

**ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTEMENT OF MANAGEMENT**

**AN ASSESING THE LEADERSHIP PRACTICES OF
ETHIOPIAN TELECOMMUNICATION CORPORATION WITH
PARTICULAR REFERNCE TO HEAD OFFICE**

**BY
FIKERTE WONDIMU**

JULY 2010

ADDIS ABABA

SMUC

**ASSESSING THE LEADERSHIP PRACTICES
OF ETHIOPIAN TELECOMMUNICATION CORPORATION
WITH PARTICULAR HEAD OF**

**A SENIOR ESSAY SUBMITTED TO THE
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REQUIREMENTS FOR THE DEGREE
OF BACHELOR OF ARTS IN MANAGEMENT**

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ABBREVIATIONS

ETC: ETHIOPIAN TELECOMMUNICATION CORPORATION

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Leadership is the ability to influence a group towards the achievement of goals. The source of this influence may be formal, such as that provided by the possession of managerial rank in an organization since management positions come with some degree of formally designated authority. A person may assume a leadership role simply because of the position he or she holds in the organizations head strong leadership and strong management of optimum effectiveness (Robbins, 2001:314). Furthermore, the author argued that leadership is the managerial ability to accomplish organization goals by working with and through people. A leader holds a special place in the system of management because it leads and accomplishes organizational activities.

On top of the above view, Terry in (Mishro, 2001:306) has defined leadership as “the relationship which one person leader, influences others to work together willingly on related tasks to attain that which the leaders desires. From the justifications of the above authors one can conclude that leadership is a decisive tool to accomplish organizational goal.

The Ethiopian Telecommunication Corporation was established over a century ago, and it is the oldest public telecommunication operation in Africa. It was in 1909 that Ethiopia had requested for the first time to be member of the international Telecommunication union.

In 1981, it became Ethiopian telecommunication authority to provide the operation and regulation of telecommunication service. This has the objective of promoting the development of “high quality, efficient, reliable? Now the corporation provides different service which is domestic and international such as telephone tele-fax, mobile broadcaster and other communication services. To achieve the stated corporate objectives quality leadership is very essential. To this end, the student researcher inspired to assess the leadership practices of Ethiopian Telecommunication.

1.2. Statement of the Problem

Leaders exist in the organizations to make things happen that would otherwise not happen in their absence. No mystery should be attached to leadership, as it involves nothing more than the exercise of a power to influence people towards the achievement of desirable outcomes. Leadership requires the possession of a well- defined set of skills and capabilities, none of which are limited to an elite few. Any person with the desire to lead and a degree of commitment and purposedemanded by the situation can acquire and exercise these skills and capabilities (Barker, 2004:49).

But, the preliminary observation employed by the student researcher assured that the reality in ETC is far from the theoretical frame work stated above. In line with this, the student researcher identify monotonous leadership style and leaders are

not following inspire leadership. This type of practices may allow employees to develop negative attitude toward the organization and this in turn may lead to job-dissatisfaction. To this end, the student researcher inspired to assess the leadership practices of ETC.

1.3. Basic Research Questions

1. Are employee of ETC satisfied with the leadership practices exercised by their superior?
2. What are the problems that leaders encounter during leading their subordinates?
3. What kind of leadership style used in ETC mostly?
4. How leaders inspire their employees?

1.4. Objectives of the Study

1.4.1. General Objectives

The general objective of this study is to assess the leadership practices of Ethiopian Telecommunication Corporation.

1.4.2. Specific Objectives;

The study has the following specific objectives:

- To describe whether employee of ETC are satisfied with leadership practices employed by superiors or not.
- To identify and assess problems that leaders encounter during leading their subordinate.

- To identify and asses kind of leadership style used by ETC.
- To describe how leaders inspire their employee.

1.5. Significance of the Study

This paper has the following contributions to different parties. The finding allow the case organization to identify problems in relation to leadership practices and take adjustments accordingly. Besides, it allow other researchers to conduct an in-depth study.

1.6. Scope of the Study

The corporation has many branch in the country but the study covers only the practices of head office. The researcher can not include the branches due to financial and time constraints.

1.7. Definition of terms

The following terms are defined in order to adequately clarify the concepts.

Leadership: is the process of influencing people and providing an environment for them to achieve team or organizational objective.

Government office: ministry, commission, authority, institution.

1.8. Research Design and Methodology

1.8.1. Research Design

To realize the objectives and to seek answer to the research questions descriptive research method was used. This method was enabled the describe the leadership practices of the corporation.

1.8.2. Population, Sample Size and Sampling Technique

To increase the credibility of the paper, the student researcher was considered employees and managers of the corporation as a unit of study. Among 321 has employees in the head office 30% of them which is 96 was considered as unit of the study by assuming that this figure is representative to make generalization towards the entire population. Further, to approach the respondent's simple random sampling technique was utilized because the technique is essential to give equal chance to the population.

1.8.3 Types of Data used

To make the study holistic and comprehensive both primary and secondary data was used. Primary data were collected through interviews and questionnaires. And secondary data was used from different books and documents organization.

1.8.4. Methods of Data Collection

Questionnaire and interview was used to gather data from respondents. Questionnaire was distributed to employee of the head office. Further, interview was held with selected superiors.

1.8.5. Data Analysis

The data that was collected through questionnaires and interview was analyzed qualitatively and quantitatively. Hence, the data that was collected through questionnaire was analyzed using percentage and mean. This analysis tool enabled to rate the leadership practices of the cooperation. Further, the data that was obtained through interview and open ended questions was discussed.

1.9. Limitation of the Study

Research work requires availability of sufficient time, money and other resources. Above all time is the major resource affecting the research work? In addition, some respondents were not volunteer to fill the questioner.

