

**ST.MARY’S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES’ JOB SATISFACTION IN ETHIOPIA POSTAL SERVICE: THE CASE OF EXPEDITE MAIL SERVICE (EMS)**

**BY**

**BINIAM HAILU**

**ADVISOR**

**ABDUREZAK MOHAMMED (Ph.D)**

JUNE 2021

**SMU**

**ADDIS ABABA, ETHIOPIA**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES’ JOB SATISFACTION IN ETHIOPIA POSTAL SERVICE: THE CASE OF EXPEDITE MAIL SERVICE (EMS)**

**BY**

**BINIAM HAILU**

**A THESIS SUBMITTED TO ST.MARY’S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF PROJECT MANAGEMENT**

**JUNE 2021**

**SMU**

**ADDIS ABABA, ETHIOPIA**

**ST.MARY’S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES’ JOB SATISFACTION IN ETHIOPIA POSTAL SERVICE: THE CASE OF EXPEDITE MAIL SERVICE (EMS)**

**BY**

**BINIAM HAILU**

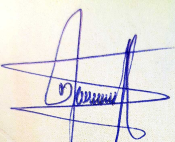
**APPROVED BY BOARD OF EXAMINERS**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dean, Graduate Studies Signature Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Advisor Signature Date

Muluadam Alemu (Ph.D)  July 13, 2021

Internal Examiner Signature Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

External Examiner Signature Date

Table of Contents

[Acknowledgments i](#_Toc73887712)

[List of Acronyms and Abbreviations ii](#_Toc73887713)

[CHAPTER ONE 6](#_Toc73887714)

[1. Introduction **Error! Bookmark not defined.**](#_Toc73887715)

[1.1 Back ground of the study 6](#_Toc73887716)

[1.2. Back Ground Of The Organization 7](#_Toc73887718)

[1.3. Starement Of The Problem 8](#_Toc73887719)

[1. 4. Objective of the study 10](#_Toc73887720)

[1.5. Significant of the study 10](#_Toc73887721)

[1.6. Scope of the study 11](#_Toc73887722)

[1.7 Organization of the Study 11](#_Toc73887723)

[CHAPTER TWO 12](#_Toc73887724)

[2. REVIEW RELATED LITERATURE 12](#_Toc73887725)

[2.1. Definition Of Leader Ship 12](#_Toc73887726)

[2.1.1. Hall Marks Of Leader Ship 12](#_Toc73887727)

[2.1.2. Need Or Importance Of Leadership 13](#_Toc73887728)

[2.1.3. Leadership Qualities 14](#_Toc73887729)

[2. 1.4. Type Leadership style 17](#_Toc73887730)

[2.1.5. Employees Satisfaction 20](#_Toc73887731)

[2.1.6. Job Satisfaction 20](#_Toc73887732)

[2.1.7. Leadership Styles as a Factor of Job Satisfaction 24](#_Toc73887733)

[2.2 Empirical Studies 25](#_Toc73887734)

[2.3 Conceptual Framework 26](#_Toc73887735)

[CHAPTER THREE 28](#_Toc73887736)

[3. RESEARCH DESIGN AND METHODS 28](#_Toc73887737)

[3.1. Research Design and Approach 28](#_Toc73887738)

[3.2. Sources of Data 28](#_Toc73887739)

[3.3. Target Population and Sample Design 29](#_Toc73887740)

[3.4. Data Collection Procedures 29](#_Toc73887741)

[3.5 Data Analysis 29](#_Toc73887742)

[3.6. Data presentation 30](#_Toc73887743)

[3.7. Validity and Reliability 30](#_Toc73887744)

[3.8. Ethical Considerations 30](#_Toc73887745)

[CHAPTER FOUR 31](#_Toc73887746)

[4. DATA INTERPRETATION AND ANALYSIS 31](#_Toc73887747)

4:1Demograpic Analysis………………………………………...……………………………31

4:2 Descriptive Analysis…………………………………………………………………………………….………………………….34

[CHAPTER FIVE 42](#_Toc73887749)

[SUMMARY, CONCLUSIONS AND RECOMMENDATIIONS 42](#_Toc73887750)

[5.1. Summary of the Finding 42](#_Toc73887751)

[5.2. Conclusions 42](#_Toc73887752)

[5.3. Recommendations 44](#_Toc73887753)

[Reference 46](#_Toc73887754)

[Appendices 50](#_Toc73887755)

# Acknowledgments

First of all, I would like to thank the almighty God with His Mother for helping me throughout my life and in conducting my research. Next I would like to recognize the worthy inputs of Dr Abdurezak Mohammed, my advisor, for his commitment and patience in guiding this paper, Thank you for your constructive suggestion. I would like to thank also my family and friend for their support.

Finally, I am delighted to acknowledge Ethiopia Postal Service Employee as well as other administrative staffs for their readiness to provide unreserved collaboration and assistance.

# 

# List of Acronyms and Abbreviations

SPSS = Statistical Package for Social Science

EMS = Expedite Mail Service

LLS = Laissez-fair Leadership Style

TMLS = Transformational Leadership Style

TNLS = Transactional Leadership Style

List of Tables

[Table 2: 1፡ Good and poor leadership 16](#_Toc73886771)

[Table 4: 1 Demographic Characteristics of Respondents 31](#_Toc73886677)

[Table 4: 2 Transformational leadership 34](#_Toc73886678)

[Table 4: 3 Transactional Leadership 35](#_Toc73886679)

[Table 4: 4 Laisser-faire leadership 36](#_Toc73886680)

[Table 4: 5 Employees Satisfaction Table 38](#_Toc73886681)

[Table 4: 6 Summary of mean value on leadership and employees satisfaction 39](#_Toc73886682)

#### Table 4:7 Correlation summary between leadership style and employees job satisfaction….....40

Lists of Figures

[Figure 2: 1 Leadership effectiveness 14](#_Toc73887019)

[Figure 2: 2 Conceptual Framework 27](#_Toc73887020)

## Abstract

*The main objective of this paper is to examine the effect of leadership styles on employee’s job satisfaction in Ethiopia postal service in the case of expedite mail service (EMS). This study depends on data gathered from employees of EMS. To achieve the objective of this study, descriptive method was used, questions were distributed to 133 respondents and 127 returned the questionnaires. Secondary data were also leadership style and employees' job satisfaction. The discoveries likewise uncovered extracted from prospectus and other published materials of Ethiopia postal service. The data collected from the questioner were analyzed using statistical tools such as mean and standard deviation. This study has looked at the relationship between leadership styles and job satisfaction of employees in the EMS and discovers the effect of leadership styles on employee job satisfaction. A Multifactor Leadership Questionnaire was used to measure leadership styles and job satisfaction. Information gathered from respondents was analyzed using descriptive and correlation analysis. The study uncovered that leadership styles were fundamentally related with job satisfaction. The findings of the study demonstrated that there was a huge relationship amongst transactional and transformational that employees favored transformational leadership style over transactional leadership style subsequently the most astounding mean score of the worker job satisfaction measurement went to transformational leadership style. The result of the present study proposes the significance of transformational leadership style that ought to be advanced through the organization's strategies.*

# CHAPTER ONE

## 1. Introduction

### 1.1 Background of the study

In today to gain competitive advantage to enhance profitability to serve and satisfy internal and external customers to win the market share also the loss or the success of the enterprise depend in the hand of leader. Their attitude, behavior and personality affect directly or indirectly the productivity. Stogdill, (1974) says that "leadership is a process of influencing the activities of an organized group in its effort towards goal setting good achievement”.

People you work with reflect your attitude by becoming more positive and dynamic. Leader set the pace and tone for their employee some leaders dressed fine clothing and see themselves as Excellency, greatest, as educated person they need best seats and give only direction on the other hand another leaders are polite servant Listener, facilitate, encourage Serving others.(Elwood N Chapman, 1999).

Leadership is characterized as "the capacity to rouse certainty and backing among the general population who are expected to accomplish the association's objectives" (DuBrin, 2012). A regularly known saying, "Individuals don't leave organizations, they leave leaders" represents the significance of having the right leader set up. The way in which a person leads an organization, division, group or individual is alluded to as their leadership style. Leadership is a confused term, comprising of numerous definitions and qualities (Grimm, 2010). There are few diverse styles of leadership; not all leaders utilize the same style and there is not a predominant leadership style generally connected to specific geographical areas.

In the current period of mechanical and hierarchical advancements, viable execution requests employees to be capable, satisfied and conferred. Organizations need to discover how they can keep their employees fulfilled for their occupation. Job satisfaction is a subject of awesome enthusiasm to scientists from different fields of learning. Researchers are concentrating on employment satisfaction since it is with execution and responsibility. Despite all the differences in the interpretation of job satisfaction, its significant role has never been underestimated in terms of effective performance and successful productivity.

As Seashore and Taber (1975) clarified, job satisfaction for the most part is affected by inner organization environment. This environment contains authority sorts, authoritative atmosphere and work force leadership. At the individual level, leaders who can impact, persuade and coordinate employees will regularly be remunerated by faithfulness and execution of their workers (Mosadegh & Yarmohammadian 2006). Great and successful leaders matter to the general execution and prosperity of the organization and its individuals; they likewise matter to different partners of the organization, for example, the clients and the general public on the loose. At the end of the day, compelling leadership is a foundation in life, when all is said in done, and in making organizations’ progress, specifically.

### Greenlaleaf (1970) the father of modern servant leadership say that “the servant leader is servant first it begins with the natural feeling that one wants to serve first he also states that servant leader ship is calling to serve this calling begins with the felling deep down inside that one cares about people and want to help other".

