17(56.7%) were

agreed in that they create conducive work environment which makes subordinates feel comfortable.

According to Richards D & Engle S, 1986 Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished effectively and efficiently. And also 4(13.3%) of Respondents were also strongly agreed. However, 5(16.7%) leaders and 4(13.3%) of leaders were disagreed and strongly disagreed in Creating a conducive work environment which makes subordinates feel comfortable. The mean score is 3.4 and the standard deviation of 0.303.

In the third Statement the Leaders also asked that whether the leaders defines the organizational goals clearly and discuss with subordinates which makes the company profitable. Out of 30 Leaders Majority of respondents 19(63.3%) were replied that they defines the organizational goals clearly and discuss with subordinates which makes the company profitable. And also, 2(6.7%) of respondents were strongly agreed in the same manner. 6 (20%) Participants were Disagreed and 3(10%) of participants also strongly disagreed in the issue of defining the organizational goals clearly and discuss with subordinates which makes the company profitable. The Mean Score for this Response is 3.37 and the standard deviation of 1.189. This implies that the leaders rated moderate.

The Fourth statement also shows that efforts made by Leaders for group cohesion and treat others fairly. Therefore, 17(56.7%) of Leaders were replied that they made purposeful efforts toward group cohesion and a culture of treating others fairly. 7 (23.3%) of respondents also strongly agreed with team cohesion and team building as well as treat others equally. However, 11(36.7%) of respondents were disagreed with the concept of tem cohesion and treats the team members fairly. 2 (6.7%) of leaders were also strongly disagreed. The mean score is 3.5 and the standard deviation of 1.196. this indicates leaders make sound efforts for group cohesion and treat others fairly.

In the fifth statement the Respondents were asked that whether leaders have both science and art of leading the company in a well appropriate manner. So, from analysis in table 4.1.4, 10 (33.3%) of leaders were replied that they have both science and art of leading the company in a well appropriate manner. And also 11(36.7%) and 2(6.7%) of respondents were disagree and strongly disagreed on the art and science of leading the organizations in a synchronized simultaneous

approach. The mean score is 3.3 and the standard deviation of 1.368. This implies that the leaders rated moderate.

Leadership is both art and science. In organizational leadership to advance intellectually and practically, a better balance between the science and art of leading the organization must emerge (Emerging Leadership Theory, Ahmed, 2012). So that the leaders should practice his/her Leadership styles in a way that increase the abilities of their employees both practically and professionally. In general, Leaders opinion on General Leadership Practices were a Grand mean score rate of 3.394. This indicates a moderate response to the statements.

4.2.4. Leaders efforts and practices for the success of the organizations

Leaders provide training & Development on timely basis in enhancing employee's skills and Capabilities.	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Strongly Disagree	6	20.0	20.0	20.0	3.30	1.368
	Disagree	2	6.7	6.7	26.7		
	Neutral	3	10.0	10.0	36.7		
	Agree	15	50.0	50.0	86.7		
	Strongly Agree	4	13.3	13.3	100.0		
	Total	30	100.0	100.0			
Leaders consistently provide strong and clear mentoring relationships for employees	Strongly Disagree	7	23.3	23.3	23.3	2.60	1.248
	Disagree	10	33.3	33.3	56.7		
	Neutral	1	3.3	3.3	60.0		
	Agree	12	40.0	40.0	100.0		
	Total	30	100.0	100.0			
Leaders set clear vision for the organization, motivate	Strongly Disagree	4	13.3	13.3	13.3	3.30	1.264
	Disagree	5	16.7	16.7	30.0		

employees and setup firm's operations.	Neutral	2	6.7	6.7	36.7		
	Agree	16	53.3	53.3	90.0		
	Strongly Agree	3	10.0	10.0	100.0		
	Total	30	100.0	100.0			
Leaders know the organizations overall purpose and goals and agreed upon policies and strategies.	Strongly Disagree	2	6.7	6.7	6.7	2.63	1.033
	Disagree	17	56.7	56.7	63.3		
	Neutral	1	3.3	3.3	66.7		
	Agree	10	33.3	33.3	100.0		
	Total	30	100.0	100.0			
	Grand Mean					<u>2.96</u>	

Source: Own Survey (2021)

From analysis in table 4.2.4 Leaders were asked to rate their efforts and practices made by them for the success of the organizations. In this regard, out of 30 Leaders 15(50%) of them agreed toward Providing training & Development on timely basis in enhancing employee's skills and Capabilities.4 (13.3%) of Leaders were also strongly agreed. 2(6.7%) of respondents were Disagreed. 6(20%) of respondents were strongly disagreed toward making efforts & practices made by the in providing training & Development on timely basis in enhancing employee's skills and Capabilities.3 (10%) of Leaders were remain neutral. The mean score is 3.3 and the standard deviation of 1.368. Therefore, this implies that the Leaders efforts and practices for the success of the organizations is moderate.

An effective leader can encourage employees in the organization to learn through certain types of motivators, such as rewards or position (Azzam, 2014). Continuously learning is one of the ways to improve the overall performance of the organization. It is not only the employees that need to improve but even all segments of the leadership levels of an organization, if only to set a good example to the bottom line to motivate them to learn.