1.10. Organization of the Study

The study is organized into four chapters. The first chapter is the introduction which includes background the study, statement of the problem, objective the study, significance of the study, scope of the study, research design and methodology and organization of the study. The second chapter presents the review of related literature, where as the third chapter comprises data presentation, analysis, and interpretation. Finally, the last chapter consists of summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Definition of leadership

According to Amrik and etal (2003:492) leadership can be defined as “an interaction between members of group. Leaders are agents of change, persons who acts affects other people more than other peoples acts affect them leader ship occurs when one group member modifies the motivation or competences of other in the group.

In the word of Sekaran (1998:180) leadership is considered as the process of influencing others to get jobs done effectively over sustained period of time. Leaders play crucial role influencing the work behavior of employee the system.

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 are because of its leadership. Prosperity and growth of industrial or business organization is also because of effective leadership. An effective and important leadership must perform the following functions.

- A leader should act as a friend, philosopher and guide to the people whom he is leading. He must have the capacity to recognize their potentialities and transform them into realities.
- A leader should win the confidence of his people and seek their cooperation and convince them of policies, procedures and the goals to be

achieved. He should be object to will our differences among is people and unit them as tea and build up team spirit.

- He maintains discipline among his group and develops a sense of responsibility. He should be impartial in treating people under him and build up a high Moral.
- He should motivate his subordinates to achieve goals. He seeks their commitments to obtain the objectives of the organization.
- He should try to raise high moral and ethical standards among his people (Sing, 2002:326).

2.3 Leadership Skills

According to Singh, (2002:370) there is now recognition in both leadership theory and practices of the importance of skills, how leaders behave and perform affectively.

First, some of the commonly recognized leadership skills are identified, then, training, job redesign and behavioral management skills are suggest as effective leadership techniques.

What skill leadership, techniques

There are many lists of suck skills in the practitioner oriented literature. Leadership skill critical to success in the global economy includes the following

1. Cultural flexibility

In international assignment this skill refers to cultural awareness and sensitivity. In domestic organizations the same skill could be said to be critical for success in light of the increasing diversity. Leaders must have the skills not only to manage but also to recognize and celebrate the value of diversity in their organization.

2. Communication

Effective leaders must be able to communicate, in written form, orally and non-verbally.

3. HRD Skills (Human Resource Development)

Since human resources are so much a part of leadership effectiveness, leaders must have human resource development (HRD) skills of developing a learning climate designing training programs, transmitting information and experience, assessing results, providing career counseling, creating original change and adapting learning materials.

4. Creativity

Problem-solving, innovation and creativity provide the competitive advantage in today's global market place. Leader must possess the skill to hot. Only be creative themselves but also provide that encourages creativity and assist their people to be creative.

5. Self-management of Learning

The skill refers to the need for continuous learning of new knowledge and skills.

In this time of dramatic change and chaos, leader must undergo continuous change themselves to self-learners.

2.4 Factors of Leadership

There are factors of leadership in case of challenge

a. Followers

Different people require different styles of leadership. For example, a new hire requires 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 a good understanding of human nature, such as needs, emotions, and motivation. You must know your employee's behavior, knowledge, and attributes.

b. Leader

You must have an honest understanding of which you are, what you know, and what you can do. Also, note that it is the followers, not the leader, who determine if a leader is successful; if they do not trust in their leader, then they will be uninspired. To be successful, you have to convince your followers to yourself or your superiors.

c. Communication

You lead through two-way communication. Much of it is nonverbal. For instance, when you set the example that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either build or harm that relationship between you and your employee.

2.5 Nature of Leadership

The leadership has definite characteristics which are retained by an effective leader. His performance, communication, influence, power base, interaction, acceptance, and situations are all important natures of leadership.

Performance The performance of a leader directly influences the leader also. If the asks his employees to come on time, he himself has to reach the workplace on time, the workers follow his behavior and functions automatically. The leader's performance itself guides and motivates the employees. The exercise of his authority demonstrates the way and method of the employee's performance. Leaders have to influence people by their action.

Communication Leadership starts with communication either by deeds or words. The followers can develop themselves by observing and accepting the work or verbal communication of a leader. Although work communication is more effective, verbal communication is also influential formal and informal communication written and oral communication and personal and impersonal communications have their respective influences so a leader must use the communication appropriate to particular situation.

Influence A leader must have the capacity to influence others. Without influencing others a leader cannot function at all .He influences others morally and socially by using strong communication the outcome of a communication dies influence.

Power base The influence depends on the power base enjoyed by the leaders there are five bases of power via coercion reward legitimate expert and reference. When a person threatens others to work it is coercion. But coercive power has no permanent influence fit dives tries to negative feelings and hostility is developed between the leader and his followers it dies a form power hade used in unethical and immoral activates.

Interaction The relationship between two persons is essentially desired in the management. In public and politics, leadership does not require a relationship. It is merely the interaction between two parties. Without interaction, no one is a leader or a follower. The leader and follower interact on a particular subject and

the followers a follow the leader's advice for attaining the objectives. A leader has to lead a group (not a single individual). The interaction between two individuals does not characterize leadership because the two individual are associated only on a certain relationship.

Acceptance The power base and interaction are accepted by followers. If the influence is not recognized and not accepted by the follower, leadership does not take place in an organization. The behavior of the follower is charged and **Situation** developed by the acceptance of the power of leadership. The acceptance crates influences which solves the problem of an organization.

Leadership is visible in a situation. In routine and regular functions leadership is not required. In some situations and specific environment leadership is a must to guide the people to attain certain objectives. New ideas and motivational (Mishur 2002:315).