**Command leadership are style of leader that use standard procedures and output statics to regulate the organization a command and control approach to leadership is authoritative in nature and use a top down approach which fit in the bureaucratic organization in which privilege and power are vested in the senior management. Look peoples as instrument of the production and self serving the approach is dictate control punitive.**

The researcher believes that the outcome of the study has pin point the critical issues of leader’s styles, characteristics, attitude, personality, and behavior how to affect job satisfaction.

### 1.2. BACKGROUND OF THE ORGANIZATION

The universal postal union is specialized agency of the united nation established before united nation, in the league of nation time before W. W. II. All united nation member state are allowed to become members UPS currently has 192 members it also converses the cooperatives including the telemetric and EMS cooperatives respectively each member agree to the same terms of the conducting international postal duties. The UPS head quarters are located in Bern Switzerland. Prior to the establishment of the postal service in Ethiopia on March 9 1894 the following are imperial edict correspondences were conducted through messengers known as melektgnas or postegnas. It was in this way that the emperor Menilik entrusted the organization of the first postal service to Mr AlforedIlgs. Now a day this enterprise has above 11600 permanent and contract employees and more than 1065 branches also provide different service. Became a member of universal postal union in 1908 EMS is it’s a part of postal service which gives customer expedited or as fast as possible different mail service, courier service, handling urgent document, and parcels national worldwide coverage service free door to door pike up and delivery full track and trace system.

The Vision and mission of Ethiopia postal service

***Vision*** In the year 2025 Ethiopia postal office to be known for Excellency in the country and exemplary in the world

**MISSION to** connect the citizens and institutions among themselves and to the world by providing quality and economical postal service. (W.W.W. Ethiopostal.com)

### ****1.3. STATEMENT OF THE PROBLEM****

There is a relationship between low job satisfaction and turnover (Gioia& Catalano, 2011). Researchers have argued that certain leadership styles and behaviors result in low job satisfaction, causing high employee turnover (Gioia& Catalano, 2011; Yang, Wan, & Fu, 2011). According to Gioia and Catalano (2011), employees who feel unappreciated by managers and are dissatisfied with the leadership style tend to report low levels of job satisfaction, resulting in resignations. Managers who fail to realize the influence of leadership styles on job satisfaction of employees contribute to low job satisfaction.

The failure by managers may lead to high employee turnover in the workplace, and decrease employee production, ultimately resulting in business failure (Yang et al., 2011). Target reaction of individuals to leaders for the most part is identified with the worker's attributes and leader's qualities and demonstrated skills. Researchers recommended that a quality relationship amongst worker and leader or its nonattendance remarkably affects self-regard of employees in occupation job satisfaction and work place. In like manner leadership styles should be explored to protect the accomplishments of hierarchical objectives. Job satisfaction is the major determinant of organizational achievement. Satisfied employees go beyond the standard, are committed, cooperative, confident, have less absenteeism, and have team spirit to an organization because they feel more satisfied by the leadership styles practiced in the organization, so employees tend to be more successful.

Ethiopia postal service follows some standard managerial grids to direct strategic issues and to achieve its goals. But, researchers didn’t address the effects of leadership styles of managers for the satisfaction of employees working in Ethiopia postal service. As the fundamental factors influencing the effectiveness of an organization are leadership and employee job satisfaction it is a matter of realizing its objectives for Ethiopia postal service to be concerned to satisfying employee’s needs by acquainting with competent managers or leaders.

So the main reason for conducting this study is to analysis the gaps in EMS context that occur between enterprise leadership style and how they do perceive the existing leadership practices, to answer whether employees are satisfied or not and what is the contribution of leadership style in job satisfaction. For this reason, the study distinct enterprise leadership style, the relationship between leadership style and employees’ job satisfaction and it also show the effect of leadership style on employees’ satisfaction in EMS context only. In order to full fill this knowledge gap, the study addressed the following questions.

### 1.4. Research Question

* What is the effect of leadership styles on employee job satisfaction?
* What is the relationship between leadership styles and employee job satisfaction?
* Which leadership style is highly related to employees’ job satisfaction?

### 1. 5. Objective of the study

The purpose of this research is to examine the effect of leadership styles on job satisfaction of employees.

The specific objectives are

* To assess the effect of leadership style on employee job satisfaction
* To determine which leadership style is mostly related to job satisfaction
* To determine which leadership style is mostly related to which facet of job satisfaction.

### 1.6. Significant of the study

Every research has something to contribute since a lot of time money and above all human energy is exerted to do. This study has contributed the following

The study was tries to reveal the major factor

* The study can create awareness on the current best leadership style according to internal customer satisfaction
* The study has show how to affect leaders behavior in employee satisfaction
* The study can help the HRM department on selecting of leaders and assigning in addition controlling.

.

## 1.6. Scope of the study

“Don‘t bite more than what you can chew” researcher motto

This study is descriptive in nature and it has studied the effect of leadership styles on employees’ job satisfaction and only limited to Ethiopia postal service in the case of expedite mail service (EMS) working process in Addis Ababa. This research include all current employees working in Ethiopia postal expedite mail service (EMS) in year 2021. The study investigates the effect of leadership styles on employees’ job satisfaction. The study has examined dimensions of transformational, transactional and laissez faire leadership styles as independent variables to measure their effect on dependent variables which are dimensions of job satisfaction.

The finding of the research has more fruitful if it were conduced widely by including other departments or working process. But due to time, money, sources, and, other constraints the researcher believes that has selected one manageable scope. According to this, effect of leadership style for better employees job satisfaction in Ethiopia postal service in the case of EMS working process in Addis Ababa.

### 1.7 Organization of the Study

The research has comprised of five chapters. Chapter one constitutes introduction part, which is background of the study and problem statement, research objective, research questions, significance of the study, scope of the study and organization of the study. Chapter two about review of related literatures and conceptual framework, Chapter three presents research methodology that is data collection instruments, method and source of data collection, and methods of data analysis. Chapter four has composed of data analysis and interpretation. Finally the last chapter presents discussion, recommendations and conclusions

# CHAPTER TWO

# 2. REVIEW RELATED LITERATURE

### 2.1. DEFINITION OF LEADERSHIP

Socrates had identified the common element of service in all leader ship by insisting that the core responsibility of leader is to meet human needs (Jone Adair, 2002)

*“aprocess of influencing the activities of an organized group in its efforts towards goal setting and goal achievement”.* (Stogdill, 1974)

*“the art of getting someone else to do something you want done because he wants to do it”. (*Dwight D. Eisenhower in Snee ,2002)

Leadership is not about controlling people; it's about caring for people and being a useful resource for people. Leadership is not about being boss; it's about being present for people and building a community at work. Leadership is not about holding on to territory; it's about letting go of your ego, bringing your spirit to work, being you’re best and most authentic self. Leadership is less concerned with pep talks and more concerned with creating a place in which people can do good work, can find meaning in their work, and can bring their spirits to work. Leadership, like life, is largely a matter of paying attention.

#### 2.1.1. HALL MARKS OF LEADERSHIP

**Directive –**a leader will find a way for wards he or she will generate a sense of direction .that may involve identifying new objectives, new products or service and new markets.

**Inspiration-** leadership is linked to inspiration. The words and example of a leader kindle the motivation –the moving energy –already present in the organization team and individual.

**Building terms** a leader tends to think naturally in terms of team equally teams tend to look for leaders rather than bosses.

**Example** leadership is example. A leader will have his or her own output or direct contribution to the common task there by “leading from the front”

**Acceptance** – you can be appointed a manager but are not really a leader until your appointment is ratified in the hearts and minds of those who work with you. (John ADAIR, 2003)

### 2.1.2. Need or Importance of Leadership

* Perfect organizational structure the organizational structure is complete or perfect with the help of effective leadership. (Koontz. Harold, 1982)
* Directing group activities the personal conduct and behavior of a leader can direct other to achieve organizational goal the main responsibility of a leader is to get the work hard and effectively without leadership .a leader alone can consolidate the effort and directing them towards the goal.
* Technological economical and social change there is frequently change in technology, economic and social structure in the present computer world the organization should change its operation and style. this is possible only with the help of effective leadership
* Better utilization of man power a leader treats with equal importance plan policies and programs of an organization there is a need of leader ,the leader implement plan police and program
* Avoiding in balances an organization grow in size and complexity with the imbalance a leader can tackle these problems and maintain balance
* Source of motivation the leadership style should be utilized to motivate the workers according to the situation prevailing the achievement of goals doubtful in the absence of leadership
* Reconciliation of goals an organization has own goals the employees of the organization have their own goal ;they are working mainly for achieving their goals instead of achieving organizational goal .an effective leadership can reconcile the goal of organizations and employees .it ‘s necessary for the success of an organization .
* Developing good human relations human relation represents the relation between the leader and followers (subordinate).an efficient leaders can develop the skill of the followers and promote self confidence apart from motivation .next the leader create opportunity to show their ability and induce the followers to work towards the accomplishment of goals in this way the leader promote the cooperative attitude of workers and maintain ns better relations with them
* Promoting the spirit of co-ordination a dynamic leader can co-ordinate among the activities of the subordinate
* Fulfilling social responsibilities high standard of living to workers ,high productivity and in come to the organization ,more revenue to the government ,reasonable price to the customer and fair return on investment to the investors these could be achieved with the help of effective leadership .only an efficient leader can get work done fulfill social responsibilities (Koontz. Harold, 1982)

Figure 2: 1 Leadership effectiveness

(Mark Thomas, 2006)

#### 2.1.3. Leadership Qualities

**Vision** first requirement for leader is strong service of purpose a vision of what could and should be is a basic force that enables the leaders to recognize what must be done and to do it.