Leaders should join leadership training programs in order to strengthen their skills and knowledge, making them more effective in their strategies and execution (Freifeld, 2013).

In the second statement the respondents were also asked whether Leaders consistently provide strong and clear mentoring relationships for employees. Thus, 12(40%) of respondents agreed with the manner of consistently providing strong and clear mentoring relationships for employees. 10 (33.3%) of leaders were disagreed with issues. And 7(23.3%) of respondents were strongly disagree Leaders consistently providing strong and clear mentoring relationships for employees. While the remaining 1(%) of respondents were remain neutral. The mean score is also 2.6 and the standard deviation of 1.248. This implies that the leaders rated moderate.

Leaders were also asked in order to rate their opinion toward setting a clear vision for the organization, motivate employees and setup firm's operations. 16(53.3%) of respondents were replied that they were agreed in setting a clear vision for the organization, motivate employees and setup firm's operations. 3 (10%) of respondents were also replied in which they are strongly agreed. And also 5(16.7%) and 4(13.3%) of respondents were disagreed and strongly disagreed respectively. While the rest 2(6.7%) of Leaders Remain Neutral. The mean score is 3.3 and the standard deviation of 1.264. Leadership skills also enable the leaders to lead their employees into the correct direction, in accordance to the organization vision and mission.

Because when an organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, the organization's performance will surely increase and be able to sustain the organization in the current complex business environment. Hence, effective leadership is the main factor that brings change to the organization, if there is no leadership in the organization there will be no chance at all (Atkinson, 2015).

In the same manner Leaders were asked to rate whether they Leaders know the organizations overall purpose and goals and agreed upon policies and strategies. 10 (33.3%) of respondents were agreed in understanding the overall purpose and goals of the organizations and agreed upon policies and strategies. But, also 17(56.7%) of the respondents were disagreed with the statements. 2(6.7%) of Respondents were strongly Disagree in understanding the overall purpose and goals of the organizations and agreed upon policies and strategies. While the remaining 1(3.3%) of respondents Remain Neutral. The Mean score for this response is (2.63) and the standard deviation of (1.033) and Leaders opinion on General Leadership Practices were a Grand mean score rate of (3.394). This indicates a moderate response to the statements.

4.2.5. Employees' Reaction to the Situation of human resource management & team building practices

Leaders mobilize human resources effectively to bring about the desired goal of the organizations.	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Strongly Disagree	18	13.8	13.8	13.8	3.15	1.151
	Disagree	23	17.7	17.7	31.5		
	Neutral	10	7.7	7.7	39.2		
	Agree	79	60.8	60.8	100.0		
	Total	130	100.0	100.0			
Supervisors spend a lot of time on team building and coaching.	Disagree	23	17.7	17.7	17.7	3.72	0.981
	Neutral	16	12.3	12.3	30.0		
	Agree	65	50.0	50.0	80.0		
	Strongly Agree	26	20.0	20.0	100.0		
	Total	130	100.0	100.0			
Leaders respond positively to the issues raised from the employee and the client of the organizations.	Disagree	62	47.7	47.7	47.7	3.10	1.126
	Neutral	7	5.4	5.4	53.1		
	Agree	47	36.2	36.2	89.2		
	Strongly Agree	14	10.8	10.8	100.0		
	Total	130	100.0	100.0			
Leaders build capabilities across the company to ensure the business stays successful in the future.	Strongly Disagree	12	9.2	9.2	9.2	3.52	1.051
	Disagree	15	11.5	11.5	20.8		
	Agree	99	76.2	76.2	96.9		
	Strongly Agree	4	3.1	3.1	100.0		
	Total	130	100.0	100.0			
	Grand Mean					<u>3.37</u>	

Source: Own Survey (2021)

From analysis in table 4.2.6 indicates Employees' Reaction to the Situation of human resource management & team building practices. In this regard, Employees were asked to rate whether their leaders were mobilize human resources effectively to bring about the desired goal of the organizations. Thus, 79(60.8%) employees were relied that their leaders were mobilize human resources effectively to bring about the desired goal of the organizations.

On the other hand 23(17.7%) of respondents were disagree with statement. Also 18(13.8%) of employees were strongly disagreed with their leaders human resource mobilization strategies. Whereas, the remaining 10(7.7%) of respondents were remain neutral. The mean score is 3.15. This implies that the leaders rated moderate.

In the second statement, the employees were also asked to rate their supervisors regarding spending a lot of time on team building and coaching strategies. Thus, 65(50%) of employees response shows that they were agreed with their leaders building teams and coaching systems. Again 26(20%) of respondents strongly agreed with the statements. But, 23(17.7%) of respondents were Disagreed with their leaders spending a lot of time on team building and coaching strategies. While the remaining 16(12.3%) were Neutral. The Mean Score is 3.72 and standard deviation (0.981) which is less than one ($0 < 1$), this implies that Supervisors were not make sound effort toward spending their time on team building and coaching.