2.6 Different between Management and leadership

(Saiyadain, 2003:101)

Management	Leadership
Planning and budget establishing detailed steps, time table allocating the resources to achieved needed Results.	Establishing direction developing a vision of the future and strategies for producing the changes needed to achieve that vision.
Organization and staffing establishing a structure staffing, delegating responsibilities authority, provides policies and procedures and crating method of systems to monitor	Aligning people communicating the direction byword and deeds to all those cooperation may be needed, and in influence the retain of teams that the understand and the vision and

implementation.	strategies.
Controlling and problem solving. Monitoring results, identifying deviations, and then planning and organization to solve these issues.	Motivating and inspiring energizing people to over come major political, bureaucratic and resources barriers to change by satisfying basic but often unfulfied,human needs
Produces a degree of predictability and order: has the potential of consistently producing key results expected by various stake holders.	Produces change, often to a dramatic degree has the poetical of producing extremely use full change (e.g. new products, new approaches that help make a firm more competitive etc).

2.7 The Role and Activities of Leadership

These studies provide direct empirical evidence of the roles (MINTZBERG) and activities (Luthans) of leader /Manager Roles/

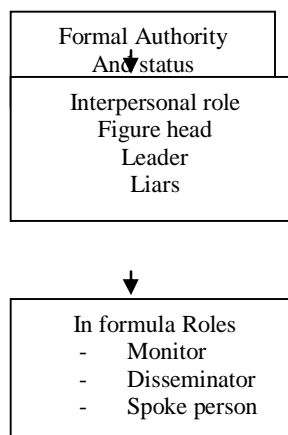
On the basis of his direct observational studies (as opposed to the questionnaire/ Interview studies commonly used in leadership research.

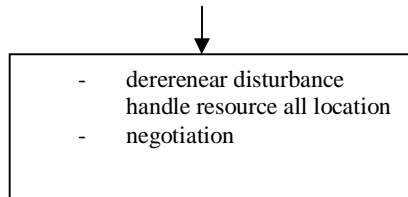
Mint berg proposes the three types of Managerial roles. The interpersonal roles arise directly from formal authority and refer to the relationship between the manager and others.

By virtue of the formal position the manager has a figure head role as a symbol of the organization. Most of the time spent as a figure head is on ceremonial duties such as greeting at touring. The second inter personal role is specifically called the leader role. In the role the manager uses his or her influence to motivate and encourage subordinates to accomplish organizational objectives.

The third type of interpersonal role the manager under takes a liaison role. This role recognizes that managers often spend more time interacting with others outside their unit. This figure shows that Mintberg

Mintzberg's manager





(Singh,2002:353)

Beside the interpersonal roles flowing from formal authority figure shows that manager also have important information roles Most observational studies find that Managers spend a great deal of time giving and receiving information.

As monitor, he managers is continually scanning the environment and probing subordinates, bosses, and outside contacts for information as disseminator, the manager distributes information to key internal people and as spokes person, the manager provides information to outsiders.

In the decisions role, the manager acts upon the information. In the entrepreneurial role in Mint berg's scheme, the manager initiates the development of a project and assembles that necessary resource.

In the disturbance handler, on the other hand instead of being proactive like the entrepreneur, is reactive to the problems pressures of the situation. The disturbance handler has a crisis management type of role for example, the employee is about to strike, or a major sub- contraction is threatening to pullout. As resource allocator the manger decisional who gets what in his/her department. Finally, the negotiator decisional role recognizes the time mangers spend at all

levels in the give and take of negotiator with subordinates bosses and outsiders (Singh, 2002:354).

2.8 Personal Characteristics of Leaders

Leadership is an intangible quality and its effectiveness can best be judged by the behavior and attitudes of follower. Even though, personal back grounds and personalities differ widely, some behavioral characteristics may be common to most of the successful and effective leaders. Some of these characteristics are:-

- i. Ability to inspire others. This ability may be due to an internal “Charisma” which is an inborn trait and may not be a learnable factor.
- ii. Problem solving skills. An effective leader has developed the patience and ability to look at the problem from various angles and get down to the cause of the problem and tries to solve the problem from its roots rather than the symptoms of the problem.
- iii. Emotional maturity .Emotional stability and maturity is a major ingredient for effective leadership. It pertains to good adjustment to life, calm, cool and calculated reaction to undesirable situations and obstacles and normal acceptance of success as well as failure. Such leaders are self confident, rational and are open hearted towards differences in opinion and opposing viewpoints. They generally have a happy family life and have a balanced outlook towards life and the world. They are warm and sensitive and not vindictive in nature.
- iv. Ability to understand human behavior. A leader must understand the needs desires and behavior of their subordinates and show respects for such desires. He is emotionally supportive and careful enough to avoid ego the threatening behavior. He must give credit to subordinates when their efforts are successful.

- v. Verbal assertiveness a leader must be an effective orator and must be confident of his views and opinions. He must communicate his views honestly and a straight forward manner without fear of consequences
- vi. Willingness to take risks routine work, no matter how well did never make a leader. Successful leaders always charter the unknown. They must accept and seek new challenges. However, the risks must be calculated ones and outcomes of actions be reasonably predicted should these risks result in failure , a leader must take full blame and responsibility and not swift blame on others, even though they may be operative actors. He must be willing to tolerate frustration and defeat and learn from these failures.
- vii. Dedication to organizational goals. A leader must demonstrate. His dedication and commitment to the organization's mission, goals and objective by hard work and self –sacrifice. He must make sure that his follower fully understand the organizational objectives and are equally dedicated and willing to work for these objectives.
- viii. Skill in the cut of compromise settling differences is a vital part of leadership and genuine differences must be solved by compromise and consensus. This will induce faith in the fairness of the leader. He must be willing to give in where necessary and must be able to take criticism with grade however, he must not compromise for the sake of compromising or just smooth sailing only and must be willing to take a stand on controversial issues and accept the consequences of his stand (Amrik and etal 2003:314).