**Ability-**the leader must know the job or-invite loss of respect. It helps if th e leader has done the job before and done it will**.** (Manning & Curtis, 2007)

**Enthusiasm**-is a form of persuasiveness that causes other to become interested and willing to accept what leader is attempting to accomplish genuine enthusiasm is an important trait of good leader.

**Stability-**a leader must understand her or his own worlds and how it relates to the world of others one cannot solve the equation of others when preoccupied with the equation of self.

**Concern for others**-At the heart of caring leader ship is concern for others the leader must not look down on other or treat them as machines replaceable and interchangeable.

**Self confidence-**confidence is one ability gives the leader inner strength to overcome difficult tasks if a leader lack of self confidence people may question their authority and may even disobey orders.

**Persistence**-the leader must have drive and determination to stick with different tasks until they are completed.

**Vitality-**even if the sprint is willing, strength and stamina are needed to fulfill the tasks of leadership.

**Charisma-**charisma is a special peon’s alit quality that generates other interest and causes them to follow.

**Integrity-**the most important quality of leader ship it integrity understood as honesty strength of character and courage. (Manning & Curtis, 2007)

Integrity has been defined as the quality which makes people trust you. And trust is of central importance in all personnel relationship integrity mans laterally personnel wholeness it also convey the sense of Adherence to standards or values out sides yourself especially the truth trust an truth are first cousins. (Manning & Curtis, 2007)

**Warmth**-A ‘cold fish’ does not usually make a good leader, a warm personality is infectious.

**Calmness**-an important characteristics recognized long ago by the Koran historian tacit us when he wrote; ‘reason and calm judgment ’the qualities especially belonging to a leader. (John ADAIR, 2003)

**COMPARISON OF GOOD LEADERSHIP AND POOR LEADERSHIP**

Table 2: ፡ Good and poor leadership

|  |  |  |
| --- | --- | --- |
| **No** | **Leadership Category** | |
| **Good Leadership** | **Poor Leadership** |
| 1 | Passionate about one’s job | Believes as it is just a job |
| 2 | Values one’s team | Considers having employees |
| 3 | Knows one’s team | Not necessarily be personal at work |
| 4 | Takes time to develop their strengths | Focuses on their weakness |
| 5 | Gives people a chance to try out and learn | Controls every decision |
| 6 | Empowers others to exercise leadership roles | Lacks trust on others |
| 7 | Believes in participatory decision making | Believes that only the boss matters |
| 8 | Spends time learning how to be a better leader | Got it all figured out |
| 9 | Creates a fun working environment | All work no play |
| 10 | Secure | Insecure |
| 11 | Admits mistakes | Usually blames others for failure |
| 12 | Confrontational | Ignores problems hoping they will go away |

Source: Adapted from Maxwell (2009) “Good Leadership vs. Bad Leadership”

### 

#### 2. 1.4. Type of Leadership style

#### 2.1.4.1 Laissez-faire Style

The laissez-faire leader gives no continuous feedback or supervision because the employees are highly experienced and need little supervision to obtain the expected outcome. This type of style is also associated with leaders that do not lead at all, failing in supervising team members, resulting in lack of control and higher costs, bad service or failure to meet deadlines. In government, this is what the type of leadership, which may drive to anarchy (Lewin, Lippitt, & White, 1939). Laissez-Faire Leaders give group members the freedom to make their own decision in any process as leaders play no leadership role to subordinates. Laissez- Faire Leaders need the less of management authority, leave responsibility to subordinates to decide goals, plans, and programs by their own within the source of possibility. In other words, laissez faire leaders do not take the responsibility and give subordinates the authority to use. Laissez-Faire Leaders do not form any control mechanism on group members, and they are completely free to take any decision. An avoidant leader may either not intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in effort to build a relationship with them. Laissez-faire style is associated with dissatisfaction, unproductiveness and ineffectiveness. (Limsila & Ogunlana, 2008).

#### 2.1.4.2 Transactional Style

Transactional leaders focus mainly on the physical and the security needs of subordinates. The relationship that evolves between the leader and the follower is based on bargaining exchange or reward systems (Bass, 1985; Bass & Avolio, 1993).

Transactional leadership “Using a carrot or a stick, transactional leadership is usually characterized as instrumental in followers‟ goal 18 attainment” (Bass, 1997). There are three components in transactional leadership – Contingent reward, whereby subordinates‟ performance is associated with contingent rewards or exchange relationship Active Management by exception, whereby leaders monitor followers‟ performance and take corrective action if deviations occur to ensure rewards or exchange relationship Active Management by exception, whereby leaders monitor followers‟ performance and take corrective action if deviations occur to ensure outcomes achieved; Passive Management by exception, whereby leaders fail to intervene until problems become serious (Bass, 1997).

The transactional leader is given power to perform certain tasks and reward or punish for a team’s performance. It gives the opportunity to the manager to lead the group and the group agrees to follow his lead to accomplish a predetermined goal in exchange for something else. Power is given to the leader to evaluate, correct and train subordinates when productivity is not up to the desired level and reward effectiveness when expected outcome is reached (Burns, 1978). According to (Bass 1985), transactional leaders lead to employees by rewarding. The desired performance is based on when a leader explains what are aims, goals, results, and rewards to employees who achieved in their work.

Transactional Leadership is consisted of contingent reward, active management by exception, and passive management by exception. Contingent reward leadership may put forth a result of developmental plan, may explain why they desire to success, when they get the results, they will reward them for good performance. Employ fulfill these requirements are explained explicitly (Pillai, et.al, 1999). Transactional leaders choose the way of leading effective ongoing process. Leaders, who adopt this approach, especially reward employees with money, status and promotion while they pay less attention to creative and innovative acts.

#### 2.1.4.3 Transformational Leadership

Transformational leadership was developed by Bass (1985 ) on account of stating behavior and characteristic to provide organizational change and stability while transformational leadership is comprised of idealized influence, individual consideration, intellectual stimulation, and inspirational motivation (Bass, 1990). Transformational leaders try to persuade followers that they are powerful enough to coping with individual needs and personal developments, which turn out to establish close relationship with employees. Leaders pay feel more special, motivated and encouraged. By this way, there is an enhancing effect on the success of the employees. Transformational leadership is also explained for displaying higher to come to terms with team mission and goals and also the success of the employees. Transformational leadership is also explained for displaying higher to come to terms with team mission and goals and also the continuity of this process. Leaders encourage employees to see beyond what they already have (Bass, 1990).

The transformation leader motivates its team to be effective and efficient. Communication is the base for goal achievement focusing the group in the final desired outcome or goal attainment. This leader is highly visible and uses chain of command to get the job done. Transformational leaders focus on the big picture, needing to be surrounded by people who take care of the details. The leader is always looking for ideas that move the organization to reach the company’s vision (Burns, 1978). This type of leader sets the criteria for their workers according to previously defined requirements. Performance reviews are the most common way to judge employee 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. Burns (1978) first introduced the concept of transforming leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well. According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. He established two concepts: "transforming leadership" and "transactional leadership". According to Burns, the transforming approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals. Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership was mutually exclusive styles. Transactional leaders usually do not strive for cultural change in the organization but they work in the existing culture while transformational leaders can try to change organizational culture.

### 2.1.5. Employees Satisfaction

The marketing goal of every service organization is to achieve customer satisfaction and customer retention. Research studies prove beyond doubt that the marketing goal can be achieved only when employee are satisfied. Service organization should study employee expectation time and gain gear up the police frame work to satisfy them. Employee’s satisfaction will not only increase employee productivity but also result in employee retention the performance of satisfied employee results in customer satisfaction and satisfied customer became loyal to the service organization. a loyal customer base increase revenue as well as profitability of the organization there for employee’s satisfaction has a chine of positive effect to the service firms. Neil (2014)

### 2.1.6. Job Satisfaction

The term “job satisfaction” reflects a person’s attitude towards their job and the organization and can be defined as an employee’s emotional reaction towards their work environment. based on the evaluation of the actual results against their expectations (Phillips & Gully, 2012).

(Saari & Judge, 2004) found evidence that job satisfaction is a predictor of employee performance and the relationship is stronger for professional jobs.

Effectively managing the variables that influence employee behavior and job satisfaction affects their discretionary efforts and performance levels (Phillips & Gully, 2012). Stringer (2006) found empirical support for the proposition that high-quality supervisor-employee relationships are positively related to levels of both intrinsic and extrinsic job satisfaction. Mohammad, Al-Zeaud, & Batayneney (2011) also found that a significant link exists between leadership behavior and job satisfaction.

The intrinsic component of job satisfaction is dependent on the individual’s personal perception and emotional state regarding the work environment and includes factors such as recognition, advancement, and responsibility. Stringer (2006)

The extrinsic components are comprised of external job related variables that would include salary, supervision, and working conditions, (Negussie & Demissie, 2013).

job satisfaction is a mix of mental, physiological and ecological circumstances that bring about a man to say, "I am satisfied by my job". Job satisfaction is a subjective term, characterized in different ways, in any case it was for the most part concurred that job satisfaction is viewed as a worldwide feeling about the employment.

Locke (1969) characterized job satisfaction as the pleasurable passionate state coming about because of the evaluation of one's employment as accomplishing or encouraging the accomplishment of one's occupation values. characterized job satisfaction as all attributes of the occupation itself and the workplace which sales people find compensating, satisfying, and fulfilling, or baffling and unsuitable.

