

**ST.MARY'S UNIVERSITY COLLEGE  
BUSINESS FACULTY**

**DEPARTEMENT OF MANEGEMENT**

**ASSESSEMENT OF LEADERSHIP PRACTICES IN THE CASE  
OF BETHEL TEACHING GENERAL HOSPITAL**

**BY  
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**MAY-2010  
SMUC  
ADDIS ABEBA**

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**ASENIOR ESSAY SUBMITTED TO THE DEPARTEMENT OF MANAGEMENT  
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**APPROVED BY THE COMITTE OF EXAMINER**

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## TABLE OF CONTENTS

	PAGE
<b>Acknowledgement</b>	<b>I</b>
<b>CHAPTER ONE</b>	
<b>1. Introduction</b>	<b>1</b>
1.1 Back ground Of the Study	1
1.2 Back Ground of the organization	
2 Statements of the Problem	2
1.4 Research Question	3
1.5 Objective of the Study	4
1.6 Significance of the Study	4
1.7 Delimitation of the Study	4
1.8 Operational Definitions	5
1.9 Research Desire and Methodology	5
1.9.1 Research Design	5
1.9.2 Population and Sampling Technique	6
1.9.3 Type of Data to Be Used	6
1.9.4 Method of Data Collection	6
1.9.5 Methods of Data Analysis	6
1.10 Organization of the Study	7
<b>CHAPTER TWO</b>	
<b>2. Related Literature Review</b>	<b>8</b>
2.1 Concept of Leadership	8
2.2 Importance of Leadership	8
2.3 Leadership Skill	9
2.4 Leadership Quality	9
2.5 Leadership Style and Assumption	11
2.5.1 Positive Leadership	11
2.5.2 Negative Leadership	11
2.5.3 Autocratic Leadership	14
2.5.4 Participative Leadership	12

2.5.5 Laissez-Fair Leadership	12
2.6 Factor of Leadership	12
2.6.1 Follower	12
2.6.2 Leadership	13
2.6.3 Communication	13
2.6.4 Situation	13
2.7 Approach to Leadership	13
2.7.1 The Quality or Trait Approach	13
2.7.2 The Functional or Group Approach	13
2.7.3 Leadership a-s Behavioral Categories	14
2.7.3.1 Consideration	14
2.7.3.2 Structure	14
2.7.4 The Situational Approach	14
2.8. Common Barrier of Leadership effectiveness	14
2.9. Leadership effectiveness models	15
<b>CHAPTER THREE</b>	
3.1 Analysis & Interpretation of data	16
3.2 General Characteristics of respondent	17
3.3 Leaders Competencies to Lead & mobilize subordinate	19
3.4 Opportunity to involve in policy Decision making	20
3.5 Communication between leaders& subordinates	20
3.6 Frequency of Visit	21
3.7 Employees satisfaction level	22
3.8 Leaders competencies	23
3.9 Leaders competencies in supporting followers	26
3.10 Factor contribute to high turnover	28
<b>CHAPTER FOUR</b>	
<b>Summary Conclusion&amp; Recommendation</b>	30
4.1 Summary	30
4.2 Conclusion	31
4.3 Recommendation	32

Bibliography

ANNEX-I

ANNEX-II

Questionnaires

Structured Interview

## **LIST OF TABLE**

	<b>PAGE</b>
<b>TABLE -1- Questionnaires Distributed and Returned</b>	<b>19</b>
<b>TABLE -2- General Characteristics of the Respondents</b>	<b>20</b>
<b>TABLE -3- Leaders Competencies to Lead and Mobilize Subordinate</b>	<b>22</b>
<b>TABLE -4- Employees Opportunity in Decision Making</b>	<b>23</b>
<b>TABLE -5-Communication between Leaders and Subordinates</b>	<b>24</b>
<b>TABLE-6-Frequency of Visit</b>	<b>25</b>
<b>TABLE-7- Employees Satisfaction</b>	<b>25</b>
<b>TABLE-8- Leaders Competencies</b>	<b>26</b>
<b>TABLE-9- Leaders Competencies in Supporting Followers</b>	<b>28</b>
<b>TABLE-10-Factor Contributed to High turnover</b>	<b>30</b>



# **CHAPTER - ONE**

## **1. INTRODUCTION**

### **1.1- Background of The Study**

In the periods of increasing disorder, leadership is the catalyst that enables one organization to differentiate itself from another and not only endure, but thrive. Leadership plays a great role for manager to reach the targeted company goal. It force, which can initiate action among people, guide and maintain activities in a given direction and unify efforts toward common goal.

According to allio (1999: 12) Leadership: - is the process of Influencing a group of followers, adding value, and helping the Community adopts to Change. It is also the quality exhibited by those who lead.

In this day the organization activity is becoming more and more complex, therefore it is essential to manage and coordinate the human, material and financial resource. So that systematized handling of employees enables to utilize the knowledge, skill and experience of its employees to meet objective of the department as well as the organization objectives. Therefore, it is possible to conclude that an organization should apply effective leadership style or practice.

Every society, organization, institutions, country and the world require leaders to lead the people towards achievement of their goals. Leadership provide direction, guidance restores confidence and make the way easy for the achieving the objective. The employees needs a leader who inspire them, guides them and direct them in their work, these is not done by rule and regulation because they are passive guides. A leader activates the people. Leadership has the ability to attract others and cause them to follow. It is a role individuals play in a group at a given time. Leadership requires dominance and the follower accepts his directive and control. Leadership provides direction and vision for future. (Singh; 2003:325).

## **1.2 Background of the Organization**

This is the story of Bethel Teaching General Hospital, one of the largest and indisputably the most sophisticated hospital in Ethiopia.

The seed of this huge accomplishment was a small clinic established only 10 years back. The clinic was specialized in maternal and child service. Regardless of its small size, that some clinic grounded the seed of dream for a fast growing, huge, all-inclusive medical with a small few rooms, few staff clinic, the Bethel vision of health went up in to a higher clinic and then Hospital.

Construction was started on June 1998 in a formerly suburban area of Addis Ababa which later develop in to a modern living neighborhood and established it self in to business following the hospital.

Now the area inherited its name from the hospital. Its serve was inaugurated on year 2000 and became function as a generalized around – 24 hrs. Hospital with several specialized, sophisticated and efficient in patient wards and outpatient department. The number of client coming to our hospital seeking service was escalating as we make progress in establishing our self as leader in the health care sector.