2.9 Style of leadership

Leadership style is a typical behavior pattern adopted by the leader influencing his followers or leading his people. An executive has to lead different types of subordinates and has to adopt different styles for leading that at the work place according to situation. The style of leadership is based on the kind of control the leader exercise on a group and their behavior.

The following are the main leadership style.

a. Autocratic or Authoritarian style

It is also known as leader centered style. Under this style of leader ship there is complete centralization of authority in the leader, i.e. authority is centered in the leader himself. He has all the powers to make decision. There is no two –way communicate, only down ward communication is used. It is leader who can only communicate, he cannot be a communicate. He uses coercive Measures. He

adopts negative Method of Motivation he wants immediate obedience of his orders and instructions. Any breach on the part of subordinates invites punishment. There is no participation from the subordinates' in decision – making leader thinks that he is the only competent person (Singh, 2003:326).

b .Democratic or participative style

This style of leadership is also known as group centered leadership under this style leaders consult the group and solicit these opinion and participation from the following decision – Making Process. Democratic leaders confer authority on the group and after their consultation decisions are taken. Leaders under this style encourage discussion by the group members on the problem under this style encourage discussion by the group Members on the problem under consideration and arrive at decision by consensus (singh, 2002:328)

c.Laissez –Fair

Under this style of leader ship there is virtual absence of direct leadership. It is therefore, known as “as no leadership at all “There is a complete delegation of authority to subordinates so that they can Make decisions by themselves. There is free flow of communication. Subordinates have to exercise self control. This style may work effectively when the subordinates are highly competent, able to exercise self control and can have the capacity to take decisions.

d .Bureaucratic style

Under this leadership the behavior of leader is determined by rules regulations and procedure. These rule and regulations are followed by the leader and the subordinates both No one can scope (Singh, 2002:329).

2. 10 Leadership approach

Trait Theory

The scientific analysis of leadership started off by concentrating on leaders themselves. The vital question that this theoretical approach attempted to answer was what characteristics or traits make a leader. The earliest trait theories, which can be traced back to the ancient Greeks and Romans, concluded that leaders are born, not made.

The great person theory of leadership said that individuals are born either with or without necessary traits for leadership. Eventually, the “great person” theory gave way to a more realistic trait approach to leadership. Under the influence of the behaviorist school of psychology through, researchers accepted the fact that leadership traits are not completely in born but can also be acquired through learning and experience. Attention turned to the search for universal traits possessed by leaders. In general, research findings do not agree on which traits are generally found in leaders or even on which ones are more important than others (Singh and Kumar, 2003:500).

Contingency Theory

After the trait approach proved to fall short of being an adequate overall theory of leadership attention turned to the situational aspects of leadership, social psychologists began the search for situational variables that affect leadership roles skills, behavior and followers, performance and satisfaction (Singh and kumar, 2003:500),

Situational Theories

The search for the “best” set of traits or behavior has failed to discover an effective leadership Mix and style for all situations. Thus, situational theories of leadership involved that suggest leadership effectiveness depends on the fit between personality, task power attitudes and perceptions.

Eventually, researchers recognized that the leadership behavior needed to enhance performance depends largely on the situation what's effective leadership in one situation may be disorganized incompetence in another. Its basic foundation suggests that an effective leader must be flexible enough to adapt to the different among subordinates and situations (Mullins 1996:264).

Behavior Approach

Leadership is based on the behavior of the leader. His explicitly and implicit action influence the employee leader's philosophy; traits, attitude and skill are generally imitated by his followers. His style of functioning is reflected implicitly or explicitly in the employee.

Employee perception of leadership is influenced by the behavior of the leader. The basis of motivation differs from leader to leader. Different leadership styles are used to motivate employees (Mishur, 2003:312).

Transformational Leadership Theories

A leadership perspective that explains how leaders change team or organizations by creating, communicating, and modeling a vision for the organization or work unit, and inspiring employee to strive for that vision (Mchane and Gunow 2000:450).

Transactional Leadership

Leadership that help organization achieve their current objective more efficiently by linking job performance to valued rewards and ensuring the employees have their sources needed to get the job done (Mchane and Gunow 2000:450)

Charismatic

Leadership Theories

According to (Singh 2002: 347) Charismatic is a throwback to the old conception of leadership as begging those who by the force of their personal abilities are capable of having profound and extraordinary effect on followers. Although the charismatic concept charisma, goes as far back as the ancient Greeks and is cited in the Bible its Modern Development is attributed to the work of "Robert House on the basis of the analysis of political and religious leaders, House says that charismatic leaders are characterized by self-confidence and confidence in subordinates, high expectations for subordinates, ideological vision and the use of personal example. Followers of charismatic leader identify with the leader and the Mission of the leader, exhibit extreme loyalty to and confidence in the leader, emulate the leader's values and behavior, and deriving self-esteem from their relationship with the leader.

More recently, Bass extended the profile of charismatic leaders by including business leaders such as Lee Iacocca or women who have broken through the glass ceiling to become top level executives, discussed on the accompanying managing diversity inaction: breaking the glass ceiling with charisma In particular, he notes that charismatic leaders have superior debating and persuasive skill and technical expertise, and foster attitudinal, behavioral and emotional changes in their followers.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter comprises two sections namely general characteristics of respondents and analysis of the data collected through questionnaire and interview. The total population of the organization's employee 321(30%) out of 96 respondents were selected to fill out the questioner and to answer interview questions. out of the distributed 78 responses willingly to fill and return.