Also Respondents has been replied regarding their Leaders response positively to the issues raised from the employee and the client of the organizations. In this case the majority of employees 62(47.7%) were Disagreed regarding the leaders positive response for issues raised from their employees. Similarly, 47(36.2%) were agreed with the issues. Whereas, 14(10.8%) of respondents were strongly Agreed on the leaders positive response for issues raised from their employees. While the rest of 7(5.4%) were remained quiet on the matter. The mean score is 3.1.

Again in the same table above, Employees were asked to rate their Leaders regarding building capabilities across the company to ensure the business stays successful in the future. So that out of 130 Non managerial employees 99(76.2%) of respondents were replied as they agreed with their Leaders ability toward building capabilities across the company to ensure the business stays successful in the future. Whereas, 4(3.1%) of respondents were responded they were strongly agreed. 15(11.5%) and the remaining 12(9.2%) of participants were strongly Disagreed on their Leaders ability toward building capabilities across the company to ensure the business stays

successful in the future. The Mean score is 3.52 and Employees' Reaction to the Situation of human resource management & team building practices with a Grand mean score rate of 3.37. This implies that the employees rated moderate toward the statements

4.2.6. Employee's attitude towards currently practiced Leadership Styles.

	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
I am interested in the delegation and empowerment strategies provided by leaders.	Disagree	23	17.7	17.7	17.7	3.72	0.845
	Agree	97	74.6	74.6	92.3		
	Strongly Agree	10	7.7	7.7	100.0		
	Total	130	100.0	100.0			
The organizational leadership goals of the insurance are set between leaders and employees.	Strongly Disagree	5	3.8	3.8	3.8	3.22	1.004
	Disagree	39	30.0	30.0	33.8		
	Neutral	9	6.9	6.9	40.8		
	Agree	77	59.2	59.2	100.0		
	Total	130	100.0	100.0			
The existing leadership styles are participatory and satisfactory.	Strongly Disagree	13	10.0	10.0	10.0	3.04	1.241
	Disagree	48	36.9	36.9	46.9		
	Agree	59	45.4	45.4	92.3		
	Strongly Agree	10	7.7	7.7	100.0		
	Total	130	100.0	100.0			
I have given a chance to cope up with modern techniques of work with a change in technological advancement.	Strongly Disagree	27	20.8	20.8	20.8	2.92	1.373
	Disagree	35	26.9	26.9	47.7		
	Agree	57	43.8	43.8	91.5		
	Strongly Agree	11	8.5	8.5	100.0		
	Total	130	100.0	100.0			
	Grand Mean					<u>3.23</u>	

Source: Own Survey (2021)

From analysis in table 4.2.6 indicates that the Participants were asked to respond to issues related to their attitude towards currently practiced Leadership Styles. Thus, 97(74.6%) of participants were interested in the delegation and empowerment strategies provided by leaders. And also 10(7.7%) of participants were replied that they were strongly agreed in the same manner. Whereas, 23(17.7%) of employees were Disagreed in the delegation and empowerment strategies of the company. The mean score is 3.72, and standard deviation (0.845) which is less than one ($0 < 1$), this implies that the response rate is not such moderate.

Regarding the 2nd Statement employees were provide their responses regarding to whether the organizational leadership goals of the insurance are set between leaders and employees. Based on this, 77(59.2%) of respondents were agreed on issues of organizational leadership goals of the insurance has set between leaders and employees. Whereas, 39(30%) of respondents were disagreed with the same manner. While the remaining 5(3.8%) and 9(6.9%) of participants were strongly Disagreed and Remain neutral on the company's leadership goals that set between leaders and employees. The mean Score is 3.22. This implies that the employees rated moderate.

Employees also replied the 3rd Statement on which whether the existing leadership styles are participatory and satisfactory. Accordingly, it has been found that 59(45.4%) tended to agree, 10(7.7%) tended to strongly agree with the third item. While 48(36.9%) of respondents were disagreed and the remaining 13(10%) tend to strongly disagree. The mean score for this is 3.04.

Regarding the Last Statement in the same table, Respondents also asked whether they have given a chance to cope up with modern techniques of work with a change in technological advancement. Thus, 57(43.8%) were agreed and 11(8.5%) also strongly agreed on the issues. Whereas, 35(26.9%) of Respondents were Disagreed on the modern techniques of work provided by the company with a change in technological advancement. While the remaining 27(20.8%) of employees were strongly disagreed. The Mean Score is 2.92. And also the Grand mean score of employee's attitude towards currently practiced Leadership Styles were 3.23. This implies the response rate is modest towards the above statements by the respondents.