Again Locke (1976) characterized job satisfaction as a positive relationship described by pleasurable or positive perspective coming about because of the occupation experience. As indicated by Locke (1976), job satisfaction is a positive enthusiastic reaction when employees’ aptitudes and capacities are regarded.

job satisfaction is one-dimensional term, suggests that representative is either fulfilled or unsatisfied. In any case, expressed that job satisfaction is multi-faceted variable, suggests employees' fulfillment is connected with various features of work. Operationally characterizing work satisfaction as a multifaceted term, research writing reported the prevailing features of job satisfaction as advancement, supervision, workplace and compensations.

Luthans (1998) categorized these facets as; *intrinsic* job satisfaction - related with the type of work that make the job, for example skills, etc.; *extrinsic* job satisfaction - associated with work term and conditions, for example, salary. Job satisfaction can be characterized as satisfaction of one's desire. It contrasts from individual to individual and association to association even in connection of male and female. So job satisfaction is such wonder which originates from the employment, as well as from one's close to home, social authoritative, managerial and practical condition.

job satisfaction is a blend of subjective and full of feeling responses to the differential view of what an employee needs to get contrasted with what he or she really gets. Job satisfaction is a component that would actuate the worker to work in the long term position. Workers encounter a sentiment achievement if their fancied desires are met, that will at last decide the level of fulfillment. At the end of the day, job satisfaction occurs for when a job meets the, qualities, desires and gauges of a person also, will empower their dedication and execution.

Spector (1997) says job satisfaction ought to be ordinarily measured in degrees and inspected from numerous perspectives utilizing different builds or classifications. For instance, one can be fulfilled by specific components of a job, feel neutral about a few, and be dissatisfied with others. Components of work can likewise have contrasting degrees of significance, which can bring about those components to be weighted diversely in evaluating general occupation fulfillment. A few representatives might be fulfilled by couple of parts of their work however disappointed with every single other viewpoint.

Some theories of job satisfaction included discrepancy theory (Locke, 1969), equity theory (Mowday, 1992), and the motivator-hygiene theory (Herzberg, Mausner, &Snyderman, 1959).

Discrepancy theory, as depicted by Lawler (1973), was the aftereffect of the distinction between a real result a man gotten and some other expected result level. A correlation, in which a genuine result level was lower than a normal result level, would bring about disappointment (Lawler, 1973).

Inputs and results were the reason of equity theory (Mowday, 1992). The premise of the motivator-hygiene theory (Herzberg, Mausner, & Snyderman, 1959) was that jobs had specific factors which were related to job satisfaction or dissatisfaction. The five factors thought to facilitate job satisfaction were achievement, recognition, work itself, responsibility, and advancement. The five factors identified by Herzberg, as determinants of job dissatisfaction, were policy and administration, supervision, salary, interpersonal relations, and working conditions.

i. Recognition - Acts of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public.

ii. Achievement - Accomplishment of endeavors including instances wherein failures were incurred. Similarly, instances were included wherein neither success nor failures were incurred.

iii. Possibility of Growth - Whether a change in status was possible, irrespective of the fact that the change could be upward or downward in status.

iv. Advancement - Designated an actual change in job status.

v. Salary - All sequences of events in which compensation plays a major role.

vi. Interpersonal Relations - Relationships involving superiors, subordinates, and peers.

vii. Supervision - The supervisor’s willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates.

viii. Responsibility - Satisfaction derived from being given control of personal work or the work of others and/or new job responsibilities.

ix. Policy and Administration – Events in which some or all aspects of the organization were related to job satisfaction.

x. Working Condition – Physical working conditions, facilities, and quality of work as related to job satisfaction.

xi. Work Itself - The actual job performance related to job satisfaction.

Herzberg, Mausner, and Snyderman (1959) named the determinants of satisfaction “motivators” (achievement, recognition, work itself, responsibility, and advancement) and the determinants of dissatisfaction “hygiene’s” (policy and administration, supervision, salary, interpersonal relations, working conditions).

### 2.1.7. Leadership Styles as a Factor of Job Satisfaction

Job satisfaction is influenced by various factors such as supervisors’ displays of nonverbal immediacy, humor, communication satisfaction, effects of gender, and supervisors’ communication style Pre-factor variables divide into two categories – individual characteristics and environmental variables (Seashore & Taber, 1975). The internal environmental variables such as organizational climate, organization’s scale, level of centralization, level of formality, level of organizational complexity, decision making process, and leadership are critical variables affecting employee’s satisfaction at workplace.

Leadership style is an essential determinant of worker job satisfaction. The responses of workers to their leaders will generally depend on the attributes of the employees also as on the qualities of the leaders (Wexley & Yukl 1984). The nature of the leader follower relationship or the scarcity in that department has an extraordinary impact on the employee's self-regard and job satisfaction. Employees are more fulfilled by leaders who are considerate or strong than with the individuals who are either uninterested or basic towards subordinates it is unpleasant for employees to work with a leader who has an antagonistic conduct and is unsupportive. In the event that subordinates are not equipped for making sense of the most effective method to perform the work independent from anyone else they will lean toward a pioneer who will give satisfactory direction and guidelines (Wexley & Yukl, 1984).

There are some features of leadership having positive relation with job satisfaction such as interpersonal relations, helping behavior among members of team, extent of taking part in decision making, compensation satisfaction and appraisal system having distinct leadership style is a key element that impacts employee’s job satisfaction which leads to organizational success. Additionally, job satisfaction is a critical and important outcome of having an effective leadership in an organization (Bass &Avolio, 1994). The findings from many studies demonstrated significant impact of transformational leadership on job satisfaction of subordinates. In the choice of leadership style, transformational leadership has been reported to be positively related to job satisfaction in various sectors of organization as compared to other styles of leadership such as transactional and laissez faire**.**

### 2.2 Empirical Studies

Different studies have been made regarding the effect of leadership on job satisfaction. In this section studies have been reviewed from two dimensions. First studies reviewed from various perspectives and then based up on leadership theory to illustrate the effects of leader behavior on job satisfaction.

A relationship between leadership style and employee performance has been reported in the organizational and management literatures. Several studies found a positive relationship between the two variables. For instance, Lo, et al. (2010) concluded that the leadership styles 22 of supervisors are important dimensions of the social context because they shape subordinates organizational commitment in various important ways. Likewise, Ponnu & Nakoon (2009) indicate that ethical leadership behavior has a positive impact on employee organizational commitment and employee trust in leaders.   
On the other hand, the study results on the relationship among leadership style, and employee performance by Awan & Mahmood (2009) show that the leadership style (in their case laissez-faire) has no effect on the performance of employees in the banks . Instead, most of the banks professionals seemed to be highly committed with their organizations i.e., they favored result-oriented culture. Similarly, reported that the leadership style variable, a bureaucratic environment, often resulted in a lower level of employee commitment and performance, whereas Hunt and Liesbscher (1973) [as cited in Bučiūnienė & Škudienė, 2008] discovered a negative association between these two variables.

In another study involving 156 participants, Lo et al. (2009) examined leadership styles and employees performance in Malaysia banking industry to ensure the successful management of employees and to improve productivity and achievements of an organization. They discovered that several dimensions of transactional and transformational leadership have positive relationship with organizational employee performance but the impacts are stronger for transactional leadership style. Similarly, investigated the employees’ perceptions of leadership style among Malaysian managers and its impact on organizational performance and then found that leadership tends to be more transformational than transactional.

To sum up, as we have seen in this chapter there is plenty in the literature that describes leadership styles and employee performance from a multitude of angles and views. Articles also repeat the same topics and findings and the author chose to include just to show that the findings are similar but from a wide range of domains. In some researches in the literature it was determined that there was a relationship between leadership styles and employee commitment (Lo et al., 2009; Lo et al., 2010;., 2004; Bučiūnienė & Škudienė, 2008;, 1999; Awan & Mahmood, 2009; Ponnu & Tennakoon, 2009). These studies were generally conducted in organizations, yet there have been few researches conducted in banks not in Post office. Thus, the aim of this research is to determine the perceived relationship between leadership styles and employee satisfaction of Ethiopian post office.

### 2.3 Conceptual Framework

Based on the above discussion the following conceptual framework is developed by the researcher, in which the dependent variable is job satisfaction and independent variables are dimensions of the three leadership styles explained above

Figure 2: 2 Conceptual Framework

|  |
| --- |
| Independent Variables |
| Leadership Styles  Transformational leadership   * Idealized influence * Individual consideration * Intellectual stimulation * Inspirational motivation   Transactional leadership   * Management by exception * Contingent reward |
| Laissez faire leadership |

**Dependent Variable**

**Job Satisfaction**

**Intrinsic and Extrinsic job**

**satisfaction**

* Work activities
* General working condition
* Pay & promotional Potential
* Work relationships
* Use of skills & abilities

Source: Developed by the researcher 2021

As Figure 2 shows, it reflects the fact that employee job satisfaction, as measured in terms of pay, promotion, supervision, work relationships, use of skills & abilities, and operating procedure or work activities can be influenced by either one of the three different leadership styles considered in this study: transformational, transactional, and laissez-faire leadership

# CHAPTER THREE

# 3. RESEARCH DESIGN AND METHODS

This chapter discusses the practical methods used with the aim of answering the research questions to fulfill the objectives of this research paper. It describes the area of the study, research approaches and design, targeted population, sources of data and collection method, sampling design and sample size determination, instruments of the study, validity and reliability, and methods of data analysis.