## **1.3. Statement of the Problem**

According to their written document, Bethel Teaching General Hospital is one of the largest and indisputably the most sophisticated hospital in Ethiopia due to different reason such as, favorable government policies, less competition, support from lone institution and banks etc. As a result the organization builds a good image in the eyes of customer. Even if it says BTGH is the most out standing service giving organization in our country there are some indicators of leadership practices problem. The aim of research is to assess leadership practices and find the real problem.

These are some indicators of the major leadership practices problem on BIGH.

- 1. Most professional's especially higher level do not want to stay for long period in the organization.**
- 2. The leaders do not frequently visit all workers on duty in the organization.**
- 3. The employees does not involve in formulation of organization policy and strategy.**
- 4. Some employees feel that the management is not concerned about them.**
- 5. There is an indicator that, there are unexploited or idle human recourse.**

These all things that are listed above shows or indicates that there are leadership gaps that the organization is experiencing. Due to these reason the student researchers is motivated to investigate the problem through research either to prove or disprove it

#### **1.4. Research Questions**

The main aim of the research is attempting to answer the following question.

1. What are the main causes for the existence of poor leader ship in BTGH?
2. Does the leader or leadership practice contribute to enable to exploit employee's skill and core competencies towards the achievements of organization goals?
3. Is there a real relationship between leaders or application of leadership style and turn over in the organization?
4. What kinds of leadership practices are appropriate for the organization?
5. Are the employees satisfied by the leaders or leadership style demonstrated in the organization?

## **1.5. Objectives of the Study**

### **1.5.1 General Objective**

To assess the leadership practices and problems in BIGH and providing a suggestion that makes the organization to improve and apply better methods of leadership practices.

### **1.5.2 Specific Objectives**

- To identify the employees attitude, toward leadership practices applied by the BTGH.
- To see the relation or the effect of leadership practices on turn over.
- To determine the contribution of leadership style toward the achievement of organization objective.
- To clarify whether the leadership practice make the employees to use their maximum effort toward the achievement of the organization objective.
- To indicate possible solution that may help them to apply effective and efficient methods to practice leadership.

## **1.6. Significance of the Study**

The study helps to dig out leadership practices problem of BTGH and provide a solution that help to establish a better leadership style in the organization. In addition, the study may serve an initial for other research, who is interested to carry out in-depth study in the area. It also helped that it will contribute to literature and for this reader.

## **1.7. Delimitation of the Study**

Even if the organization has many branches, the scope of the study will delimited to the main offices of the organization which is found in Bethel Area. Other branches are not include in the study because the student researcher found that the organization leaders are the same and exercise the same leadership practices in each branch. Therefore others are the reflection of the main office.

## **1.8. Definition of Terms**

**Leadership:** – is the capability of a person to lead and influence others, command following, control and direct group members and secure acceptance. (Michael, 1999: 450)

**Leaders:** - A person who have a leadership quality or the one who leads.

**Leadership Style:** - Studies on leadership have revealed that the leadership style makes substantial impact in the management of human resources. The term “**style**” roughly represents the leadership behavior or approach. It is the way in which the leaders influence his followers, if the leadership considered as the ability to influence (Michael, 1999: 469)

## **1.9. Research Design and Methodology**

### **1.9.1. Research Design**

Descriptive survey method is used in this research study these are because data Collecting method is followed by quantitative approach.

### **1.9.2. Population and Sampling Technique**

The population consists of 233 employees and management staff of main office of BTGH. The researcher is used stratified sampling technique based on the departments of that each staff member has in the organization, because the student researcher found it as better sampling technique due to the organization is divided in department and these enable the respondents to evaluate their immediate leaders .

<b>NO</b>	<b>STRATA</b>	<b>POPULATION</b>	<b>SAMPLE</b>
<b>1</b>	ADMINISTRATION AND FINANCE	35	10
<b>2</b>	PHARMACY	8	2
<b>3</b>	LABRATORY	11	3
<b>4</b>	NURSE	95	29
<b>5</b>	DOCTORS	15	5
<b>6</b>	X-RAY UNIT	7	2
<b>7</b>	MAINTANANCE	15	5
<b>8</b>	GUARDE , CLEANER	36	11
<b>9</b>	DRIVER	11	3
	<b>TOTAL</b>	<b>233</b>	<b>70</b>

### **1.9.3. Type of Data Collected**

1. In order to get sufficient and relevant data the student researchers use two sources of data. Thus, the primary and secondary data source is used. The primary data are collected from employees and management whereas; the secondary data were collected from books, manuals, organization document, relevant published and unpublished materials of BTGH.

### **1.9.4. Method of Data Collection**

The study use questionnaire and interview question as a data collection tools. The Interview is made to management and The questionnaires is distributed to employees which, Includes both open and closed ended question with the intention of getting more information from open-ended questionnaires than closed-ended and help to express their feeling freely.

### **1.9.5. Data Analysis Method**

After all relevant data are collected from primary and secondary sources. The findings are systematically analyzed, tabulated organized and interpreted using percentage computation and the researches use descriptive statistics to analyze, interpret and summarize the findings of the study.

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

The paper is classified in to four chapters. The first chapter consists of the introduction part which includes background of the study, statements of problem, objective of the study, methodology, scope of the study, limitation of the study and organization of the study the second chapter will discuss the review of literature. In the third chapter findings of the study is discuss. The final portion will contain the summary of the findings of the study, the conclusion and recommendation of the study.

## **CHAPTER TWO**

### **2. RELATED LITERATURE REVIEW**

#### **2.1 CONCEPT OF LEADERSHIP**

Every society, organization, institution, country, and the world require leaders to lead the people toward achievement of their common goal. Leadership provides direction, guidance, restore confidence and make the way easy for achieving the objective. In business and industrial organization manager plays a role of leader and acquire leadership of subordinate, employees and workers working under them and are instrumental in guiding their effort toward the achievement of organization goal. Manager work under the framework of rule and regulation and employees can be controlled automatically. They also work these are not only by rule and regulation. They are passive guidance. Leaders activate the people, he makes them work. Leaders influence behavior of people and have an ability to attract others and cause them to follow. It is role individual's plays in a group at a given time. Leadership acquire dominance and the follower accepts his directive and control. Leadership provides direction and vision for future. (Singh: 324)

#### **2.2 Importance of Leadership**

Importance of leadership does not need any over emphasis. Success of any organization is because of its leadership. Even national independence, growth, prosperity and power is because of its leadership. Prosperity and growth of industrial and/or business organization is also because of effective leadership. Eye-catching performance is achieved by many organizations through executive leadership. (ibid)

An effective and important leadership must perform the following function.