4.2.7. Employee response on management’s Ability to cope up with dynamic organizational business Environments.

Leaders	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
Leaders empowering employees to accept and embrace changes in their current environment.	Strongly Disagree	6	4.6	4.6	4.6	3.55	0.965
	Disagree	17	13.1	13.1	17.7		
	Neutral	15	11.5	11.5	29.2		
	Agree	83	63.8	63.8	93.1		
	Strongly Agree	9	6.9	6.9	100.0		
	Total	130	100.0	100.0			
Leaders manage social, economic, political and technological changes.	Strongly Disagree	9	6.9	6.9	6.9	3.37	1.135
	Disagree	32	24.6	24.6	31.5		
	Agree	80	61.5	61.5	93.1		
	Strongly Agree	9	6.9	6.9	100.0		
	Total	130	100.0	100.0			
Leaders Maximize the benefits of innovation & technological change and create the conditions for a radical transformation of employees.	Strongly Disagree	15	11.5	11.5	11.5	3.15	1.089
	Disagree	23	17.7	17.7	29.2		
	Neutral	19	14.6	14.6	43.8		
	Agree	73	56.2	56.2	100.0		
	Total	130	100.0	100.0			
Leaders devoted considerable effort to engaging everyone to adapt to change.	Disagree	24	18.5	18.5	18.5	3.72	0.898
	Neutral	3	2.3	2.3	20.8		
	Agree	88	67.7	67.7	88.5		
	Strongly Agree	15	11.5	11.5	100.0		
	Total	130	100.0	100.0			
	Grand Mean					<u>3.45</u>	

Source: Own Survey (2021)

From analysis in table 4.2.7 indicates that the Participants were asked to respond to issues related to their response on management's Ability to cope up with dynamic organizational business Environments. Thus, 83(63.8%) of respondents agreed with Leaders empowerment to employees to accept and embrace changes in their current environment. 9(7.7%) of employees were also strongly Agreed with the 1st Statements. And 17(13.1%) tend to disagree with the issues. Again 6(4.6%) of participants were Strongly Disagreed. While the remaining 15(11.5%) Remain neutral. The mean score is 3.55.and standard deviation (0.965) which is less than one ($0 < 1$), this implies that this implies the response rate is moderate. Addressing the challenges and creating a context supportive of innovation and experimentation will clearly require committed, passionate, transformational and visionary leadership (Tierney 1999).So, in this regard, it is very important to the organizational Leaders empowering employees to accept and embrace changes in their current environment.

In the case of 2nd Statement, Related with the leaders ability to manage social, economic, political and technological changes in the company. Thus, 80(61.5) were tend to agree with the statements. And also 9(6.9%) ten to strongly agree with the leaders ability to cope up with the socio-economic, political and technological advancements in the company. While the rest 32(24.6%) and 9(6.9%) of participants replied that they were disagreed and strongly Disagreed Respectively. The mean score is 3.37. This implies the response rate is moderate towards the statements.

Through the 3rd question on the same table, it was intended to find out as to how the leaders maximize the benefits of innovation & technological change and create the conditions for a radical transformation of employees. Thus, 73(56.2%) were agreed with the above statements. And 23(17.7%) were tend to disagree.15 (11.5%) were strongly Disagreed to the issues While 19(14.6%) of the employees were remain Neutral. The Mean Score is 3.15. This implies that the leaders rated moderate.

The 4th question on table 2.3.2 was targeted to assess the Leaders devotion to make considerable effort in engaging everyone to adapt to change. Hence, 88(67.7%) of the participants agreed that they made considerable effort in engaging everyone to adapt to change. furthermore, 15(11.5%) of the respondents said that they were Strongly Agreed with the statements. However, 24(18.5%) of the participants were disagreed with the leaders considerable effort in engaging everyone to adapt to change. While the Remaining 3(2.3%) Remain Neutral. The mean score is 3.72. And also

employee response on management’s Ability to cope up with dynamic organizational business Environments shows a Grand mean score of 3.45. This implies that the employees rated moderate.

4.2.8. Leaders Practice towards employee development strategies consistently with organizational goals and objectives and employee response.

Key: 1 = Never 2 = Rarely 3 = Sometimes 4 = often 5 = Always

Training and Development practices	Level of Agreement	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
	Never	24	18.5	18.5	18.5	2.28	1.042
	Rarely	77	59.2	59.2	77.7		
	Often	27	20.8	20.8	98.5		
	Always	2	1.5	1.5	100.0		
	Total	130	100.0	100.0			
Team building(team Cohesion)	Never	17	13.1	13.1	13.1	2.35	1.003
	Rarely	79	60.8	60.8	73.8		
	Sometimes	9	6.9	6.9	80.8		
	Often	21	16.2	16.2	96.9		
	Always	4	3.1	3.1	100.0		
Total	130	100.0	100.0				
Manner of Communication & Decision making Process	Never	7	5.4	5.4	5.4	2.72	1.087
	Rarely	71	54.6	54.6	60.0		
	Sometimes	12	9.2	9.2	69.2		
	Often	32	24.6	24.6	93.8		
	Always	8	6.2	6.2	100.0		
Total	130	100.0	100.0				
Succession Planning & Mentoring Relationships	Never	16	12.3	12.3	12.3	2.77	1.303
	Rarely	60	46.2	46.2	58.5		
	Sometimes	12	9.2	9.2	67.7		
	Often	22	16.9	16.9	84.6		
	Always	20	15.4	15.4	100.0		
Total	130	100.0	100.0				
Entrusting	Never	15	11.5	11.5	11.5	2.35	1.054

Powers to Others	Rarely	89	68.5	68.5	80.0		
	often	18	13.8	13.8	93.8		
	Always	8	6.2	6.2	100.0		
	Total	130	100.0	100.0			
	Grand Mean					<u>2.494</u>	

Source: Own Survey (2021)

From analysis in table 4.2.8 indicates that the Participants were asked to respond to issues related to their response on leaders Practice towards employee development strategies consistently with organizational goals and objectives .So, as one can learn from table 4.2.8 Above out of 130 respondents, 77 (59.2%) of them responded that their leaders providing Training & development rarely. Also 27(20.8%) of respondents said that they get training and development Often. However, 24(18.5%) were responded Never. While the rest of employees 2(1.5%) said that they get the opportunity of training and development.