## 3.1. Research Approach and Design

The main purpose of this study was to determine the effects of leadership style on job satisfaction in Ethiopia postal service in the case of EMS in Addis Ababa. Research design is a plan or an outline how one intends to conduct the research. The research design and methodology is selected on the appropriateness to achieve the objective of the study. Thus, the research design used in this study is descriptive. The purpose of descriptive survey research is to describe some aspects of phenomenon, i.e. the status of a given phenomenon. Particularly, descriptive survey research design gather data at a particular point in time with the intention of describing the nature of existing conditions, or identifying standards against which conditions can be compared, or determining the relationships that exists between specific events.

In this research, a quantitative research approach is employed to gather data from both primary and secondary sources (Cohen, et.al.2007). The study was benefited from quantitative data collection techniques employing multiple forms such as, questionnaires and document reviews.

## 3.2. Sources of Data

The researcher has used primary and secondary types of data. Primary data were gathered from respondents directly to reach a certain conclusion. The main reason of using primary data is the information is first hand, timely. The study also used secondary data which collect from journal,

reference book and previous study. The reason of using secondary data is for identifying the dependent and independent variable.

## 3.3. Target Population and Sample Design

The study has used the population who are working in Ethiopia postal service in the case of EMS in Addis Ababa with a total number of 133 permanent employees. The study has used the total population of the office referred to as census. Therefore, 133 respondents were use as for this study to gather date through questionnaire. The researcher deemed necessary to take all.

## 3.4. Data Collection Procedures

Three survey instruments was used: the Multifactor Leadership Questionnaire (MLQ) which measures leadership style (Bass &Avolio, 1997), Job Satisfaction Survey (JSS) which measures employees‟ job satisfaction and a brief demographic survey. (Spector, 1997).

All questions were scored along a 5-point Likert scale. Each question was designed to rate the leadership styles and job satisfaction (SD = very weak, D = weak, N = neutral, A = good, SA = very good). Each question was calculated based on this score. The mean score of each question were used to assess the research questions as a conclusion. If the mean score was 3.1 to 5, it was considered positive. If the mean was 1 to 2.5, it was considered negative. If the mean was between 2.51 and 3.0, it was considered neutral.

To be as comprehensive as possible, this study was use the full range of leadership styles: transactional, transformational and Laissez-fair. For the sake of efficiency and timeliness, administration of the questionnaires was achieved through personal contacting, assistants/enumerators and networking. Other data were gathered from records at the Ethiopia postal service, operating manuals and research, seminar papers, annual reports, statistical abstracts, magazines, newspapers and journals.

## 3.5 Data Presentation and Analysis

After data collected the study has gone to analysis session, researcher had applied quantitative data analysis technique. Quantitative analysis like frequency and percentage for demographic characteristic of respondents and mean and standard deviation for leadership styles and satisfaction variables, mainly the study were also used correlation analysis, for this purpose the researcher utilize SPSS version 20.

Descriptive analysis has used to reduce the data in to a summery format by tabulation and descriptive statistics including frequencies, percentage, mean, and standard deviation used to discuss the data.

## 3.6. Data presentation

Each returned questionnaires was carefully examined to make sure that each question has answered. If it contained five or more unanswered items, it has considered invalid and eliminated. These punched cards were then programmed and computer analyzed by using SPSS Manual version 20 (Nieet al.2005).

## 3.7. Validity and Reliability

In descriptive research, reliability and validity of the instrument are very important for decreasing errors that might arise from measurement problems in the research study. The reliability indicates how free it is from random errors. The researcher contact and communicates respondents on how to fill the questionnaire and allowed them to call the researcher for any difficulty by giving phone number of the researcher and also the researcher has conducted pilot test to make the questionnaire more accurate and to get feedback before distributing to all respondents.

## 3.8. Ethical Considerations

To ensure unanimity, voluntary participation, and confidentiality of respondents a covering letter prepare explaining the aim of the research, the confidentiality of the responses and instructions for completion. The questionnaire was drawn up containing questions on the variables and demographic data for employees and they were asked to complete the questionnaire anonymously and return them directly to the researcher.

# CHAPTER FOUR

# 4. DATA INTERPRETATION AND ANALYSIS

It this chapter the data collected was discussed analyzed and interpreted in order to meet the purpose of this study to assess the effect of leadership style on employees Job Satisfaction of the Ethiopia postal service in the case of EMS in Addis Ababa. It also describes the targeted population, response rate, sources of data, validity of the instrument as well as the results of the findings. The survey questionnaires were distributed to 133 all respondents, and 127 (95.48%) of the respondents completed and returned the questionnaires, therefore the data analyzed was from 127 of respondents.

## 4.1 Demographic Analysis

This section presents the demographic characteristics of the respondents. Descriptive statistics were analyzed and reported to describe the sample characteristics and the research variables (such as gender, age, level of education, work experience and basic salary). Frequencies and percentages were also calculated.

Table 4: 1 Demographic Characteristics of Respondents

|  |  |  |  |
| --- | --- | --- | --- |
| Item | Category | Frequency | Percentage (%) |
| Gender | Male | 53 | 41.7 |
| Female | 74 | 58.3 |
| Total | 127 | 100 |
| Age | <20 | 20 | 15.7 |
| 20 – 30 | 59 | 46.5 |
| 31 – 40 | 33 | 26 |
| 41 -50 | 9 | 7.1 |
| >50 | 6 | 4.7 |
| Total | 127 | 100 |
| Education | 12 Grade | 14 | 11 |
| Diploma | 44 | 34.6 |
| Degree | 66 | 52 |
| Master | 3 | 24 |
| Total | 127 | 100 |
| Work Experience  Basic Salary | <5 years | 22 | 17.3 |
| 5 – 10 years | 57 | 44.9 |
| 11–15 years | 38 | 29.9 |
| 16–20 years | 10 | 7.9 |
| >20 years | 0 | 0 |
| Total | 127 | 100 |
| <5000 Birr | 12 | 9.1 |
| 5001-7500 Birr | 50 | 37.9 |
| 7501-10500 Birr | 57 | 43.2 |
| >10501 Birr | 8 | 6.1 |
| Total | 127 | 100 |

Source: - Own Survey Data, 2021

In terms of the age of the respondents, the researcher categorized it in to five age groups. The first category was less than 20 years represents 20 (15.7%) of the respondents. The second category was 20 – 30 years of age range there are 59 employees in this category and they represented 46.5% of the total respondents. The third category was 31 – 40 years of age and it represented 33 (26%) of the total respondents. The fourth category was 41-50 years of age and represented 9 (7.1%) of the total respondents. The last category was above 50 years and it represents 6 (4.7%) of the respondents. Based on the above shown data the highest portion of the respondents fell under the second (20-30 years of ages) category. However, the last category above 50 years of age category has the lowest number of the respondents.

As shown Table 4.1 the gender distribution of the study sample is that 53 (41.7%) of the total respondents are male, 74 (58.30%) are female.

Accordingly it can be further summarized that majority of the respondents are female (58.3%) It implies that the organization provides more job opportunity to female employees than male employees.

It is also shown on table 4.1. That the educational level of respondents where 44(34.6%) of the respondents where diploma holders, 66 (52%) of the respondents are Degree holders and 3 (2.4%) of the respondents are Masters Holders, 14 (11%) of respondents are 12 Grade. From these figures one can easily understand that most of the respondents are Degree and Diploma holders, therefore, it is believed that they would easily read, understand and able to fill out the questionnaire, as well as understand about the leadership style and job satisfaction of the employees of the office. In addition, it can be noted that most of the employees were degree holders.

Table 4.1 shows the average work experiences of employees of Ethiopia postal service in the case of EMS in Addis Ababa As stated on the above table, out of 127 respondents, 22 (17.3%) of respondents has less than 5years of work experience, 57 (44.9%) of respondents have work experience ranging from 5-10 years,38 (29.9%) of respondents have work experience of 11-15 years, 10 (7.2%) of the respondents have work experience of 16-20 years. From this it can be understood that majority of the respondents have served between 5-10 years, which can be analyzed that they would have a good experience of the organization to discuss about leadership style and employees job satisfaction in the organization.

From Table 4.1 it is observed that out of 127 respondents, 12 (9.1%) of the respondents get paid a monthly salary of less than 5,000 birr (ETB), 50 (37.9%) of the respondents get paid an amount ranging between 5,001 to 7,500 birr, 57 (43.2%) of the respondents get a salary amount from 7,501 to 10,500 birr 8(6.1) of the respondents are paid more than 10,500 birr.

### 

## 4.2. Descriptive Analysis

The data analysis method used was descriptive statistics method using Statistical Packages of the Social Science (SPSS) software. This aspect was divided in to 4 topic areas such as transformational leadership, transactional leadership, laissez-fair leadership and job satisfaction.