1. He must have a capacity to recognize potential and transform it into the reality.
2. He should motivate in subordinate to achieve goals. He seeks their commitment to attain the objective of the organization.



3. He maintains discipline among his group and develops a sense of responsibility.
4. He should tries to raise high moral and ethical standard among his people.

### **2.3 Leadership Skill**

According to dwivedi, (2001:469) beside personality traits, it has been assumed that the acquisition of certain skill on one Part of a leader has almost become necessity for the successful performance of his task. He would, of course, be a successful only to the extent that he is equipped with certain managerial skill in getting things done through people. The term managerial skill has been used in this context to refer to an ability, which can be developed and which is manifested in performance.

Actually, an effective leader appears to rest on three personal and basic developed skills.

**-Technical Skill**, which is used to refer to proficiencies and understanding of specific kinds of activity involving a method, process, procedure or technique. This skill is primarily concerned with working with 'things'.

**-Human Skill**, which is a managerial ability to work with others and to build a cooperative effort in the group he/she manages. This is primarily concerned with 'people'.

**-Conceptual Skill**, which implies the ability to visualize the organization as a whole. This skill enables the manager to perceive and recognize the interrelationship of various factors operating with the total organization. The relative importance of this skill varies with the organizational level. At lower level the manager's effectiveness depend more upon conceptual and human skill.

### **2.4 Leadership Qualities**

According to davar (1988:183) leadership qualification collected from numerous publications namely.

- Energy**, both mental and physical requires for job.
- Emotional Stability**, enabling leaders to act with self-confidence avoid anger and deal with his subordinate with understanding.
- Knowledge's of Human Relation**, requiring an understanding of human behavior.
- Empathy**, enabling him to look at things objectively and form others views point.
- Objectivity**, preventing him from getting emotionally involved.
- Personal Motivation**, fostering enthusiasm within himself to get the job done.
- Communication Skill**, enabling him to talk and write clearly and forcefully.
- Technical Skill**, helping him to develop and inspire his subordinate.
- Social Skill**, enabling him to understand people, knows their strength and weakness, and presents him as a friendly and approachable person.
- Technical Competence**, providing him with an effective working knowledge and insight of the operation under his guidance.

Leadership is a person standing out different from other ordinary employees. It is associated with such a person who has aggressiveness in speech and action, love for the employees, and who can handle pressure under different circumstance and a person who is always ready to fight for the right of employees. ([WWW.Questa.com/leadership](http://WWW.Questa.com/leadership), march 5, 2010)

Leadership plays a critical role during a change implementation the period from the announcement of change through the installation of change. During this middle period of the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and mandate. It can be a period of emotionalism, with employees grieving for what is lost, and initially unable to look to future. (ibid)

In addition to forecast the characteristics that leaders must have an ability to recognize employee's talent, the knowhow to make teamwork and an open mind. (ibid)

### **Key to be a great Leader**

- Good communication skill
- Honesty
- Visionary outlook
- Action speaker louder than words (action oriented)
- Selecting good team
- Ability to motivate people around
- Consistency
- Ability to stand against critics.

### **2.5 – Leadership Style and Assumption**

According to davor (1988:184) different leader ship pattern or style exists among leader and company. The leadership emanating is result of leaders own philosophy, personality, experience, and value system. It also depends on the type of his followers and the organizational atmosphere or climate prevailing in his company.

In one sense, leadership style can be divided into two types.

**Positive** and **negative** depending on the leaders approach in influencing his subordinates.

**2.5.1 Positive Leadership-** is an approach based upon reward, incentive and possible gain to the followers to induce them to direct their energies toward the goal prescribed by their leader.

**2.5.2 Negative Leadership Approach** – where leader use fear and force in directing his subordinates towards the organization goal.

### **Different Leadership Style**

Basically person's leadership style depends on his personal attitude toward and assumption regarding human being. Leadership style has been classified here, for convenience of discussion into five broad divisions. (ibid)

**2.5.3 Autocratic or Authoritarian Leadership**-The autocratic leader makes the subordinates act as he direct and does not permit his subordinates to influence the decision. He relies on fear, threats and wants to get his own way according to him, leadership is the right vested in a particular employees to the extent of his authority. He believed that people are lazy, will avoid work and shrink responsibility and people basically work for money and want security.

**2.5.4 Participative Leadership**-In this style the leader assumes that his function is paternal or fatherly. His attitude is that of treating the relationship between the leader and his group as that of family with the leader as a head of the family. His objective is to help, guide, protect, and keep followers happily working to gather as a member of a family. Some of the exponent of this philosophy; 'happy employees work harder'.

**2.5.5 Laissez-Fair-** a French word roughly translated as leave them alone, refers to a form of leader communication that has been called non-leadership by some. An ineffective version of this communication style involves abdication of responsibility on the parts of the leader, leaders withdraw from follower and offer little guidance and support. As a result, productivity, cohesiveness and satisfaction often suffer. A supervisor or nearing retirement on the verge of being laid off or fired may exhibit the abdicating from the laissez-faire leadership communication style offering a high degree of autonomy and self rule while at the same time, offering guidance and support when requested

## **2.6-Factors of Leadership**

There are four factors of leadership namely follower, leader, communication, situation ([www.Questionia.com/leadership](http://www.Questionia.com/leadership), March 5, 2010)

### **2.6.1 Follower**

People require different styles of leadership for example; new hire employees require more supervision than an experienced employee. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is

having good understanding of human nature, such as needs emotions, and motivation. You must to know your employee is known and do attributes.

### **2.6.2 Leader**

You must have an honest understanding of who you, are what you know, and what you can do .Also note that it is the follower not the leader who determines of leaders is successful if they don't trust or lack confidence in their leader, then they will be uninspired to be successful you have to convince your follower not yourself or your superior, that you are worthy of bring followers.

### **2.6.3 Communication**

You lead through two –way communication. Much of it is non verbal. For instance when you set the example that communicates to your people that you would not ask them to perform any thing that you would not be willing to do.

### **2.6.4 Situation**

All are different. What you do in one situation will not always work in another. You must use your judgment to decode the course of action and the relationship style needed for each situation.

## **2.7 Approaches to Leadership**

There are many ways of analyzing leadership. These are briefly discussed next.

### **2.7.1 The Qualities or Trait Approach**

This approach assumes that leaders are born not made. Leadership of certain inherited characteristics or personality traits which distinguish leaders from their follower the so called “Great person” theory of leadership the qualities approach to focus attention on the man or woman in the job and not on the job itself.

