ST.MARYS UNIVERSTY COLLEGE

BUSINESS FACULTY

DEPARTEMENT OF MANAGEMENT

AN ASSESMENT OF LEDERSHIP PRACTISE IN NATIONAL METROLOGY AGENCY (HEAD OFFICE)

BY:

TIRUNESH HAILU

JUNE 2011

SMUC

ADDIS ABABA

AN ASSESMENT OF LEDERSHIP PRACTISE IN NATIONAL METROLOGY AGENCY (HEAD OFFICE)

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External examiner	Signature

ACKNOWLEDGEMENT

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ACRONOMY

BPR- Business Process Reengineering

NMA- National Metrology Agency

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Did you notice that those characteristics and behaviors that we attribute to leaders are similar to those we attribute to admirable people in general? That is not an accident we usually feel comfortable around those we admire and they make us feel good about our selves. So do leaders. But leaders also know what do more us to cooperation and productive action. They understand that their role is to pull people together to achieve a goal every one in the group or organization (Durbin; 2000: 2).

From this point of view, we can say that every society, organization, institution, country and world require leaders to lead the people towards achievement of their common goals. Leadership provides direction, guidance, restores, confidence and makes the way easy for achieving the objectives. Leader activates the people. This make them work. Leadership influences behaviors of people. Leadership has the ability to attract other and cause them to follow. It is a role individuals play in a group at a given timed.

National Meteorology Agency was established in 1850 and 1986 at Adamitulu and Gambela respectively. After that form 1964-1949 some preliminary metrological tasks were carried out by government office for agricultures sectors only. However, due to growing demands of information's for safe operation of air transport a unit that handle metrological unit was established in the early fifties under the civil aviation department. In general the main objective of national metrology agency is provide service to its stake holders and collaborates.

It has 11 Branches, from the 11 out of 9 branches are located regional states and the reaming in Addis Ababa the total employee is 856 (from brusher). If the National Metrology Agency able to exercise the above activities in their group of employees they were able lead effectively (Singh; 2003: 325). Indeed so, the

main purpose of this study was tried to see how leadership practices are in National Metrology Agency.

1.2. Statement of the problem

The truth that, National Metrology Agency requires strong leadership practices to provide vision and empower employees to carry out their responsibility effectively and efficiently. However, according to preliminary assessment made by the student researcher; there is high degree of turn over; the total turn over of employees from January 2010 to January 2011 is 79. (26.3% According to their statics) the number of employees resign is large. In addition to this, it seems like employees in the organization are not satisfied with the salary that is paid by National Metrology Agency and there is a shortage of budget then this affects their future goal or objective. Therefore, this and other related problem initiate me to conduct research on leadership practice, the case of NMA

1.3. Research Question

1. What types of leadership style are implemented in National Metrology Agency?
2. What are the major factors which affect the leadership practices in the organization?
3. How leader's communications with staff members?
4. What the leader's perception towards leadership?

1.4. Objective of the Study

The study had both general and specific objectives.

1.4.1. General Objective

The fundamental objectives of the study were to investigate leadership practice in National Metrology Agency and recommend solution for problems.

1.4.2. Specific Objectives

The study was having the following specific objectives.

- To identify the leadership style that is implemented in National Metrology Agency.

- ⊹ To identify major factors that affect the leadership practices in the organization.
- ⊹ To assess the leaders communicate with the staff member.
- ⊹ To know the leaders out look toward leaderships.

1.5. Significance of the Study

Mostly any researches has different significant thus, the following were believed to be the significance of the study

- ⊹ It serves as stepping stone for researcher who are interested to conduct detailed study on the same Thames
- ⊹ It gives insight to concerned bodies (planner, policy maker and implementer) as to the condition of leadership in organization.
- ⊹ The finding were help the organization in recommending possible solution forwarded
- ⊹ This research serves as a partial fulfillment of B.A Degree for the student researcher.

1.6. Scope of the Study

The scope of the study was limited in Addis Ababa National Metrology Agency head office which is located at Bole, near to Lalibela Hotel. Other branches were not included in the study because far from the Main branches, not manageable and take time.

1.7. Research Design and Methodology

1.7.1. Research Design

A descriptive method was used in carrying out this study because it portray an accurate profile of person's or situation and also it help the research to gather many kinds of data related to leadership practice under the study.

1.7.2. Population and Sampling Technique

National Metrology Agency has 300 employees out of these 30% (i.e.90) employees were selected using stratified technique method. Because, to select

the sample of the department it gives the same benefit and also used simple random sampling basis to provide equal chance.

NO	Department	No of employees	Sample size
1	Administrative staff	2	1
2	Metrological analysis and forecast department	57	17
3	Development metrology department	24	7
4	Metrological research study	13	4
5	Data management research study	28	9
6	Technical service	23	7
7	Human properly department	100	30
8	Finance department	15	5
9	Civil service form office	14	4
10	Audit service	7	2
11	International affairs public relation service	4	1
12	Zone office corporation	7	2
13	Plan and programmed	6	1
	Total	**300**	**90**

Finally, the researcher used convinces method to distribute the questionnaire.

1.7.3. Types of Data Collected

In order to get relevant information the study both primary and secondary data were used. Primary data was gathered by questionnaires from the sample employees and interview from the manager. Secondary data was obtained from related to the subject matter documents especially books, other research done previously and from different documents of the organization.

1.7.4. Methods and Tools of Data Collection

The study mainly used questionnaires and interviews data collection tools. Questionnaires were included both open and close ended question. This was because, open ended questions give respondents to reveal their idea freely,

whereas, closed-ended question required respondents to choose among alternatives. Interviews were used to collect data from the manager in order to get relevant information to leadership practice. Secondary data was collected from different sources like books and organization documents.