### Effect of Leadership Styles on Employee Job Satisfaction

Table 4: 2 Transformational leadership

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **N** | **Mean** | **STD** |
| Leaders treat me as an individual rather than just as a member of group. | 127 | 2.54 | 0.80 |
| Leader helps me to develop my strength. | 127 | 3.10 | 0.81 |
| Leaders articulate a compelling vision of the future | 127 | 3.12 | 0.93 |
| Leader talk enthusiastically about what need to be accomplished | 127 | 3.17 | 0.86 |
| Leader goes beyond self-interest for the good of the group | 127 | 3.11 | 0.86 |
| Leader display a sense of power and confidence | 127 | 3.50 | 0.77 |
| Leaders get me to look at problem from many different angles. | 127 | 3.12 | 0.88 |
| Leaders suggest new way of looking how to complete assignment | 127 | 3.21 | 0.90 |
| Average |  | **3.10** | **0.85** |

Source: - Own Survey Data, 2021

From Table 4.2, the result shows 2.54 for response that leaders treat me as an individual; rather than just as a member of group. For leader helps to develop my strength the result of the respondent was 3.10Forthe question that leader articulates a compelling vision of the future the result was 3.12. For response that leader talks enthusiastically about what need to be accomplished the result was 3.17 For response that leader goes beyond self-interest for the good of group the result was 3.11 For response that leaders display a sense of power and confidence the result 3.5 For response that leader gets me to look at problem from many different angles the result was 3.12 The final mean score for response that leader suggest new way of looking how to complete assignment the result was 3.21. This implies that leaders show sense of power and confidence for their employees, on the other hand leader didn’t treat employees as an individual rather they treat as a group. The average mean value of transformational leadership is 3.10 this implies majority of respondents give below 3 score exclude for all question. Standard deviation of response is find 0.85 there is a certain deviation between responses.

Table 4: 3 Transactional Leadership

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **N** | **Mean** | **STD** |
| Leaders demonstrate that problem must become chronic before taking action. | 127 | 3.43 | 0.95 |
| Leaders wait for thing to go wrong before taking action. | 127 | 3.51 | 0.53 |
| Leaders concentrate his/her full attention on dealing with mistake, compliant and failure | 127 | 3.98 | 0.76 |
| Leaders keep track of all mistakes | 127 | 3.32 | 0.84 |
| Leaders focus attention on irregularity mistake, exception and deviation from standard. | 127 | 3.58 | 0.87 |
| Leaders provide me with assistance in exchange for my effort. | 127 | 3.23 | 0.84 |
| Leader discuss in specific term who is responsible for achieving performance target | 127 | 3.8 | 0.97 |
| Leaders make clear what one can expect to receive when performance goals are achieved. | 127 | 3.65 | 0.86 |
| Average |  | **3.56** | **0.83** |

Source: - Own Survey Data, 2021

Table 4.3, shows that the response of transactional leadership style parameters, the table contain mean value and standard deviation of each response, from this table the following mean score results show. For the response that leaders demonstrate that problem must become chronic before take action 3.43. For that response of leader wait for thing to go wrong before take action 3.51. For the response that leader concentrates his /her full attention on dealing with mistake, compliant and failure 3.98. For the response that leader keeps track of all mistakes the result was 3.32. For the response that leaders focus attention on irregularity mistake, exception and deviation from standard the response was 3.58. For the response that leader provides me with assistance in exchange for my effort the result was 3.23. For the response that leader discuss in specific term that is responsible for achieving performance target the result was 3.80. The last mean score result for response that leader make clear what one can expect to receive when performance goals are achieved 3.65. This implies that leaders have clear understanding about what one can expect to receive when performance goals are achieved.

Table 4. 4 Laisser-faire leadership

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Frequency** | **Mean** | **STD** |
| In complex situation, manager let subordinate work problem out on their own. | 127 | 2.74 | .78 |
| Leaders require staying out of the way of subordinate as they do their work. | 127 | 3.07 | .84 |
| Leader allow subordinate to appraise their own work. | 127 | 2.48 | .82 |
| Leader gives complete freedom to subordinate to solve problem on their own. | 127 | 2.94 | 82 |
| Leader offer little input which prefer by subordinate. | 127 | 3.07 | .87 |
| Leaders are leaving subordinate alone. | 127 | 3.03 | .90 |
| Total/Average | **81** | **2.89** | **.84** |

Source: - Own Survey Data, 2021

Table 4.4, show that the mean score of laissez fair leadership style parameters, the result show 2.74 for the response of in complex situation, leader let subordinate work problem out on their own. 3.07 for response that leaders require staying out of the way of subordinate as they do their work. For the question that leaders allow subordinate to appraise their own work the result was 2.48. For the question for that leader give complete freedom to subordinate to solve problem on their own the result was 2.94.Forthe question that leader offer little input which prefer by subordinate respondents result was 3.07. For question that leaders are leaving subordinate alone respondents result was 3.03. This implies that the basic assumption of laissez-fair leadershipstyle leader empower their employee and allow subordinate as they needs to be done. The standard deviation values of laissez-fair leadership parameters find between 0.78- 0.90 in all response this indicate there is deviation of responses between each other.

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **N** | **Mean** | **STD** |
| I would to delighted to spend the rest of my carrier with organization | 127 | 3.72 | .70 |
| I believe this organization is an excellent place to work. | 127 | 3.15 | .69 |
| I would take almost any kinds of job responsibility to keep working for this organization. | 127 | 3.38 | .74 |
| I don’t feel any necessity to continue with my employer. | 127 | 3.25 | .87 |
| I am committed for work more than I should. | 127 | 3.42 | .60 |
| I use my potential to done in a better way. | 127 | 4.04 | .67 |
| I am working attentively to accomplish organization goal. | 127 | 3.50 | .91 |
| I always strive to find a better way of doing things. | 127 | 3.80 | .86 |
| When I do anything successfully, I feel like a personal accomplishment | 127 | 3.21 | .94 |
| At my job, I use my skill and ability | 127 | 3.95 | .79 |
| I have all resource; I need to do my job successfully. | 127 | 3.82 | .67 |
| Total | **81** | **3.57** | **.77** |
|  |  |  |  |

Table 4: 5 Employees Satisfaction Table

Source: - Own Survey Data, 2021

Table 4.5, Show that the response of employee’s job satisfaction parameters, from this table the following mean score results are shown 3.72 for response that I would be delighted to spend the rest of my career with organization. 3.15 For response that believe this organization is an excellent place to work. 3.38 For response that I would take almost any kinds of job responsibility to keep working for this company. 3.25 For response that I don’t feel any necessity to continue with my employer. 3.42 For response for that I am committed for work more than I should. 4.04 for response of i use my potential to done in better way. 3.50 For response for that I am working attentively to accomplish organizational goal. 3.80 for response for that I always strive to find a better way of doing things. 3.21 For response of when I do anything successfully, I feel like a personal accomplishment. 3.95 For response that at my job , I use my skill and ability. The last mean score 3.82 deal with I have all resource i need to do my job successfully. This implies that all are agree on satisfaction because the mean score value show majority of employees are agree up on employees satisfaction parameters. Standard deviation of response on employees job satisfaction record 0.60 – 0.94.

### Relationship between leadership style with employee’s job satisfaction

#### Table 4: 6 Summary of mean value on leadership and employees satisfaction

|  |  |  |  |
| --- | --- | --- | --- |
|  | **N** | **Mean** | **Std.Devation** |
| transformational leadership style  transactional leadership style  laissez-fair leadership style  employees satisfaction | **127**  **127**  **127**  **127** | **3.10**  **3.56**  **2.89**  **3.57** | **.85**  **.83**  **.84**  **.77** |
| Source: - Own Survey Data, 2019  Table 4.6, shows that mean value of dependent and independent variable, the mean value of transformational leadership style is 3.10, transactional leadership style 3.56, Laissez-fair leadership style 2.89 and employee’s satisfaction score 3.57. this indicate the office use transactional leadership but it doesn’t mean that leaders are applying transactional leadership only, but aligning with transformational leadership the organizations verifying transactional and laissez-fair leadership style, leaders help employees, the articulate a compelling of vision, leaders goes beyond self-interest, and display sense of confidence and power, suggest new of looking how to complete the task. In addition to that employees are satisfied because the means score say that most of respondent are agreed up on parameters of satisfaction, in generally employees in EMS are not satisfied by existing leadership style. | | | |

### Correlation between leadership style with employee’s job satisfaction

#### Table 4.7. Correlation summary between leadership style and employees job satisfaction

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Correlation** | | | | | |
|  | | **Laissez-fair leadership style** | **Transformational leadership style** | **Transactional leadership style** | **Employees satisfaction** |
| **Laissez-fair leadership style** | Pearson correlation | 1 | .373\*\* | .372\*\* | 0.342 |
| Sig.(2-tailed) |  | 0 | 0 | 0 |
| N | 127 | 127 | 127 | 127 |
| **Transformational leadership style** | Pearson correlation | .386\*\* | 1 | .517\*\* | .461\*\* |
| Sig.(2- tailed) | 0 |  | 0 | 0 |
| N | 127 | 127 | 127 | 127 |
| **Transactional leadership style** | Pearson correlation | .372\*\* | .517\*\* | 1 | .398\*\* |
| Sig.(2- tailed) | 0 | 0 |  | 0 |
| N | 127 | 127 | 127 | 127 |
| **Employees satisfaction** | Pearson correlation | .342\*\* | .461\*\* | .398\*\* | 1\*\* |
| Sig.(2- tailed) | 0 | 0 | 0 |  |
| N | 127 | 127 | 127 | 127 |
| **\*\*Correlation is significant at 0.01 level (2- tailed)** | | | | | |

Source: own survey 2021

Table 4.7. gives you an idea about the relationship between leadership style and employees’ job satisfaction, The relationship between laissez-fair and employees’ job satisfaction is 0.342, this indicates there is positive and strong correlation between variables.

Transformational and employees satisfaction is 0.461, this specifies that the correlation between employees’ job satisfaction and transformational is positive and strong.

Pearson result 0.398 deal about correlation between transactional and employees’ job satisfaction at .000 level of significance, this point out there is strong and positive correlation between variable.

This result tells us there is positive relationship between leadership style and employees’ job satisfaction generally because, all leadership styles has a positive correlation with employees’ job satisfaction in EMS.