### **2.7.2 The Functional or Group Approach**

These approaches to leadership focus attention not on the personality of the leader, nor the man or woman in the job, but on the function of leadership. Leadership present in any group engaged in a task. The functional approach

views leadership in terms of how the leader's behavior affects, and is affected by, the group of the followers. (Mullins; 1996:251)

### **2.7.3 Leadership as Behavioral Category**

This approach draws attention to the kinds of behavior of people in leadership situations.

**2.7.3.1 Consideration-** reflects the extent to which the leader establishes trust, mutual respect with the group and shows concern, warmth, support and consideration for subordinates.

**2.7.3.2 Structure** -reflects the extent to which the leader defines and structures group interaction towards the achievement of formal goals and organizes a group activity. This dimension is associated with efforts to achieve organizational goals. (ibid: 259)

### **2.8. Common Barriers of Leadership Effectiveness**

It is important to recognize certain constraints in the work environment that often hinder the effectiveness of leadership models. In these sections we shall examine six common barriers to leadership effectiveness. Recognizing these constraints cannot be overcome, some times. It is possible to apply alternative leadership effectiveness managing effective organizations are as follows

- In many cases management decisions or behaviors are programmed because of precedent, structure, technological specificity or the absence of formality while exercising what we normally consider leadership.
- The skill and traits of the manager may represent a barrier to leadership effectiveness.
- The ability of a manager to vary their leadership style to suit two particular situations also may represent constraints on a leader's effectiveness.
- The extent to which the manager has control over the reward system such as pay raises or promotion is another possible constraint, when such controls over rewards are absent for example, much of the benefit of House's path goal theory is diluted.

- The characteristics of the work situation also can hinder the effectiveness of a leader how much power does the leader really have? How important is a given decision or action? What is the quantity of interpersonal relationship between the manager and employees? These characteristics lie at the root of fielder's theory of leadership. Where these are specified and are not subject to change, the ability to find suitable leaders is reduced considerably.
- How open an organization is to variation in leader behavior also can influence the behavior's effectiveness for example in military organizations highly leadership style be discouraged or even prohibited .In such circumstance the freedom exercised by the manager is severely constrained.

### **2.9. Leadership effectiveness model**

Leadership training helps transfer knowledge, such as signing up a situation, but it's moot that it can change leader behavior which to a great extent is a function of personality characteristic. Leaders however can certainly be trained to think creatively with followers & set goal rewards systems& the like.

## CHAPTER THREE

### PRESENTATION, ANALYSIS, AND INTERPRITATION OF DATA

This chapter comprises section, namely general characteristics & analysis of the data collated through questionnaire & Interview. Currently the company has 233 employees working on the mother company, out of which 70(30%) were selected to fill out the questioners & Interview Question.

The following table below shows questionnaires distributed & returned.

#### 3.1 Analysis & Interpretation of Data

**Table 3.1. Questionnaires Distributed & Returned**

	<b>In No.</b>	<b>In %</b>
<b>1- Returnee</b>	64	91.43
<b>2- Questioner not return</b>	6	8.6
<b>Total</b>	<b>70</b>	<b>100%</b>

As shown in table -1, out of seventy questionnaires distributed to each individual found in different department ,only 64 (92%) were returned on time. The rest questionnaires, which is around 8% of the Questioners was not returned.



**Table: 3. 2- General Characteristic of Responder**

Item	Alternative	Frequency	
		No	%
1- Gender	Male	22	34.4%
	Female	42	65.63%
	Total	<b>64</b>	<b>100%</b>
2- Age	Below 20	4	6.25%
	20-30	32	50%
	31-40	10	15.6%
	41-50	12	18.77%
	Above 50	6	9.38%
	Total	<b>64</b>	<b>100%</b>
3- Education	12 <sup>th</sup> Completed	10	15.6%
	Certificate	4	6.25%
	Diploma	26	40.65%
	BSC/BA	20	31.25%
	Doctor	4	6.25%
	Other	0	0%
	Total	<b>64</b>	<b>100%</b>
4- Length of service	>1 year	12	18.75%
	1-3years	30	46.82%
	4-6years	18	28.13%
	6-8years	4	6.25%
	Above & years	0	0%
	Total	<b>64</b>	<b>100%</b>

Table -2-item-1- above 22(34.4%) of the respondents are male and 42 (.65.63 %) of the respondents are female. Therefore from the above data we can see that most of the employees are female. This is because of most of the organization employees are nurses and the majority of nurses are female. And we can say that female employees are the major actress / catalyst for the achievements of organization successes. And even if female participation is great in the organization, the above data shows that male share in the organization successes is not satisfactory.

The above table-2-item-2, we can see that most of the respondent i.e.32 (50 %) is in the age of 20 to 30. More over 12 (18.77%) of the respondent's age is falling in 41 to 50. In addition 10 (15.6%) of the employee's age is from 31 to 40. Moreover 4(6.25%) of the employees age are below 20.Finally 6 (9.38%) of the employees age are above 50.In general form this distribution of age it's possible to say that the majority of the respondent are in the age of 25 to 35 .This data may suggest that they are young and energetic that if leaders can exploit efficiently the organization may benefited.

As indicated in table -2- item-3 above, 4(6.25%) of the employees have MSC. Moreover 20(31.25%) of the employee have BCS In addition to that20 (40.68%) of the responds have diploma & 4(6.25%) off of the employees have doctorate. Finally10 (15.6%) of the employees are 12 completed. In general from these distributions we can see that most of the organization employees are well educated and the organization can take an advantage of it.

As table -2-item-4 above show that 12(18.75 %) of the employees have less than one year lengthy of service. Moreover 30(46.82%) of the employees have 1-3 year lengthy of service. Moreover 18 (28.13%) the respondent are stay from 4 to 6 year in the organization. In addition 4(6.25%) of the organization employees have 6 to 8 years experience.