Item	Response	frequency	percentage
Gender	Male	49	62.82
	Female	29	37.18
	Total	78	100
	Response	frequency	percentage
Age	18-27 years	18	23.00
	28-37 years	31	39.74
	38-47 years	24	30.86
	48-57 years	5	6.40
	Total	78	100

(Source: primarydata)

As it is indicated in item -1 of table 1, 49 (62.82%) were male. while the remaining 29 (37.18%) were female. This, infers existence of high dominate of male in the organization.

As it is attested it item-2 of table 1, 18(23%) of the respondents were in the age of 18-27 years, 31(39.74%) of the respondents were between age of 28-37 years, 24(30.86%) of the respondents were between age of 38-47 years. The rest which cover 5(6.41%) were between 48-57 years. Therefore, the findings from the age profile of the respondents indicate the majority of the respondents were between 28-37 years. Thus, it is possible to say that in ETC employees are in maturity age.

Item	Response	frequency	percentage
EducationalBackground	12 th complete	-	-
	Certificate	2	2.64
	Diploma	8	10.26
	First degree	46	58.96
	Abovefirstdegree	22	28.20
	Total	78	100
	Response	frequency	percentage
Experiences	Below 5 years	12	15

	6-10 years	25	30.05
	11-15 years	21	26.92
	16-20 years	18	23.08
	About 20 years	2	3.84
	Total	78	100

(Source:primarydata)

Concerning educational background out of the total respondents 2(2.64 %) were certificate holders while the remaining 8(10.26%), 46(58.96%), 22(28.20%) were diploma, first degree and above first degree holders respectively. This implies as employees of qualified ETC are work force and know gable.

The last section of the table, presents work experiences of the respondents. From the total of respondents, 12(15.38%) had, below 5 years experience, 25(30.78%) respondents had 6-10 years experience, 21 (26.92%) had 11-15 years, the remaining 18 (23.08%), 2(3.84%) 16-20 years, above 20 years work experience respectively.

Item	Responses	Frequency	percentage
Keeping up-to-date on progress of work	Strongly agree	-	-
	Agree	35	45
	Neutral	21	27
	Disagree	15	19
	Strongly disagree	7	9
	Total	78	100
	Mean	3.07	
Specify the question to point	Strongly agree	-	-
	Agree	9	23.08
	Neutral	46	17.95
	Disagree	15	19.23
	Strongly disagree	4	5.12
	Total	78	100
	Mean	1.93	
Inspire confidence in the value of his/her organization	Strongly agree	-	-
	Agree	15	19.23
	Neutral	9	11.53
	Disagree	18	23.08
	Strongly disagree	36	46.15
	Total	78	100
	Mean	2.04	

Source:(primary data)

As it is depicted in item -1 table 2, out of the total respondents 36 (45%) of them replied agree. Regarding of keep people to up to date on progress of work. On the other hand, 15 (19%) and 7 (9%) of the respondents rated disagree and strongly disagree respectively. furthermore, the value is to mean (3.07). This implies that as leaders are not updating their subordinates timely.

As can be seen from item-2 of table 2, 40(58.97%) of respondents pointed out as their leaders answer question specifically and to the point, however 9 (11.54%) of them replied agree. The remaining 23 (29.49%) of respondents rated strongly agree. Furthermore, mean value is 1.93. This implies that leader and followers in the corporation did not have mutual understanding.

As it is attested in the item-3 of table 2 whether the leadership states is inspirational or not, 36(46.15%) of the respondents rated strongly disagree while the rest 15(19.03%), 9(11.53%), 18(23.08%) of the respondents rated agree neutral and disagree respectively. Moreover, the mean value is 2.04. This implies that the leadership status is not inspirational.

Table 3 Respondents response on Vision, objective and goal in the organization

Item	Response	Frequency	Percentage
How to set goals.	Strongly agree	22	28.21
	Agree	30	38.46
	Neutral	11	14.10
	Disagree	15	19.23
	Strongly disagree	-	-
	Total	78	100
	Mean	3.76	
Organization resources to achieve goal	Strongly agree	18	23.08
	Agree	27	34.62
	Neutral	14	17.95

	Disagree	15	5.12
	Strongly disagree	4	5.12
	Total	78	100
	Mean	3.25	
Set clear objectives	Strongly agree	22	28.21
	Agree	32	41.03
	Neutral	6	7.69
	Disagree	10	12.82
	Strongly disagree	8	10.25
	Total	78	100
	Mean	3.64	
Take optimistically about the future	Strongly agree	10	12.82
	Agree	8	10.26
	Neutral	5	6.41
	Disagree	20	25.64
	Strongly disagree	35	44.87
	Total	78	100
	Mean	2.21	

As can be seen from table 3 of item- 1, 30 (38.46%) of the respondents pointed out question setting goal of an organization, 11 (14.10%) of them replied neutral. The remaining 15 (19.23%) and 22 (28.21%) rated strongly agree and disagree respectively. The mean result is 3.76. This clearly shows that, ETC leaders putting on question to achieve goal. Therefore, in ETC have setting question towards achieving goals in the organization.

As it is indicated in item- 2 of table 3, 18 (23.08%) of them replied strongly agree pointed out organization resource to achieve goal. 22 (34.62%) of them replied agree. While 4(17.95%) of them replied Neutral. However, 15 (19.23%) of them replied disagree. The rest 4(5.12%) of respondents rated strongly disagree. Moreover, the mean value is 3.20. Therefore, implies that in the organizations resource achieve goal and that the organization potential as well as performance in order to meet its goal effectively.

As it is indicated in item- 3 of table 3 out of the total respondents 32 (41.03%) of them replied agree in case of set clear objective. on the other hand, 10(12.82%) and 8(10.25) rated disagree and strongly disagree respectively. The remaining respondents 22(28.2%) and 6(7.69%) strongly agree and neutral. Furthermore, the mean is (3.64%). Here the result implies that most employees are not complain regarding to objective.