Among three leadership style transformational leadership style has high correlation with employee’s job satisfaction; this implies that EMS employees prefer transformational leadership style than other. In EMS, leader helps subordinate to develop their strength, suggest new way of perform tasks, leaders display sense of confidence for their staff and performing other things to be satisfy their follower. Transformational leadership style has a positive relationship with job satisfaction (Voon,Lo and Ngui.. et.al, 2011). transformational leadership were more positively correlated with intrinsic rather than extrinsic job satisfaction mans that transformational leadership dimension create a good environment that increase job satisfaction (Ibraheem, Mohammmad and Al-Zeaad.. at al, 2011).

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIION

The main objective of the study was to assess the effect of leadership styles on job satisfaction of employees in Ethiopia postal service in the case of EMS Addis Ababa. Data was collected from employees currently working in EMS by Questionnaire. The summary, conclusion, and recommendation are presented in the following sections.

## 5.1. Summary of the Finding

The major findings of the study are summarized as follows

* The mean result of leadership styles (transformational, transactional and laissez fair leadership style) the average mean shows that most of the employees are not satisfied.
* The study also tried show the response of the participant regarding with transformational leadership style, based on this the mean result indicate that most of respondents are relatively satisfied.
* The last leadership style laissez fair leadership parameter mean result show that most of respondents of study are not agreed on all variables.
* The study has tried to measure the level of employees satisfaction , the result show that most of respondents in this study are agree up on almost all variable but they are disagree on I don’t feel any necessity to continue with my employers, mean they are require additional things which expect from organization. The aggregation mean results of employee’s satisfaction leads in to most respondents are satisfied.
* The correlation between leadership style and employees’ job satisfaction is positive but transformational leadership has high correlation with employees’ job satisfaction.

## 5.2. Conclusions

The leadership styles of Ethiopia postal service lead are dominantly using transformational leadership style, help employees to develop their strength, express organization vision, willing to talk what employees are needs to be accomplish, goes beyond self-interest, suggest new way, demonstrate confidence and power, but they don’t treat employees as an individual, rather they treat them as a group. In addition to transformational leadership leaders verifying transactional and laissez-fair leadership style was aligning with transformation leadership style. Transformational leadership pattern reduce work pressure and raise employees oral resulting in promoting their job satisfaction (Ibraheem , Mohammad and Al-Zeaad ..et al 2011).

* During measuring employees job satisfaction, employees feel job satisfaction, they spend the rest of carrier, believe organization is the best place for them, willing to take any responsibility from enterprise, committed for work, use their potential to done better, working alertly for enterprise, but they have additional request to continue with in EMS.
* The existed leadership styles of enterprise have correlation with employee’s job satisfaction, this means all leadership style has association and strong and positive relationship with employees’ job satisfaction, but there is high relation between transformational leadership style and employees’ job satisfaction.
* Transformational leadership has more effect on employee’s job satisfaction in EMS.
* Generally leadership style has an effect on employee’s job satisfaction. Leadership style is one of the significant concept affecting employee attitude and behavior which might also affect the feeling and thought of the employee (cetin, Karabay and Efe 2012). As they said effective leadership and employee job satisfaction are considered to be the fundamental factor for organization success employee are the most important asset in the organization by adopting appropriate leadership style leader can affect employee job satisfaction , the study it show leadership affect the job (Cetin, Karabay and Efe 2012).

## 5.3. Recommendations

From the summary of finding and conclusion the researcher would like to recommend the following to maximize employee’s job satisfaction.

* EMS should be first applying one leadership style dominantly second the combination of two or more leadership styles based on circumstance, because there is no best leadership style, each leadership style has their merit and demerit, therefore to maximize the benefit, EMS use transformational leadership dominantly with merging one to another leadership style to satisfy their employees more. In addition to that Most of employees have BA degree and they are young, this indicate that those employees needs inspiration, motivation, freedom, intellectual stimulation, understanding of interest by leaders, they need freedom, appraise their performance.
* EMS should treat employees as an individual rather than member of group, it might be difficult to satisfy each individual interest but as a leader they should give an attention for individual concern rather than group because there is a difference among individual interest in the group, therefore to give appropriate response for their concern leaders should follow and address individual feeling through their representatives.
* EMS should be recognizing the requirement of employees because employees have necessity to continue with EMS. Unless employee’s turnover might be occur in the future, because if employees’ requirement is not full filled, they wish other companies which satisfy their necessity, for that reason as leader manager should aware employees’ requirement to satisfy them, during this time employees will spend the rest of career.
* As we see on the finding, transformational leadership style has more effect on employees’ job satisfaction and relationship with employees’ job satisfaction, therefore enterprise should perform the following to create better employees’ job satisfaction, these are encourage followers (workers), create new environment, innovate new system and method of working assignment, believe and share organization goal to inspire them, motivate internally, using intellectual stimulation, promote new way of thinking, go beyond their personal interest for the good of group.
* EMS should be discover another condition in which employee satisfying their follower more, and should be open the stage to address the factors affecting employee’s satisfaction and know how employees looking and response for organization salary condition, promotion, technology, job by itself, communication and relationship, training and development and other factors. Kaila (2012) cited Wexley and Yuki (1984) stated that job satisfaction is influenced by many factor including personal trait and characteristic of the job. This later theories focused more one presence or absence of a certain intrinsic and extrinsic job factors that could determine one employee job satisfaction.

# References

Adair, J. (2002). Inspiring Leadership. Toro good Publisher. London

Awan, M.R. & Mahmud, K. (2009). Relationship among leadership style, organizational culture and employee commitment in university libraries Library Management, 31, 253-266.

Bass, B. M. (1997). Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*, *52*(2), 130-139.

Bass, B.M. & Stogdill (1990). Hand book of leadership: Theory, research and managerial applications (3rd ed.). New York: Free Press.

Bass, B.M., &Avolio, B. J. (1994). *Improving Organizational Effectiveness through Transformational Leadership,* (pp 1-10). Thousand Oaks, CA: Sage.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press:New York.

Burns, J. M. (1978). *Leadership*. New York: Harper & Row.

Bučiūnienė,I. &Škudienė, V. (2008). Impact of Leadership Styles on Employees’ Organizational Commitment in Lithuanian Manufacturing Companies. SEE Journal, 33, 57-65.

Cetin, M., Kalabay, E., Melisa, & EfeNaci, M. (2012). The effect of leadership style and communication competency of bank manger on employee job satisfaction: the case of Turkish Bank. 8th international strategic management conference, Procedia: social and behavioural science, No.58, pp.227-237.

Cohen, L. & Manion, L. (1994).*Research Methods in Education* (4th ed.). London: Routledge Publishers.

Deming, W. Edwards (1990). Sample Design in Business research. Dover Publication.

Dubrin, A. J. (2010). *Principles of Leadership*. (6th ed.). Sydney: South-Western.

Elwood, N. & Sharon, L. (1999). Leadership: Essential Steps Every Manager Needs To Know. Prentice Hall Publisher.

Gioia, J., & Catalano, R. (2011). Meaningful exit interviews help one bank cut turnover and save. *Global Business and Organizational Excellence,* 30, 36–43.

Greenleaf, R. K. (1977). *Servant leadership*. Mahwah: Paulist Press.

Grimm, J.W. (2010). Effective Leadership: Making the Difference. Journal of Emergency Nursing, 36, 74-77.

Heinz, W. & Koontz, H. (1982). Leadership Management: A Global Prospective (10th ed.). London: Pitwan Publisher.

Ibraheem Sulieman, Mohammad Snelash & Al-Zeaad Hussein..et al.., (2012). The relationship between transformational leadership and employee satisfaction at Jordanian private hospital, Journal of peer-reviewed and open access, vol.5, No.2, pp.35-46.

John, C. Maxwell. (2009). Laws of Leadership. USA: Thomas Nelson Inc Publisher.

Lewin, Lippitt, & White (1939). Pattern of aggressive behavior in experimentally created social Climates

Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and* *Architectural Management*, *15*(2), 164-184.

Liphadzi, Aigbavboa, & Thwala, (2015). Relationship between Leadership Style and Project successs: in The South Africa Construction Industry. Elsevier Ltd. 123 (2015) 284-290

Lo, M., Ramayah, T., & Min, H. (2009). Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. African Journal of Marketing Management, 1, 133-139.

Marilyn, M. & Patricia, H. (1989). Leadership Skill For Women. Pennsylnia: Grasp Publisher.

Manning, G. & Curtis, K. (2007). The Art Of Leadership. ( 2nd ed.) NY: McGraw Hill/Irwin.

Mark, A. T. (2006). Gurus on Leadership. London: Thorogood Publisher.

Mohammad, S., AL-Zeaud, H., & Batayneh, A. (2011).The relationship between transformational leadership and employees' satisfaction at Jordanian private hospitals.*Business & Economic Horizons*.

Mohammad IkramIdrus, DjabirHamdah, HarisMaupa. et al.., (2016). Transformational leadership style effect on the job satisfaction of government employees, International journal of scientific and research publication,vol.6, No. 4, pp.12-24.

Negussie, N., & Demissie, A. (2013). Relationship between leadership styles of nurse managers and nurses' job satisfaction. in *Ethiopian Journal of Health Sciences.* Jimma University specialized hospital.

Neiel P.R., (2014). Transformational leadership and employee job satisfaction: the case of Philippines Saving Bank Bo tangos Branch, Asia pacific journal of multidisciplinary research vol. 2, No.6, pp.6-14.

Phillips, J. M., & Gully, S. M. (2012).*Organizational behavior: Tools for success.* South-Western: Mason, OH.