**Table-3.3-Leaders Competencies to Lead and Mobilize Subordinates**

<b>Item</b>	<b>Alternative</b>	<b>Frequency</b>	<b>%</b>
1- Do you believe that your Immediate supervise have competency to lead the Work unit/department?	Agree	11	17.18%
	P. agree	10	15.63%
	Disagree	39	60.93%
	Undecided	4	6.25%
	<b>TOTAL</b>	<b>64</b>	<b>100%</b>
2- To what extent do leaders try to efficiently mobiles follower's skill?	To great extent	3	4.69%
	Moderately	21	32.81%
	To less extent	35	54.68%
	Not at all	5	7.8%
	<b>TOTAL</b>	<b>65</b>	<b>100%</b>

As, shown on table -3- item 1, 11 (17.18%) of the employees agreed that, leaders have a competences to lead the Work unit/department. Moreover, 10(15.63%) of followers partially agree that, leaders have a competences to lead the department. In addition to that 39(60.93%) of the respondents are totally disagreed. The rest 4 (6.25%) of respondents are undecided. Unlike leader's response, the majority of the employees clearly point out that; leader has deficiency of competency to lead their unit. And these may pull back the organization successes.

As depicted in the above table-3- item 2, 35 (54.68%) of the employees responded that, leaders try to efficiently use employee's competences to lees extent. Moreover 21 (32.81%) of the followers responded that, leaders exert moderate effort to mobilize employees skill. In addition to that 3 (4.69%) of the respondents implies that, leaders try to use employee's competences to a great extent. The rest of respondent 5 (7.8%) says, leaders do not exert their effort to exploit follower's skill totally. These data shows that there are potential skills that kept ideal. Therefore the organization will in difficulty to achieve its goal without efficient use of this core resource.

**Table -3.4- Employees Opportunity to Involve in Policy Decision Making**

Item	Alternative	Frequency	
		No.	%
1- Do the employers have an opportunity to involve in decision makings?	Agree	4	6.25%
	Partially agree	22	34.37%
	Disagree	34	53.13%
	Undecided	4	6.25%
	<b>Total</b>	<b>64</b>	<b>100%</b>

The above table Indicates that most of the respondent that means 22(34.37%) partially agree that they involve in decision making. More over 34(53.13%) of the followers are disagree. And 4(6.25%) of the respondents prefer to kept quit. But only 4(6.25%) of the employees agree that employees have opportunity to involve in decide making. The majority of the respondent implies that, leaders do not let the employees to involve / participate/ in decision making. As result employees may lack sense of belongingness toward what their leaders decide & thrown to them. And these will result inefficiency.

**Table -3.5- Communication between Leaders and Subordinates**

Item	Alternative	Frequency	
		No.	%
1- Is there any mechanism either employees to express their suggestion, idea, and Question?	Yes	6	9.38%
	No	54	84.37%
	I don't know	4	6.25%
	<b>Total</b>	<b>64</b>	<b>100%</b>
2- Are the leaders doors always open for both Employees, internal & external customers?	Yes	5	7.5%
	No	36	56.25%
	Some times	19	29.65%
	I don't know	4	6.25%
	<b>Total</b>	<b>64</b>	<b>100%</b>

As can be seen from table -5-item-1- above, 54(84.37%) of the employees responded that there is no any mechanism of expressing their suggestion, idea, and question to leaders. More over 4(6.25%) of the respondents are don't have any idea about the issue. And the rest 6(9.38%) the employees responded that 'yes' there is way to express suggestion, idea, question. And these employees again mentioned that suggestion box, communication through third party & some of them say individual contact as a means to communicant with their top leaders. And others on the open ended question imply that, absence of two way communications between employees and leaders are a bottleneck and problem of leadership, unlike leader's response on their interview. Therefore the above data clearly shown that there is big gap between them and result poor team spirit to work as one for a purpose.

As depicted in table -5-item-2, 5(7.8%) of the employees responded that 'yes' leaders door are always open for both employees, internal & external customers. More over 19(29.65%) of the employees responded that 'yes' but it is sometimes .In addition 36(56.25%) of the respondent says 'no' their doors are not open. And the rest 4(6.25%) of the respondent says 'I don't know'. As revealed by most respondents, leaders are not too close to employees, internal & external customers. And these may affect employees, customer and leaders r/ship.

**Table -3.6- Leaders Frequency to Visit Employees on Duty**

Item	Alternative	Frequency	
		No.	%
1- How often do leaders visit workers on their duty in the organization?	Always	13	20.3%
	Sometimes	20	31.25%
	Not at all	18	28.13%
	Undecided	13	20.3%
	<b>Total</b>	<b>64</b>	<b>100%</b>

As can be seen in table -6, Most of the employees i.e. 20(31.25%) responded that leaders sometimes visit workers on their duty. More over 18(28.13%) of the employees responded that leaders do not visit workers on their duty totally. In addition 13(20.3%) of the respondent says leaders always visit worker on their duty and the rest employees i.e. 13(20.3%) do not decide on the alternative. The majority of the respondent implies that, leaders do not visit workers on duty. So, it is helpful to understand employee's behavior and efficiency, when they are on duty. As result leaders will get opportunity to assign right person on the right place and at the same fashion employees may motivated by surprising visit. But even if the majority of the respondents imply that, leaders visit worker on their duty, the data is not convincible; therefore leaders should improve their turnover to visit their employees in relation to today's competition.

**Table -3.7 -Employees Satisfaction Level**

Item	Alternative	Frequency	
		No.	%
1- How much do you satisfy by the leaders or Leadership practice?	H. Satisfied		
	Satisfied	6	9.38%
	M.satisfied	9	14.06%
	Dissatisfied	19	29.68%
	Highly Dissatisfied	23	35.95%
	Undecided	7	10.93%
	<b>Total</b>	<b>64</b>	<b>100%</b>

The data in table 7 above shown that, the majority of respondent i.e. 9(14.6%) are moderately satisfied by leadership practices. Moreover 19(29.68%) of employees responded that they are dissatisfied by leadership practices. In addition 23(35.95%) of the respondents are highly dissatisfied. And the rest 6(9.38%) of the employees are satiated by the leadership practices exercised by

the leaders. Finally 7(10.93%) the respondents prefer to kept quite. Again some of the employees on the open ended question imply that conservative type of leadership one of the bottleneck and problem of leadership. Even if the employees responded like that, the organization managers on their interview depicted that, we exercise democratic leadership style; with this regard these practices enable them to maintain smooth relationship with leaders. Therefore the above data clearly show that, most of the employees are not satisfied by leaders/ leadership practices exercise by the organization and these reduce employee's interest and increase turnover, unlike leader's response.