As it is attested in item -4 of table 3 whether the leadership states is talk optimistically about the future.35(44.87%)of the respondents rated strongly agree while the rest 20(25.64%),10(12.82%) of the respondents rated disagree, strongly agree respectively. The remaining 5(6.41%) of respondents rated neutral.

Furthermore to mean, value is 2.21. This implies that leaders some sort of problem talk to future. As it is briefly explained, According to (saiyadian,2003:101) leadership establishing direction developing a vision of the future

Table 4. Respondent's response leaders capacity of towards influence employee

Item	Responses	frequency	percentage
Capability to influence people	Strongly agree	-	-
	Agree	17	22
	Neutral	15	19
	Disagree	21	26.92
	Strongly disagree	26	30.05
	Total	78	100
	Mean	2.18	
Provide immediate performance feedback	Strongly agree	-	-
	Agree	-	-
	Neutral	18	23.08
	Disagree	25	35.84
	Strongly disagree	32	41.03
	Total	78	100
	Mean	1.74	
Motivate their employees	Strongly agree	-	-
	Agree	9	11.54
	Neutral	11	14.10
	Disagree	24	30.77
	Strongly disagree	34	43.59
	Total	78	100
	Mean	1.94	
Coaching people new tasks	Strongly agree	27	34.62
	Agree	38	48.72
	Neutral	-	-

	Disagree	7	8.97
	Strongly disagree	6	7.67
	Total	78	100
	Mean	3.93	

Source:(primary data)

As it is attested in item- 1 of table 4 whether the leadership state is capability to influence people 26(30.77%) of respondents rated strongly disagree while the rest 15(19%), 21(26.92%), 17(22%) of the respondents rated neutral, disagree, agree respectively. Furthermore mean is 2.18. This implies that the leadership states is not influence their employees, As it is stated in the literature review, (Mishur 2002:315) without influence other a leader cannot function at all he influence others morally and socially by using strongly communication the outcome of communication by influence.

As can be seen from item- 2 table 4, provide immediate performance feedback. Out of the total respondents 32(41.03%) of them replied disagree. 28(35.89%) and 18(23.08%) rated strongly disagree and neutral with respectively. Moreover the mean value is 1.74. This implies that the leaders result have sort of problem regarding to immediate performance feedback.

As can be seen from item- 3 of table 4, 34(43.59%) of them strongly disagree. Pointed out as their leaders motivate employee.24 (30.77%) of the replied disagree. However, 11(14.10%) and 9(11.54%) of rated agree and neutral respectively. Furthermore mean value is 1.74. This implies that leaders lack of

motivate their employee. Therefore, as mentioned that, sing (2002:326) leaders should motivate his subordinates too achieve goal. However the interview argues that leader give to motivate their employee who gives bonus, salary increment annually.

As can be seen from item- 4 of table 4, pointed out coaching people on new tasks. Out of the total respondent 38(48.7%) of them replied Agree. 27(36.62%) of them replied strongly agree. However, 6(8.97%) and 7(7.69%) rated disagree and strongly disagree with respectively. Moreover the mean value is 3.92. This result clearly indicated good handling a new task coaching in the on organization.

Item	Response	Frequency	Percentage
Ability to inspire	Strongly agree	-	-
	Agree	-	-
	Neutral	9	11.54
	Disagree	27	34.62
	Strongly disagree	42	53.84
	Total	78	100
	Mean	1.58	
Emotional maturity of leaders	Strongly agree	17	21.79
	Agree	25	32.05
	Neutral	19	24.36
	Disagree	7	8.98
	Strongly disagree	10	12.82
	Total	78	100
	Mean	3.4	
Problem solving skill	Strongly agree	2	2.56
	Agree	5	6.41
	Neutral	-	-
	Disagree	41	52.56
	Strongly disagree	30	38.42
	Total	78	100
	Mean	1.82	
Ability to	Strongly agree	-	-

understand and human behavior	Agree	-	-
	Neutral	5	6.41
	Disagree	31	39.74
	Strongly disagree	42	53.85
	Total	78	100
	Mean	1.54	

Relation employee	with	Strongly agree	-	-
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Source:(primary data)

	Agree	-	-
	Neutral	-	-
	Disagree	40	51.28
	Strongly disagree	38	48.72
	Total	78	100
	Mean	1.52	

As it is depicted in item -1 table5, out of the total respondents of 42 (53.84%) of them replied strongly disagree regarding of ability to inspire other. 27(36.62%) of them replied disagree. The remaining of 9(11.54%) neutral. The result of mean 1.58. This implies that leader's lack of ability to inspire their employee and demotivate. As it is stated (Amrik and Etal 2003:313). This ability may be due to on in teal charisma which is an in born trait and may not be a learnable factor.

As can be seen from item-2 table5, 25(32.05%) of the total respondents replied agree pointed out emotional maturity of leader. However, 7(8.98%) and 10(12.82%) of rated disagree and strongly disagree respectively. The reaming of 17(21.29%), and 19(24.36%) of them replied strongly agree and neutral with respectively. Furthermore, the mean value is 3.4. Therefore, this implies that leaders not sensitive and not vindictive in nature. It is mention that, literature review (Amrik and Etal 2003:314) Emotional stability and major ingredient for effective leader ship practice.

As can be seen from item-3 table 5, pointed out of problem solving skill. The total respondents 41(52.56%) of them replied disagree. 30(38.42%) replied that strongly disagree. On the other hand, 5(6.41%) and 2(2.56%) rated agree and strongly disagree respectively. The result of mean1.82. Therefore, leaders not effective to solve problem. According to (Amrik and Etal 2003:314). An effective leader has developed the patience and ability to look as the problem and friend to solve the problem. Moreover, during the interview they take measurement to solve problem. The interviewee underlined that leaders improve transformation program to leader ship practice.