Pillai et.al, (1999). Fairness perceptions and trust for transformational and transactional leadership

Ponnu, C. H. &Tennakoon, G. (2009). The Association between Ethical Leadership and Employee Outcomes. Electronic Journal of Business Ethics and Organization Studies, 14, 21-32.

Ritchie, J. & Lewis, J. (2003).Qualitative Research Practice.London: Sage Publication.

Saari, L.M., & Judge, T. A. (2004). Employee attitudes and job satisfaction.

Seashore, Stanley, Taber, Thomas (1975).“Job satisfaction indicators and their correlates”.American Behavioral Scientist, 18(3), 333-368.

Spector, P. (1997). *Job satisfaction: Applicatio assesment cause and consequences.* Thousand Oaks, CA: Sage.

Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research.* New York: Free Press.

Stringer, L. (2006).The link between the quality of the supervisor–employee relationship and the level of the employee's job satisfaction.*Public Organization Review.*

Voon. L.M., Lo.C. M & Ngui S.K...et al., (2011). The influence of leadership style on employee satisfaction in public sector organization in Malaysia, international journal of business, management and social science, vol. 2, No.1, pp.24-32

Wexley and Yuki (1984). Organizational behavior people and process in management

W.W.W. Ethiopostal.com

Yang, J., Wan, C., & Fu, Y. (2011). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management,* 31, 837–848.

# 

# Appendix

**Dear Sir/Madam**

This questionnaire is prepared by Biniam Hailu, MA in PM (Project Management) in Saint Mary’s University for fulfillment of MA Degree in Project Management. The aim of this questionnaire is to collect primary data about “The Effect of Leadership Style on Employees Job Satisfaction in Ethiopia postal service in the case of EMS in Addis Ababa. The information gathered will be used fully and with due attention for academic purpose only. I therefore, would like to assure you that the data collected will not be misused in any way. Therefore, your genuine, honest and prompt response is valuable input for the quality and successful completion of the paper. Thank you in advance for your sincere cooperation.

**Instruction**

* No need of writing your name
* Please read each of the following questions carefully and make tick mark (√) in the appropriate box.

**Part one: Demographic information**

**1. Gender:** Male Female

**2. Age:** less than 20 20- 30 31 - 40

41 -50 Above 50

**3. Education back ground** Diploma Bachelor

Masters 12 Grade

**4. Work Experience**:Less than 5yrs. 6-10yrs 11-15yrs

16-20Yrs Morethan20

5.Basic Salary Less than 5000 5001-7500

7501-10500 >10501

**Part Two: Question related with leadership Style**

**Instruction: please indicate your agreement level for each question**

**Note:**Strong disagree =1 Disagree=2 Neutral= 3 Agree=4 Strong Agree=5

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | | Statement | AgreementLevel | | | | | | |
|  | |  | 1 | 2 | 3 | | 4 | | 5 |
| **Laissez-Fair Leadership Style** | | |  |  |  |  | |  | |
| 1 | In complex situation, manager let subordinate work problem out on their own. | |  |  |  |  | | |  |
| 2 | Leaders require staying out of the way of subordinate as they do their work. | |  |  |  |  | | |  |
| 3 | Leader allow subordinate to appraise their own work. | |  |  |  |  | | |  |
| 4 | Leader gives complete freedom to subordinate to solve problem on their own. | |  |  |  |  | | |  |
| 5 | Leader offer little input which prefer by subordinate. | |  |  |  |  | | |  |
| 6 | Leaders are leaving subordinate alone. | |  |  |  |  | | |  |
|  | **Transformational Leadership Style** | |  |  |  |  | | |  |
| 7 | Leaders treat me as an individual rather than just as a member of group. | |  |  |  |  | | |  |
| 8 | Leader helps me to develop my strength. | |  |  |  |  | | |  |
| 9 | Leaders articulate a compelling vision of the future. | |  |  |  |  | | |  |
| 10 | Leader talk enthusiastically about what need to be accomplished | |  |  |  |  | | |  |
| 11 | Leader goes beyond self interest for the good of the group. | |  |  |  |  | | |  |
| 12 | Leader display a sense of power and confidence. | |  |  |  |  | | |  |
| 13 | Leaders get me to look at problem from many different angles. | |  |  |  |  | | |  |
| 14 | Leaders suggest new way of looking how to complete assignment. | |  |  |  |  | | |  |
|  | **Transactional Leadership Style** | |  |  |  |  | | |  |
| 15 | Leaders demonstrate that problem must become chronic  before taking action. | |  |  |  |  | | |  |
| 16 | Leaders wait for thing to go wrong before taking action. | |  |  |  |  | | |  |
| 17 | Leaders concentrate his/her full attention on dealing with mistake, compliant and failure. | |  |  |  |  | | |  |
| 18 | Leaders keep track of all mistakes. | |  |  |  |  | | |  |
| 19 | Leaders focus attention on irregularity mistake, exception and deviation from standard. | |  |  |  |  | | |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 20 | Leaders provide me with assistance in exchange for my effort. |  |  |  |  |  |
| 21 | Leader discuss in specific term who is responsible for achieving performance target. |  |  |  |  |  |
| 22 | Leaders make clear what one can expect to receive when performance goals are achieved. |  |  |  |  |  |

**Part Three: Questions related with employee satisfaction**

**Instruction: please indicate your agreement level for each question**

**Note:** Strong disagree =1 Disagree=2 Neutral= 3 Agree= 4 Strong agree=5

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Statement | Agreement Level | | | | | |
|  | | 1 | | 2 | 3 | 4 | 5 |
| 1 | I would be delighted to spend the rest of my career with  organization. |  |  | |  |  |  |
| 2 | I believe this organization is an excellent place to work. |  |  | |  |  |  |
| 3 | I would take almost any kinds of job responsibility to  keep working for this company. |  |  | |  |  |  |
| 4 | I don’t feel any necessity to continue with my employer. |  |  | |  |  |  |
| 5 | I am committed for work more than I should. |  |  | |  |  |  |
| 6 | I use my potential to done in a better way. |  |  | |  |  |  |
| 7 | I am working attentively to accomplish organizational goal. |  |  | |  |  |  |
| 8 | I always strive to find a better way of doing things. |  |  | |  |  |  |
| 9 | When I do anything successfully, I feel like a personal  accomplishment. |  |  | |  |  |  |
| 10 | At my job, I use my skill and ability. |  |  | |  |  |  |
| 11 | I have all resource I need to do my job successfully. |  |  | |  |  |  |

# Appendix

### Population

A population is the total collection of elements according to this study has focused on from 39 Addis Ababa branch 133 non. Total population stated below

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Addis Ababa Zone** | leaders | non leaders | |  | |
| Belay Zeleke post office | 1 | 2 |  | |  |
| africa hibret post office | 1 | 2 |  | |  |
| Africa Adarash post ofiice | 1 | 2 |  | |  |
| Africa godena post office | 1 | 4 |  | |  |
| Akaki post office | 1 | 3 |  | |  |
| Amanuel post office | 1 | 2 |  | |  |
| Asko post office | 1 | 2 |  | |  |
| addis abeba U. post office | 1 | 2 |  | |  |
| addis ketema post office | 1 | 3 |  | |  |
| Kedmo ayer marefia office | 1 | 1 |  | |  |
| Ayertena post office | 1 | 4 |  | |  |
| Ayat | 1 | 1 |  | |  |
| Bole Michael post office | 1 | 1 |  | |  |
| Bole post office | 1 | 2 |  | |  |
| Denbel city center post office | 1 | 4 |  | |  |
| Gergie post office | 1 | 4 |  | |  |
| Gulele post office | 1 | 2 |  | |  |
| Kaliti post office | 1 | 1 |  | |  |
| Kirkos post officel | 1 | 1 |  | |  |
| Kotebe post office | 1 | 1 |  | |  |
| Lafto post office | 1 | 1 |  | |  |
| Megabit 28post office | 1 | 10 |  | |  |
| Mgenagna post office | 1 | 1 |  | |  |
| Mekanisa post office | 1 | 1 |  | |  |
| Meskel adebabay post office | 1 | 2 |  | |  |
| mexico post office | 1 | 7 |  | |  |
| Mikililand Post Office | 1 | 1 |  | |  |
| Nifas silk post office | 1 | 1 |  | |  |
| Svil service post office | 1 | 1 |  | |  |
| Tana post office | 1 | 6 |  | |  |
| Urael post office | 1 | 4 |  | |  |
| Woreda-17 Post Office | 1 | 2 |  | |  |
| Wereda 4 post office | 1 | 2 |  | |  |
| Wereda 16 post office | 1 | 2 |  | |  |
| Wereda 9 post office | 1 | 2 |  | |  |
| Wereda 13 | 1 | 2 |  | |  |
| Wereda 25 post office | 1 | 4 |  | |  |
| Yekedmo 7th post office | 1 | 2 |  | |  |
| **Arada Zone** | 1 | 11 |  | |  |
| EMS G/manager | 1 | 50 |  | |  |
| team leaders | 2 |  |  | |  |
| total population | 42 | 133 |  | |  |

**DECLARATION**

I , the undersigned, declare that thesis is my original work, prepared under the guidance of St. Mary’s university school of graduate studies, all source of material used for the thesis have been duly acknowledged further confirm that the thesis has not been submitted either in the part or in full to any other higher learning institution for the purpose of earning any degree.

Declared by:

Name: **BINIAM HAILU**

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ENDORSEMENT

This thesis has been submitted to St. MARYS UNIVERSITY, school of graduate studies for examination with my approval as a university advisor.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Advisor Signature

St. Mary’s University Addis Ababa

June, 2021