**Table -3.8 -Competencies of Leaders to Exercise the Listed Item**

Item	Frequency	Alternatives				Total
		High	Average	Low	I don't know	
1- Treat followers fairly	No	6	20	38	0	<b>64</b>
	%	9.38%	31.25%	59%	0%	<b>100%</b>
2- Resolving conflict among employees	No	12	28	20	4	<b>64</b>
	%	18.75%	43.75%	31.25%	6.25%	<b>100%</b>
3- Communication with subordinates	No	10	18	36	0	<b>64</b>
	%	15.62%	28.13%	56.25%	0%	<b>100%</b>
4- Show concern to followers	No	5	20	37	2	<b>64</b>
	%	7.81%	31.25%	57.81%	3.12%	<b>100%</b>
5- Ability to inspire others ( follows)	No	10	26	26	2	<b>64</b>
	%	15.63%	46.63%	46.63%	3.12%	<b>100%</b>
6- Ability to understand followers behaviors	No	8	14	38	4	<b>64</b>
	%	12.5%	21.88%	59.38%	6.25%	<b>100%</b>

As indicated in table -8 item-1, 6 (9.38%) of the employees responded that leaders highly exercise fair treatment toward their subordinates. Moreover 20(31.26%) of respondents said that, leaders exercise fair treatment toward their subordinates moderately. Again 38 (59%) responded that leaders exercise fair treatment toward their subordinates to low extent. The majority of the respondents imply that leaders exercise fair treatment toward their subordinates to low extent. Therefore employees of the organization may dissatisfy and lose their interest toward their job.

As can be seen in table -8 item-2, Most of the employee's i.e.12 (18.75%) responded that leaders try to resolve conflict among employees to high extent. In addition to that significant number of respondents i.e. 28(43.75%) say leaders exert moderate effort to resolve conflict among employees. moreover 20(31.25%) of the respondents agreed that leaders try to resolve conflict among employees in low extent. Finally 4 (6.25%) respondents do not have any idea about the issue. From these data we can clearly see that leaders exert more effort to resolve conflict among employees and it may increase team spirit to work as one for a purpose.

The data in table 8 item-3, above shown that, the majority of respondent i.e. 36 (56.25%) said that, there is low Communication between subordinates and leaders. Moreover 18(28.13%) of employees responded that there is average Communication between subordinates and the leaders. The rest 10 (15.62%) of the respondents said that, there is high Communication between subordinates and leaders. As most of the respondents imply that there is poor communication between employees and leaders. And result poor information flow. Therefore leaders may get difficulty to execute the organization vision, mission and objectives of the organization.

Table -8 item-4, shows that, 20(31.25%) of the respondents implies that leaders have moderate concern toward their employees. In addition 37 (42.18%)



responded that leaders have low concerns to employees. moreover 2 (3.12%) of the employees say 'I don't know'. But the rest 5(7.81%) of the respondents agreed that leaders show high concerns toward them. Again many employees on their open ended question imply leaders have a problem of considering employees as an asset. Instead leaders said, we give due attention to the workers of the organization by respecting their natural and employee's right ,Therefore unlike leaders ,most of the respondents imply that leaders have low concerns toward employees. And in relation to these employees concerns, interest and motivation toward their job and organization may reduce.

Table -8 item-5, shows that, equal numbers of the employees i.e. 26 (46.63%) responded that, they have average ability of inspiring followers. Again 26 (46.63%) responded that, they have low ability of inspiring followers. Moreover 10 (15.63%) responded that leaders have high capacity to inspire the followers. And the rest 2(3.12%) of the respondents say 'I don't know'. As most of the respondents imply that leader's ability to inspiring followers are very high in relation to visiting employees on their duty.

As can be seen in table -8 item-6, Most of the employee's i.e.38 (59.38%) of the respondents says that, leaders' ability to understand follower's behaviors is low. And then 14 (21.88%) of employees responded that leaders have moderate ability to understand followers behaviors. In addition 8 (12.8%) responded leaders have high ability to understand followers behaviors. Finally 4(6.25%) of the employees do not have idea about the issue. Even if leaders have good experience of visiting employees on their duty their effort to understand follower's behaviors is low .Again these show employees and leaders do not know each other to work together on one sprite for success and the organization will get difficulty to achieve its objectives.

**Table-3.9. Leaders Competencies in Supporting Followers**

Item	Frequency	Alternatives				
		High	Average	Low	I don't know	Total
1- Encourage & improve team work	No	4	25	33	2	64
	%	6.25%	30.06%	51.56%	3.13%	100%
2- Support workers in problem solving	No	4	32	25	3	64
	%	6.25%	50%	39.06%	4.69%	100%
3- Initiate development & change	No	25	18	15	6	64
	%	39.06%	28.13%	23.43%	9.38%	100%
4- Empowering others to best Perform their task.	No	9	21	32	2	64
	%	14.06%	32.81%	50%	3.13%	100%
5- Responsive to change	No	6	29	20	9	64
	%	9.38%	45.31%	31.25%	14.06%	100%

The data in table 9- item 1, above shown that, the majority of respondent i.e.25 (30.06%) said that, leaders are averagely encourage, support and improve team work. Moreover 33(51.56%) of employees responded that they exert low effort to encourage and improve team work in the organization. In addition to that 4(6.25%) of the respondents said that, leaders are highly encourage and improve team work. The rest 2 (3.13%) of the respondent don't have idea. Therefore from the above data we can clearly see that the organization is not maximum beneficiary from the cooperation or team work that are derived from team spirit, unlike leaders response and Therefore the organization will not easily achieve its objectives.

As indicated in Table -9- item 2, 32 (50%) of the respondents implies that leaders support their followers in problem solving. In addition 25 (39.06%) responded that leaders have low contribution in supporting employees in problem solving. Moreover 4 (6.25%) of the employees said leaders are highly support workers in problem solving. But the rest 3(4.69%) of the respondents are don't have idea about the issue. The above data shows that leaders have significant contribution to support followers in problem solving and these may reduce employee's inefficiency on their duty.

As can be seen in table 9 item 3, Most of the employee's i.e. 25 (39.06%) of the respondents said that, leaders' ability to initiate development and changes are high. Moreover 18 (28.13%) of employees responded that leaders have moderate ability to initiate development and changes in the organization. In addition 15 (23.43%) responded leaders have low ability to initiate development and changes. Finally 6 (9.38%) of the employees do not have idea about the issue. and as leaders on the interview implies that, the organization have good experience to initiate development and change by collaborate with different institution abroad with international recognition, equipping the organization by different high tech equipments and providing medical training to their employees by its college The above data shows leaders' ability to initiate development and changes are high and these enable the organization to take advantage of it.