According to National bank of Ethiopia service providing companies including insurance companies were required to budget 2% (two percent) of their annual total budget for the purpose of Training and development to enhance the skills, knowledge and capabilities of their employees. The Mean Score is 2.28. This implies that the employees rated moderate.

Through the second question on the same table, it was intended to find out as to how the insurance implemented its team building (team cohesion) consistently. Thus, 79(60.8%) of employees responded that the insurance rarely practiced in the manner of team building strategies.21 (16.2%) also forwarded their response that their leaders often engaged in team building Practices.However,9(6.9%) of employees said that sometimes. While the remaining 4(3.1%) of participants said that leaders has been always engaged in team building practices in the company.

Teamwork, Communication and Leading Besides strengthening their leadership skills, leaders also need to encourage the employees of the organization to be innovative and cooperative. Teamwork and communication are the best way to create innovative ideas in order to produce the best outcome for the organization (Maxwell, 2009).

So, to achieve the kind of teamwork and rapport that is necessary for the birth of innovative ideas, leaders need to cultivate a positive culture where the employees trust each other , are allowed to do

their own jobs without too much interference and have the freedom to establish a dialogue with one another (Malloch and Melnyk, 2013).

Regarding to the 3rd Statement out of 130 employees 71(54.6%) of them responded that the employee development strategies related with manner of communication & Decision making process within the organizations were rarely Practiced by their Leaders in Lucy Insurance SC. Again 32(24.6%) were responded it can be practices often.12 (9.2%) of them said that it is sometimes. While the Remaining 8(6.2%) and 7(5.4%) of participants forwarded their level of agreement as Always and Never Respectively.

Again in the 4th table from the analysis table we can understand that 60(46.2%) employees were responded that the Succession planning and mentoring relationships were practiced by their leaders rarely. Again 22(16.9%) of them said that it can be practiced often.20 (15.4%) of employees forwarded their level of response that as it is Always exercised by their leaders. Whereas, 16(12.3%) of them said that it is never. While the rest of 12(9.2%) were responded that practiced Sometimes. The mean score is 2.77. This implies that the leaders rated moderate.

The Last Statement in the same table were also mainly concerned with leadership development strategies provided to the employees to forward their responses. Thus, out of 130 respondents 89(68.5%) of employees said that entrusting (delegating) powers to the others were rare in Lucy Insurance SC. Whereas, 8(6.2%) of Respondents were replied that it is often practiced by their leaders. While 18(113.8%) of them responded that is sometimes. As we understand from the table above there is a problem with Leadership development strategies in Lucy insurance SC which is mainly because of ineffective leadership practice in the company with mean score of 2.35. This implies the response rate were moderate towards the statements.

According to (Malloch K & Melnyk B. M, , 2013) to achieve the kind of teamwork and rapport that is necessary for the birth of innovative ideas, leaders need to cultivate a positive culture where the employees trust each other, are allowed to do their own jobs without too much interference and have the freedom to establish a dialogue with one another.

4.2.9. Leaders Practice towards employee development strategies consistently with organizational goals and objectives and employee response.

Employee	Level of Agreement	Frequency	Percent	Valid	Cumulative	Mean	Std.
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response				Percent	Percent		Deviation
on which Leadership Styles to be practiced in Lucy Insurance SC	Transformative Leaders	14	10.8	10.8	10.8	4.47	1.500
	Democratic/Participative Leaders	78	60.0	60.0	70.8		
	Autocratic Leadership	-	-	-	-		
	Transactional Leaders	13	10.0	10.0	80.8		
	Servant Leaders	9	6.9	6.9	87.7		
	Laissez-Faire Leader	6	4.6	4.6	92.3		
	Charismatic Leadership	-	-	-	-		
	Bureaucratic Leadership	-	-	-	-		
	Situational Leader	10	7.7	7.7	100.0		
	Total	130	100.0	100.0			
	Grand Mean					<u>4.47</u>	

Source: Own Survey (2021)

From analysis in table 4.2.9 employees were asked in order to rate their response on which Leadership Styles were to be practiced in Lucy Insurance SC. Thus, from the above table we can understand that the majority of employees 78(60%) were responded a democratic leadership styles were to be practiced in Lucy insurance SC. Whereas 14(10.8%) of employees were also replied with transformative leadership styles in the insurance company. While, 13(10%), 10(7.7%), 9(6.9%), and 6(4.6%) were agreed with Transactional, Situational, Servant, and Laissez-Faire leadership styles respectively. Therefore, based upon employees attitude the mean score rate is (4.47). Based on the gathered information and revealed results of the study shows the attitude of the majority of employees towards leadership styles to be practiced by the leaders of the company were more concerned with democratic leadership styles followed by Transformational and Transactional leadership styles. Furthermore, as one can understand from the above table 4.29 and none of Respondents were replied to the autocratic Leadership styles because it can negatively affect satisfaction of their jobs.