As it is revealed from item-4 table5, out of the total respondent of 42(53.85%) of them replied strongly disagree. pointed out of as their leaders ability to understand and human behavior 31(39.74%) of them replied disagree. The remaining of 5(6.41%) of them replied neutral. Moreover the mean value is 3.4. Therefore, there is gab between employee and leader. According to (Amrik and Etal 2003:315) a leader must understand the leader desire and behavior of their subordinates and show respect for such desires.

Table 6. Employees Satisfaction with the leadership Practices

Item	Response	Frequency	Percent (%)
Most of the organizations employee are satisfied with leadership practice	Strongly Agree	-	-
	Agree	9	11.54
	Neutral	16	20.51
	Disagree	21	26.92
	Strongly disagree	32	41.03
	Total	78	100
	Mean	1.92	

Source:(primary data)

As indicated above the table 6 employees satisfaction with leadership practices 32 (41.03%) employees said that strongly disagree and 21 (26.92%) said that disagree. They are dissatisfied with the existing leadership practices. While, 9 (11.54%) of the employees chose agree. The rested of employee 16(20.51) said that neutral. Moreover the mean value is 1.92 Therefore, It is possible to say the majority of the employees in the organization are not satisfied with the current leadership practice are expecting to get new leader that inspire them. Consequently, the dissatisfying leadership practice may decrease employees motivate. This implies that to organization as it is difficult for the leaders to get employee that will share their vision, communication and attain objective of the organization.

Table7. Organization used leadership style

Item	Frequency of the respondents	Respondents (Employee)						Total	Mean
		Strongly agree	Agree	Natural	Disagree	Strongly disagree			
Authority	Number	42	25	11	-	-	78	4.3	
	Percent	53.85	32.05	14.10	-	-	100		
Bureaucratic	Number	-	-	18	26	34	78	1.79	
	Percent	-	-	23.08	33.33	43.59	100		
Participant	Number	-	-	15	38	25	78	1.87	
	Percent	-	-	19.23	48.72	32.05	100		
Charismatic	Number	-	-	34	16	28	78	2.07	
	Percent	-	-	43.59	20.52	35.89	100		

Source☺:(primary data)

According above the table, 42 (53.85%) of the respondents said that the leadership style Autocratic, are strongly agree and 25 (32.05%) said that agree, while, the rest respondents 11(14.10%) said that neutral. Therefore, this clearly indicates that leadership styles that dominate in the organization is Autocratic.

The result is mean (4.3) .This implies that the leader mostly very less attention to their employees.

Regarding, above the table of Bureaucratic leadership style is practiced in the organization 34 (43.59%) of respondents indicated that strongly disagree and 26(33.33%) of respondents said the disagree. The remaining of 18 (23.08%) said that neutral. The result of mean is 1.79.

According to above the table, participative leadership style is practiced in the organization 38 (48.72%) of respondents said that disagree. And 25 (23.05%) of respondents said that strongly disagree. The remaining of respondents that practiced natural. Interview with the feeling of the employee respondents manifested may be attributable to participative style of leadership of employee by their leaders. However mean value is (1.87). Therefore, the may be result employees feel leadership styles.

Regarding, above table of Charismatic leadership style is practiced in the organization 34 (43.59%) of respondents indicated that neutral and 16(20.52%) of respondents said that disagree. The remaining of 28 (35.89%) said that strongly disagree. The result of mean is 2.07. For every leadership style practiced has been reflect by Authority leadership style respondents as moderate and it look like that have feeling about which is dominate. During interviewee argue that leader had not properly achieved leadership style.

SUMMARY OF OPEN ENDED QUESTIONS IN THE STUDY

The summary of the responses given by the respondents to open ended question include in the questionnaire which asks them to list out and problem of leadership in their organization.

- Lack of communication with employer and employee.
- Using old leadership style.
- Communication only top to down.
- Their duties and responsibility of the leaders are clearly stated but, did not properly used.
- Lack of confident and decision making.

Finally, the employee respondents were asked to give their suggestions on what should be to improve leadership system. The employees suggested the following solution.

- The leaders must be participant employee.
- To improve the leadership style high level leader update their knowledge according to current technology.
- The leaders should be change in participatory leadership style.
- Improve to solve problem immediately.

CHAPTER FOUR

4. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

From the analysis and interpretation made in the previous chapter the following summary, conclusions and recommendations are draw up.

4.1 Summary of the major Finding

This part of the research part is devoted to summary of the major finding of study.

To generalization the characteristics of the respondents in the case of gender the majority of respondents were Male.

According to age the majority of employees groups which cover 31(39.74%) of total respondents were between in the age of 28-37 years.

Regarding of Educational background show that 46(58.96%) of respondents were first Degree holder.

Regarding of their work experience of respondents cover 6-10 years.

According to, keep people to up to date on progress of work 72 percent of the respondents' replied as a agree and neutral. 9 percent of them replied as strongly disagree.

Regarding to, answer question specifically and to the point 88.46 percent of the respondents replied as disagree and strongly disagree. 11.54percent of them replied as agree.

Concerning the inspires confidence in the value of his or her argument 69.23 percent of the respondents replied as disagree and strongly disagree. 11.53 percent of them replied as natural.

According to question on setting goals, 66.67 percent of the respondents replied as strongly agree and agree. 19.23 percent of them replied disagree.

Regarding to organization resource to achieve goal, 57.7 percent of the respondents replied as strongly agree and agree. 17.95 percent of them replied Neutral.

From the response obtained 46.15 percent of respondents replied leaders capability to influence people are strongly disagree and disagree, on the other hand 22 percent of the respondents replied as agree

Regarding, provide immediate performance feedback. The finding denoted that the majority that is 76.87 percent of respondents rated as agree and strongly agree. 23.08 percent of them replied neutral.