The data in table 9 item 4, above shown that, the majority of respondent i.e. 21 (32.81 %) said that, leaders are moderately empowering others to best perform their task. Moreover 32(50 %) responded that leaders have low effort to empowering others to best perform their task. In addition 9 (14.06%) of the respondents implies that leaders exert high effort to empowering others to best perform their task. Finally 2 (3.13%) prefer to keep quit. As can be seen from the above response leaders are not empowering their followers to best perform their work. Therefore employee's responsibility, authority and initiatives to do their job will decrease.

The data in table 9 item 5, above shown that, 20 (31.25 %) of the respondent implies that, leaders are irresponsive to change. Moreover the majority of the respondent i.e. 6 (9.38 %) said that leaders are highly responsive to change. In addition 29 (45.31 %) responded that leaders are moderately responsive to change. And the rest 9 (14.06 %) of the employees said ' I don't know '. and the above data are contradict with the response given to the third question. The above data shows leaders are responsive to change. And enables the organization to exploit opportunity that is resulted from change.

**Table -3.10- Factor Contributed to High Turnover**

Item	Frequency	Alternatives				Total
		High	Average	Low	I don't know	
1- Harassments	No	8	18	32	6	64
	%	12.5%	28.13%	50%	9.38%	100%
2- Immoral action	No	20	27	17	-	64
	%	31.25%	42.19%	26.56%	-	100%
3- Poor leadership practices	No	32	20	8	5	64
	%	48.43%	31.25%	12.5%	7.81%	100%
4- Discrimination	No	13	21	9	5	64
	Total	20.31%	32.81%	14.06%	7.8%	100%

As can be seen from the above table-10 item 1, (12.5%) of the employees implies that harassment contribute to high extent for high turnover. Moreover 18 (28.13%) of the employees says that, Harassment contribute averagely to high turnover. In addition 32 (50%) of the respondents implies harassment contribute to low extent for high turnover. Finally 6 (9.38%) the respondent do not have contribution to high turnover.

As depicted in the above table-10 item 2, 17 (26.56%) of the respondent says immoral action contribute to low extent for high turnover in the organization. In addition 27(42.19%) of the employees responded that immoral action have average contribution to high turnover. More over 20(31.25 %) the employees says immoral action have high rate of contribution for high turnover.

As can be seen from the above table 10 item 3, 32 (48.43 %) the respondent says poor leader ship approaches highly contribute to high turnover. Moreover 20 (31.25%) the respondents implies that poor leadership approaches contribute averagely to high turnover. In addition 8 (12.5%) of the respondents says poor leadership practices contribute to low extent for high turnover. Finally 5(7.8%) the employees says poor leadership approaches do not have any contribution to high turnover. In addition some of the management on their interview partially agrees with this information. Therefore it is advisable to leaders to take any action to minimize the bad effect of poor leadership practices.

As table 10 item 4, above shows that 13(20.31 %) of the organization employees responded that there is high discrimination between employees. Moreover 21(32.81%) of the employees says discrimination contribute averagely for high turnover. In addition 9 (14.09%) of the employees responded that discrimination contribute to low extent for high turnover. Finally 5(7.8%) of the respondents don't have idea about the issue. Moreover some of the employees mention discrimination as one of the contributor to high turnover on the open ended question.

## CHAPTER FOUR

### 4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 4.1. SUMMARY

This study is to assess and analyze the leadership practices in BTGH .In general the related literature were reviewed, questionnaires' were distributed to randomly selected employees of different strata. The data collected from respondents is presented and analyzed using percentage. The finding of the primary data collected is listed below.

- ✓ According to the study, 35(54%) of the employees implies that, Leaders does not efficiently exploit follower's competency toward success.
- ✓ The investigation confirms that, 34 (53.13%) of the leaders do not let followers to participate in policy and decision making.
- ✓ The finding show that, 54 (84.37%) of the leaders doesn't exert efforts to facilitate any mechanism for employees to express their suggestion, question and ambiguity to their leaders.
- ✓ As most of the respondents revealed, 33(51.55%) of Leaders are frequently visit followers on their duty.
- ✓ As stated by respondents, 42(65.63%) of the employees are not satisfied by leaders/leadership practices exercised in the organization.
- ✓ As indicated by the majority of the respondents, i.e.38 (59%) implies that there is unfair treatment between employees.
- ✓ 40(62.50%) of the respondents implies, leaders has great passion to resolve conflict among subordinates.
- ✓ 36(56.25) of the respondents implies that, leader's communication with subordinates is unsatisfactory.
- ✓ The investigation confirms that, 37(57.81%) of the leaders concerns toward their followers are very low.

- ✓ The finding shows that, 38(59.38) of leaders has low ability to understand followers behavior.
- ✓ According to the study, leaders effort to, empower others to best perform their work is not satisfactory.
- ✓ The finding show that the immoral, unfair action between employee, discrimination & poor leadership practices contributed to high turnover.
- ✓ According to the study, leaders have competency of supporting workers in problem solving, initiat development and change.

## **4.2. CONCLUSIONS**

After examining the above summary of major finding, the following conclusions were drowning.

It is mandatory that, better leadership practices maintained in the organization to benefit employees, the organization itself and to exploit opportunity in order to take advantage of it. It is also important for other party, which has business relationship with the organization. So the leader acts as a middle person to attain the company target goal at the same time he/she led the human behavior.

- As revealed by most respondents, follower's skill, competences and effort are not yet used efficiently toward the achievement of the organization goal. Therefore, from the above data we can conclude that there is potential and ideal human resource in the organization.
- On the bases of the finding, employees of the organization are not allowed to participate in formulation of organization policy & decision making. Therefore, from the above data we can conclude that employee role in core activity are passive.

- The above summary shows that, there is no clear & formal means for employees to communicate with leaders. Therefore from the above data we can conclude that there is poor communication b/n them.
- As revealed by most respondents, follower's skill, competences to initiate development and change is high. Therefore from the above data we can draw that employees of the organization have an opportunity to development on their work and doing their job on best way
- On the bases of the finding, Leader's frequency to visit employees on their duty is encouraging. Therefore it gives opportunity for leaders to control and know employees behavior on duty time.
- As revealed by most respondents, the interest & effort of leaders to resolve conflict between employees is very high. Therefore from the above data we can conclude that the employee's interest toward their job is high.
- Form the above summary we can draw that, the condition of interaction between leaders & followers are not as expected and leaders concern toward followers is also unsatisfactory. Therefore we can conclude that employee's sense of belongingness toward their organization is low.
- The investigation confirms that, employee's high turnover is very much related with unfair action between employees, discrimination especially poor leadership practices. Therefore from the above data, we can conclude that, the main courses for employee's turnover in the organization are lack of competent leaders and leadership practices in the organization, unlike leader's response.