In a Democratic or participative leadership styles group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions, feel more engaged in the process, Creativity is encouraged and rewarded. Democratic leadership plays an integral role in achieving democracy because leadership is associated with public values, freedom, equality, and justice (Denhardt J. V & DenhardtR. B, 2003). Leaders Practice towards employee development strategies consistently with organizational goals and objectives and employee response were a Grand mean score of 4.47. This indicate employees attitudes were more interested in democratic, transformational and transactional. So, the company has more to do with those leadership styles and practices.

4.2.10. Analysis of Opened ended Questionnaires

After analyzing the above closed ended questionnaires starting from the view point of managerial and non-managerial based on relevant evidences, the researcher also analyzed those opened ended questionnaires. In this regard, Leaders were asked those problems they faced during Practice of different Leadership development strategies or styles. So, they point out the following problems they faced during practice of organizational leadership practices were the following:

- An increasing rate of Claim expense (claim ratio) due to mismanaged issuance of insurance policy to customers. And employee resistance to change with a change in dynamic business environments.
- An increasing rate of employee turnover.
- Lack of strong human resource management policies in the insurance.
- Leaders lack of proactively taking time to plan, improve how their team works and putting measures in place to prevent problems before they happen.
- And also inability to identifying areas of risk for their team, and working on measures that will reduce their impact, or stop the problems happening altogether.

Leaders also face a problems of reconciling employee's interest with organizational goals and objectives. So, in addition to day to day operational activities the focus and aspirations of the leaders has more to with complex situations to come up with solutions by turning those challenging opportunities and bring about remarkable success.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of major finding, conclusion, recommendation and areas for further research.

5.1. Summary of Findings

The purpose of this study was to assess the practices of organizational Leadership at Lucy Insurance SC. The study assess whether leaders make sound effort to create team spirit with subordinates, assess factors that lead to ineffective leadership practices, assess leaders practice to motivate employees toward their jobs and assess the attitude of employees toward their supervisors leadership styles.

Furthermore, the paper tried to look at the existing practice of organizational leadership in Lucy insurance SC. It also had the aim of describing the purpose of organizational leadership and tried to reflect the real problems related to organizational leadership practice of the insurance as cited by participants of the study.

Based upon the finding of the study in relation to its leadership styles, ineffective leadership practices faced by the insurance in its day to activities are the following:

It is evidenced that employees were not satisfied with the current leadership styles in Lucy insurance SC due to lack of sound effort made by leaders for the success of the company and non-participatory leadership practices. For instance, from the finding of the study majority of respondents 17(56.7%) were disagreed on leaders know the organizations overall purpose, goals, policies and strategies.

This statement also supported by the mean score and standard deviation of 2.63 and 1.033 respectively. This also implies that there is inconsistent leadership practices toward reconciling organizational goals with employee interests.

Lack of effective training and development strategies to employees as per the rules and regulations of national bank of Ethiopia. About 79(60.8) respondents were replied that the training and development practice were rare at all with the mean score of 2.28 and standard deviation of

1.042. This response rate implies it is rarely practiced which results in poor leadership management systems.

There is also a poor delegation of powers to employees, with a Mean score of 2.35 and standard deviations 1.054 respectively. Regarding team spirit or team cohesion 2.35 and 1.003 mean score and standard deviations respectively. In all aspects the leadership practices were rare. Employee resistance to change, unrecognized efforts and potentials of employees have always resulted in numerous grievances and increased dissatisfaction of employees which result in decreased organizational performance and commutative advantages.

The Leadership practice was inconsistent and rarely practiced, in providing training and development with the mean score rate of 2.28 and also standard deviation shows 1.042, succession planning and mentoring relationships, its mean score is 2.77, and standard deviation of 1.303, decision making and manner of communications 2.72 and 1.087, respectively. This indicates that there is a lack of exerting aggressive efforts by leaders toward developing their subordinates.

With regarding entrusting powers to employee, 23(17.7%) of employees were Disagreed in the delegation and empowerment strategies of the company. The mean score is 3.72, and standard deviation 0.845 which is less than one ($0 < 1$), this implies that the response rate is not such moderate. So, there is a lack of delegating powers to employees.

Also the following findings were forwarded by the researcher:

- Lack of sound team spirit /team cohesion in the Lucy insurance SC.
- Lack of strong and clear mentoring relationships and support system for employees.
- Centralized decision making practice & lack of effective communication process between leaders and subordinates.
- Even though the attitude of employees is interested in the democratic leadership styles, the leaders of the organizations were mainly practice autocratic leadership styles.
- Poor succession planning and entrusting of powers to employees.
- Employee resistance to change with a changing dynamic business environments.
- Lack of motivating employee, which leads to high turnover rate from time to time.
- Unfulfilled employees needs due to increasing rate of claim expense that affect the overall business operations of the Lucy Insurance SC.