Regarding, motivate their employee, the finding denoted that the majority that is 74.36 percent of respondents rated as agree and strongly agree. On the other hand, 11.54 percent of them replied agree.

Among the total respondents 83.34 percent of respondents replied that coaching people on new tasks as agree on the other hand, 7.69 percent of them replied strongly disagree.

Concerning the set clear objective in the organization, 69.24 percent of respondents replied as strongly agree and agree 10.25 percent of them replied strongly disagree.

According to Talk optimistically about future in the organization, 70.51 percent of the respondents replied as strongly agree and agree. 6.41 percent of them replied neutral.

According to leaders the ability to inspire others, 88.46 percent of respondents replied as disagree and strongly disagree. 11.54 percent of them replied neutral.

Regarding to emotional maturity of leaders 53.84 percent of respondents replied as strongly agree and agree on the other hand 12.82 percent of them replied strongly disagree.

According to leader's problem solving skill 90.98 percent of respondents replied as disagree and strongly disagree.

Concerning leader's ability to understand and human behavior, 93.59 percent of respondents replied as disagree and strongly disagree. The rest 6.41 percent of them replied neutral.

Leaders relation with employee, 51.28 percent of respondents replied as disagree and 48.72 percent of them replied strongly disagree.

4.2 Conclusions

Depending on the findings discussed above, the following conclusions are drawn.

The study indicated that there is an absence of close relationship between leaders and employees. In addition, the study pointed out that the organization's (corporation) responsiveness to employee complaints and questions is very low.

Therefore, it is possible to conclude that there is less interaction between employees and leaders.

According to the findings, most respondents are not satisfied with the leadership style in the organization. This implies that they are not happy with the leadership style and practices. Therefore, from the above discussion, it is possible to conclude that employees are not satisfied with their work.

As it is revealed in the research findings, the degree of involvement of employees was low. This implies that there is a communication gap between employees and leaders.

According to the findings, leaders of the corporation were not using inspirational leadership. Therefore, from the above result, it is possible to conclude that this might have an impact on employee performance.

4.3 Recommendation

Based on the finding of the study and the conclusions drawn up the student researcher forwards the following recommendations:

It is strongly recommended that the leadership style of the organization should be modern, participatory and more empowering to enhance organizational effectiveness.

Leaders improve creation of healthy and close relationship with employee and give more attention to employee. To this end, Leaders should assign adequate time to communicate with the subordinate.

The organization and leaders should set directions and align employees with direction through communication, inspiration.

Leaders should improve their leadership practices to avoid employee dissatisfaction the implement leadership and employee development.

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Department of management

This questionnaire is prepared by St.Mary University College undergraduate degree student in order to assess the leadership practices of Ethiopia Telecommunication (ETC).your answer will be concrete for this research paper.

Please, fill an answer dedicated and honestly. All information you provide to this study will kept strictly confidential.

Thank you in advance for your cooperation to fill this questionnaire. Please, put “✓” mark in the box of your choice given below and for the questions which needs more detailed answers you can write your comments, ideas and answers on the space provided.

Part I. General characteristics of the respondents

1. Gender Male Female

2. Age a) 18-27 years c) 38-47 years e) 58 and above
 b) 28-37 years d) 48-57 years

3. Educational background

a) 12th complete c) Diploma e) Above first degree
b) Certificate d) First degree

4. Experience in Ethiopian Telecommunication Corporation

a) Below 5 years c) 11-15 years e) 20 years and above
b) 6-10 years d) 16-20 years

Part II Directly Related Study

How do you evaluate the ability of your leaders on study evaluate the following construct: please bare you evaluate on the statement given in the following table:

Constructs	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Questions on providing feedback					
A. Keeping people up to date on the Progress of work					
Capability to influence people					
B. Provide immediate performance feedback					
C. Answer questions specifically and to the point					
D. Questions on stating goals					
E. Create a clear vision of the future					
F. Inspire confidence in the value of his/her argument					
G. Organize resource to achieve goals					
H. Set clear objectives					
I. Motivate their employee					
J. Talks optimistically about the future					
K. Coaching people on new tasks					
Questions related with the leader					
A. ability to inspire others					
B. Emotional maturity					
C. Problem solving skills					
D. Ability to understand human behavior					

E. Relationship with employees					
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1. Most of the organization's employees are satisfied with the leadership practices of the organizations?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

2. Which type of relationship style do you think you supervisor practicing?

- a) Authoritarian
- b) Bureaucratic
- c) Participative
- d) Charismatic

3. What major problems do you observe with regard to leadership practices of the cooperation?

4. What suggestion do you recommend to the organization improve leadership practices?

Interviews

The interview prepared to ask Ethiopian telecommunication corporation, manager in order to get input for the student researcher paper that aimed at to assessing the leadership practices of Ethiopian Telecommunication corporation.

- 1 .How long did you stay in the organization(corporation)?
- 2 .what type of leadership style is better for the success of the organization?
- 3 .what is the relation between leadership with employees?
- 4 .what kind of leadership patterns your experience in the organization?
- 5 .Based on your experience how organization does motivate employee to do their jobs properly?
6. Do you think these kinds of leadership style success in the organization?
7. Do you take measurement to solve those problems?
8. Do you have any comment/suggestion regarding the leadership practice of Ethiopian Telecommunication Corporation?
- 9 . What is your perception about leadership?

CANDIDATE'S DECLARATION

I the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Zelalem Tadesse. All sources of materials used for the manuscript have been duly acknowledge.

Name _____

Signature _____

Place of submission _____

Date of submission _____

ADVISOR'S DECLARATION

This paper has been submitted for examination with my approval as university college advisor.

Name _____

Signature _____

Date _____