### 4.3. RECOMMENDATIONS

The following recommendation is forwarded hoping that it may contribute to a better & improved leadership practices on the organization.

- It is obvious that, accompany are expected to use their resource effectively & efficiently to achieve its goal, again Human skill & competency is one of the major resource for a company to achieve its objectives. But it will be difficult to achieve the objectives letting the core recourses (competencies) ideal. Therefore, leaders should exert their effort to exploit human competency efficiently to run for Excellency.
- In order to inspire & improve employees moral & interest toward their job, formal or surprising visits may contribute a lot. Therefore the organization leaders should keep it up and exert much effort than what they do now to improves and increases the frequency of visits. This may minimize dissatisfaction & improve efficiency.
- It's always mentioned by many scholars, that employees are one of the major resource for a company. Therefore keeping these resources appropriately, give more attention and show more concerns, as they are important factor for the success of an organization is unquestioning and it's recommendable that leaders shall show more concern toward their subordinates by providing different motivation factor even giving credits for their contribution for success.
- As indicated above in conclusion, there is high turnover rate in the organization, which is more related with poor leadership practices & which become bad image for the organization. Moreover it may pull back the origination success. Therefore leaders of the organization should commit to improve and maintain better leadership practices to

hold their core & highly experienced & skilled employees in order to achieve vision, mission and objectives of the organization.

- Leaders of the organization should clear and maintain formal and informal ways of communication with their subordinates. Because whenever leaders communicate with their subordinates closely & frequently it can create conducive means for employees to expressing their question & ambiguity. Even the leaders might get concrete idea or suggestion from their employees that enable them to improve their leadership practices.
- Leaders of the organization are expected to give more attention to initiate development and change in the organization. Even though the leaders effort are not maximum., as employees and leaders response on their questionnaires and interview question, leaders of the organization have good experience to initiate development and change by collaborate with different institution abroad with international recognition, equipping the organization by different high tech equipments and providing medical training to their employees by its college are some of the indicators and leaders should keep moving on these trend.

# **APPENDIX-I**

**St. Mary University College  
Business Faculty  
Management Department**

Questionnaires design to be completed by selected sample representative of the study

Dear respondent

This questionnaires is Designed by student of St.mary’s University College to undertake research entitled “**Leadership Practices at the BTGH**” The study is to be conducted in partial fulfillment of requirement of BA Degree in management.

Dear respondent

Your true response to the Questionnaires is very important for the successful completion of the study.

Thank you in advance for your indispensable cooperation doesn’t write your name for the purpose of confidentiality.

**Part I Personal Data**

Instruction: Indicate your choice by putting a “√” Marks on the space provided

**1.1 AGE**

A – Below 20       C- 31-40       E-Above 50   
B – 20-30       D-41-50

**1.2 Sex**

Male       Female

**1.3 Education**

A. 12<sup>th</sup> completed       C. BSC/BA       E. Diploma   
B. Certificate       D. MSC       F. Other

**1.5 Lengthy of service**

A. Less than one year       C -4-6 years       E-Above 8 years  
B. 1-3 years       D-6-8 years

**Part II Data Pertinent to the study**

1. Do you believe that your immediate supervisor have competency to lead the work unit /department. ?

- A. Agree  C. partially agree   
B. Disagree  D. Undecided

2. To what extent do leaders try to efficiently mobilize or exploit follower's Competencies or skills?

- A. To great extent  C. Moderately   
B. To less extent  D. Not at all

3. Do the employers have an opportunity to involve in decision making?

- A. Agree  C. partially agree   
B. Disagree  D. Undecided

4. Is there any mechanism either meeting or other ways for employees to express Suggestion, idea, question to leaders?

- A. Yes  B. No  C. I don't know

If yes what are they?\_\_\_\_\_

5. Are the leaders' doors always open for both employees, internal and external customers?

- A. Yes  B. No  C. Sometimes  D. I do not know

6. How often do leaders visit workers on duty in the organization?

- A. Always  C. Undecided   
D. Sometimes  E. Not at all

7. How much do you satisfy by the leaders or leadership practices?

- A. Highly Satisfied  B.Satisfied  E. highly dissatisfied   
C. Dissatisfied  D. moderately satisfied

8. To what extent do the leaders exercise the following competencies? Use

NO	Item	HIGH	AVERAGE	LOW	IDON'T KNOW
A	Treat followers fairly				
B	Resolving conflict among employers				
C	Communication with subordinate				
D	Show concerns to followers				
E	Ability to inspire others				
F	Ability to understand follower behavior				

9. To what extent do the leaders dedicated to perform the following task in organization? Use '√'

NO	Item	HIGH	AVERAGE	LOW	IDON'T KNOW
A	encourage & improve team work				
B	support workers in problem solving				
C	initiate developments & change				
D	Empowering others to best perform their task				
E	Responsive to change				
F	Accept & seek new challenge				

10. To what extent do the following elements contribute to high turnover in the Organization? Use '√' for rating.

NO	Item	HIGH	AVERAGE	LOW	NONE
A	Harassments				
B	Immoral action				
C	Poor leadership practices				
D	Unfair action b/n employees				
E	Discrimination				

11. Please briefly outline the bottlenecks and problem of leadership that you have observed in your organization on the space provided \_\_\_\_\_

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12. What do you recommend to solve the problem

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# **APPENDIX-II**



## Structured Interview

Appendix B

Structured interview designed to selected leaders who have direct responsibility to lead employees

- How much you are confident enough to lead, mobilize, or influence you department /followers?
- Do you think that, employees turnover is high in your organization compared to other organization?
- Do you agree that, leaders /leadership practices are the major contributor to high turnover in organization?
- Do you exercise democratic leadership practices?
- How do you express leader –follower relationship?
- Does the employees have opportunity to involve in young core activity
- Do you think that leaders initiate development and change in the organization

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## **DECLARATION**

I declare that this senior essay / project are my original work, prepared under guidance of Ato Yimer Adem. All sources of material used for the manuscript have been duly acknowledged.

**NAME** -----

**SIGN.** -----

**PLACE OF SUBMISSION**-----

**DATE OF SUBMISSION** -----

## **SUBMISSION APPROVAL**

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

**AN ADVISOR NAME** -----

**SIGNATURE** -----