- Lack of clearly defining the goals of the company in the way that is consistent with employee interests.
- Practice of autocratic leadership styles in which only leaders and managers presides over policies and processes without or no input from the employees.

5.2. Conclusions

Good Leadership practice is required in order to move in to the future (Kotter. J, 1996). The Success of organization in order to bring the desired goal is largely depends on the Effective Leadership practice and Mobilization of Human resource for the realization and sustainability of the organizations goals in effective manner. Effective leadership practice is essential in managing change and change is the only method to sustain the organization in the current business environment. As usual, change is hard for people, people will feel uncomfortable because of change and even sometimes deny the change, continue as they are and be eliminated by the society. Therefore, leadership can be a factor to motivate and encourage people to continuously make change and push them to change.

From different empirical evidence and results of the study it was observed that effective leadership practice affect the employee satisfaction and organizational performance positively.

- ❖ In this regard, the attitude of majority of respondents regarding their supervisors leadership styles, about (60%) were interested in democratic, followed by transformational (10.8%) and transactional (10%). So, from this data we can understand that about (80.8%) of respondents were reflect their attitudes toward those leadership style positively affected their level of job satisfaction with democratic, transformational and transactional leadership styles.
- ❖ From different empirical evidence and results of the study it was concluded that effective leadership practice affect the employee satisfaction and organizational performance positively. Regarding this democratic, transformational and transactional leadership style positively affected employees“ satisfaction, while bureaucratic leadership style affected negatively. The study also showed that leadership practice was inconsistent, unfair & biased.

- ❖ Those practices which lead to effective leadership practice were of appropriate management skills, effective team spirit, ability to think strategically and spending more time in reconciling employee interest with organizational goals and objectives.
- ❖ It is concluded that supervisors cannot motivate their employees toward achieving their company's goals and objectives in order to bring about a long term competitive advantage and an extraordinary things happened in the organizations.
- ❖ Moreover, Also it has been also seen that purposeful efforts has not been made properly in creating team spirit by the leaders for the success of the company in setting clear vision for the organization, motivate employees and setup firm's operations.
- ❖ So, from the finding of the study the researcher concluded that, in addition to day to day operational activities, Lucy insurance SC has more to do with complex situations toward practicing effective leadership styles that is consistent with employee interest and organizational goals and objectives.

5.3. Recommendations

Leadership practice/styles remain a key focus for the realization of organizational goals and objectives. Leaders in private and public sectors have confronted numerous hurdles and transformations all over the years. For Insurance sectors it is important that leaders, supervisors and managers should hold appropriate leadership practice and prepare themselves to handle different problems related with organizational leadership styles.

In light of the finding of this study, the researcher make the following set of recommendations:

- Sound effort should also be made to create strong team spirit with subordinates to foster a good leadership practices that enables organization to achieve excellence and success. Action should be taken to minimize leadership style that have a negative impact on performance. The leaders of Lucy insurance should pay more attention to develop efficient team building and team cohesiveness as well as trust to co-workers through democratic or transformational leadership practice so that the insurance enhance its achievement.
- Motivation of employee is also important to enhance and encourages employees' moral for creativity and competition for the improvement of productivity and attainment of

organizational goals. Therefore, the company strongly advised to work hard and make its efforts toward motivating employees.

- Lucy Insurance SC should provide training and development to its employees to exploit the full potential of employees and thereby eliminate ineffective leadership practices. According to National bank of Ethiopia service providing companies including insurance and banking sector were required to budget 2% (two percent) of their annual total budget for the purpose of Training and development to enhance the skills, knowledge and capabilities of employees. Therefore, to improve employee's commitment and job satisfaction purposeful efforts should be made by the leaders through different leadership development strategies. Like Training and development, sharing experience, helping employee to cope up themselves with the changing dynamic environmental business operations.
- Effective organizational team building, Mentoring relationships, succession planning, entrusting powers to employees, effective decision making systems, well organized communication process and individual performance measurement tool should be established to help employees get immediate feedback from their actual work accomplishments in line with organizational goals and objectives.
- Lucy insurance should practice Democratic, transformational and transactional leadership styles in order to change the company and its employees for the best and achieve organizational goals effectively and efficiently and Leaders should also able to adapt their leadership style to best accommodate their best employees through mentoring relationships.
- The leaders of the insurance should have a clearly defined strategy to identify and practice appropriate types of leadership styles which consider the actual context of the insurance business for the successfulness of the organization.
- Mainly based upon clear and democratic decision making process and effective communication systems among group members the insurance should have to make effective teams spirit, decentralized decision making, clear mentoring relationships, delegation of powers.

- Lucy insurance should be able to exploit the full potential of all its human resources effectively and efficiently to bring about extraordinary things in the organizations. The insurance has to articulate a clear communication framework to address its mission, vision and goals effectively to its employees. So that employees will create a sense of belongingness in their mind to achieve it.
- Furthermore, in the future complementary studies should be conducted that will take into account the impact of modern methods of leadership on individuals and organizational performance and focus on all private insurance companies operating in Ethiopia.
- In order to turn those challenging opportunities into remarkable success, important critical directional issues need to be addressed and identified by the leaders of the company to come up with solutions.

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APPENDICES
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS
QUESTIONNAIRE TO BE FILLED BY THE RESPONDENTS

Dear Respondents, first I would like to express my sincere appreciation for your precious time, genuine and quick responses in advance.

This questionnaire is designed to gather data on *“Practices of Organizational Leadership” at Lucy Insurance SC* for partial fulfillment of Masters of Business Administration (MBA) of Saint Mary's University. The data will be used only for academic purpose. Therefore, your frank and sincere response will highly be appreciated. I assure you that your identity and answers will be kept confidential.

Thank you in advance for your cooperation!

Section I: General Information

1. Gender: Male Female
2. Age: under 25 25-35 36-45 Above 45 Years
3. Education level: Diploma Degree MA PHD
4. Experience: 1-5 6-10 11-15 Above 15Years
5. Current position (Job Title) _____

Section II: Questions related with practices of organizational Leadership in the Insurance.

Please indicate your level of agreement with the statements so that your answers to these questions will enable the researcher to assess your attitude towards the practices in your insurance. Likerts scale (SA = Strongly Agree A=Agree N=Neutral DA = Dis Agree SD = Strongly Disagree). And also the level of agreement has been ranked from 5-Strongly Agree 4-Agree 3-Neutral 2-Disagree 1- Strongly Disagree.

1. Questionnaire for Leaders

S.No.	Items	Degree of Rank				
Q.1. Leaders' Response toward Practicing Communication and Decision making processes.						
1	Leaders help employees in facilitating the conducive and excellent working environment.					
2	Leaders Facilitate the manner of communication in effective ways.					
3	Leaders inspiring employees in making strategic decision process.					
4	Leaders clearly defines and implement the policies and processes.					
Q.2. Leaders' opinion regarding to the practice of "Employee commitment to their work Place"						
1	Employees are committed toward performing their duties					
2	Employees are satisfied in their works and currently practiced leadership practices.					
3	Employees are properly manage their time toward accomplishing their work.					
4	Employees are Responsible that towards the goals, mission, and vision of the organization he/she is associated with.					
Q.3. Leaders opinion on General Leadership Practices						
1	Responds freely to suggestions made by employees.					
2	Create conducive work environment which makes subordinates feel comfortable.					
3	Defines organizational goals clearly and discuss with subordinates which makes the company profitable.					
4	Make efforts for group cohesion and treat others fairly.					
5	Leaders have both science and art of leading the company in a well appropriate manner.					
Q.4. Leaders efforts and practices for the success of the organizations						
1	Leaders provide training & Development on timely basis in enhancing employee's skills and Capabilities.					
2	Leaders consistently provide strong and clear mentoring relationships for employees					
3	Leaders set clear vision for the organization, motivate employees and setup firm's operations.					
4	Leaders know the organizations overall purpose and goals and agreed upon policies and strategies.					

Section III- Open ended question

- I.** What are problems you faced during Practice of different Leadership development strategies or styles?

2. Questionnaire for Employees

S.No.	Items	Degree of Rank				
		1	2	3	4	5
Q.1. Employees' Reaction to the Situation of human resource management & team building practices						
1	Leaders mobilize human resources effectively to bring about the desired goal of the organizations.					
2	Supervisors spend a lot of time on team building and coaching.					
3	Leaders respond positively to the issues raised from the employee and the client of the organizations.					
4	Leaders build capabilities across the company to ensure the business stays successful in the future.					
Q.2. Employee's attitude towards currently practiced Leadership Styles.						
1	I am interested in the delegation and empowerment strategies provided by leaders.					
2	The organizational leadership goals of the insurance are set between leaders and employees.					
3	The existing leadership styles are participatory and satisfactory.					
4	I have given a chance to cope up with modern techniques of work with a change in technological advancement.					
Q.3. Employee response on management's Ability to cope up with dynamic organizational business Environments.						
1	Leaders empowering employees to accept and embrace changes in their current environment.					
2	Leaders manage social, economic, political and technological changes.					

3	Leaders Maximize the benefits of innovation & technological change and create the conditions for a radical transformation of employees.					
4	Leaders devoted considerable effort to engaging everyone to adapt to change.					

Q.4. Leaders Practice towards employee development strategies consistently with organizational goals and objectives and employee response. 1 = Never 2 = Rarely 3 = Sometimes 4 = often 5 = Always

	Questions	1	2	3	4	5
1	Training and Development practices					
2	Team building(team Cohesion)					
3	Manner of Communication & Decision making Process					
4	Succession Planning & Mentoring Relationships					
5	Entrusting Powers to Others					

Q.5. Employee attitude toward which Leadership Styles to be practiced in Lucy Insurance(Please tick (√))

S.No.	Leadership Practices or styles	Employee Response (√)
1	Autocratic Leadership	
2	Democratic Leadership	
3	Laissez-Faire Leadership	
4	Transformational Leadership	
5	Transactional Leadership	
6	Situational Leadership	
7	Charismatic Leadership	
8	Servant Leadership	
9	Bureaucratic Leadership	