1.7.5. Data Analysis Methods

The collected data through questionnaires, interview, and other documents was grouped, and tabulated. Finally the analysis carried out using count and percentage method then the last results was presented.

1.8. Limitation of the Study

This research work requires a lot of sufficient time and money. However, the researcher was constrained by various limitations, some of the respondents were not willing to fill the questionnaires and return on time and the managers were not eager to provide necessary information and resource constraints.

1.9. Organization of the Study

This study was classified in to four chapters. The first chapter consists of the introduction part. Which consist of the back ground of the study, statements of the problem, objectives of the study, Methodology, delimitations of the study, limitation of the study, and organization the study, the second chapter discusses the review of related literature. The third chapter deals with the analysis and interpretation of the data collected. The final chapter contains the summary of the finding of the study, the conclusion and recommendation drawn based on the findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Meaning of Leadership

According to (Dubrin; 2000:1-2). A starting point in becoming an effective leader is to understand what leadership and being a leader are all about. Leadership is such an important topic in business as well as in other sphere of life that the term has been defined in many ways. All of these definitions have an important message for the aspiring or practice leader.

- Leadership is interpersonal influence directed toward attaining goals and achieved through communication.
- Leadership is the influential increment over and above mechanical compliance with directions and orders.
- Leadership is the act that causes others to act or respond in a shared direction.
- Leadership is the art of influencing people by persuasion or example to follow a course of action.
- Leadership is the key dynamic forces that motivates and coordinate the organization in the accomplishment of its objectives.

In short, leadership deals with persuading, inspiring, motivating others, and spearheading useful changes. A leader creates a sensible vision for others, and then directs them toward achieving that vision. To be a leader, the people you are attempting to lead must have confidence in you and give you their support and commitment you need support and commitment to achieve company objectives, as well as edge of your own organization unit (Ibid;1-2).

2.1.1 Leadership **versus management**

According to (Dubrin; 2000:3).To understand leadership, it is important to grasp the differences between leadership and management. We get a clue from the standard way of framing the functions of management; - planning, organizing, leading and controlling. Leading is major part of a manager's job, yet a manager must also plan, organize, and control.

Leadership also deals with change, inspiration, motivation and influence, while management, deals more with maintaining equilibrium. Here are some more points of differentiation between leadership and management.

- Management is more formal and scientific than leadership. It relies on foundation skill such as planning, budget control, and making effective use of information technology.
- Management uses an explicit set of tools and techniques, based on reasoning and testing, that you can apply in variety of situations. Leadership has fewer explicit tools.
- Leadership involves having a vision of what the organization or organizational unit can become. The role of management is to implement the vision.
- Leadership requires eliciting teamwork and cooperation from a large net work of people and motivating a substantial number of people in that net work.
- A management is less concerned about motivating a large network of people.
- A leader frequently displays enthusiasm, passion and inspiration to get others to attain high levels performance. Managing involves less emotion and more careful acting to achieve goals after they are defined.
- A leader makes frequent use of creative problem saving and imagination to bring about change.
- A manager tends toward making more frequent use of standards, well-established solutions to problems.

While it's important to appreciate the difference between leadership and management, don't go over board. If the views expressed here are taken to the extreme, the leader becomes an inspirational figure and the manager becomes a plodding builder. So, don't down play the importance of management Effective leaders have to be good managers, or be supported by effective managers. Leadership is vital for the success of organizations and society, but management is also necessary for achieving good results. (Ibid; 3).

2.1.2. Leadership characteristics

A leader has certain inherent qualities and traits which assist him in playing a directing role and wielding commanding influence over others. According to Jago, as viewed in (Singn, 2003: 493):

Some of these traits are:- Energy drive, appearance, presentably, a sense of cooperativeness , Enthusiasm, personality, height and weight, initiative, intelligence, judgment, self-confidence, sociability, tact and diplomacy, morale courage and integrity, will power and flexibility, emotional stability and knowledge of human relations.

According to Ralph Stogdill, who studied the subject of leadership most extensively, "A person does not be come a leader by virtue of possession of some combination of traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities and goals of the followers."

2.1.3. Factors that affect leadership effectiveness

According to the factors that affect the leadership effectiveness includes the following:-

A) **Arrogance: -** the most important contributor to leadership failure is pride and arrogance. Leader's invariability farter when they step over the line between passionate commitment target and obsessive monomania or excessive ambition. Autocracy, false, heroism, and excessive egotism all contribute to failure.

B) **Loss of focus: -** complacency and failure to keep an eye on the ball are cardings in world in which competitors show no mercy and the pace of change is rapid. But even leaders who stick to their knitting can lose if they do not adapt to new challenge.

C) **Lack of character**: - integrity, ethics and valve providing moral leaderships are just as important as providing strategic leadership. Counterfeit leaders those who have assumed positions of authority with out understanding what leaders do, how they must behave, and how they must relate to their followers or abundant. Some people full followers in to euphoria seduce them in to blindly following like lemming owner the cliff. In May cases, ironically, the followers must share the blame far the failure of their leaders. Simply watching as the organization deteriorates, abdicating personal responsibility for decisions these are the symptoms of a conspiracy between leader and followers. (Allio; 1994:42).

2.2. Leadership theories

Due to its complex and variable nature there are many ways of analyzing leadership. It is helpful, therefore, to have some frame work in which to consider different approaches to the study.

2.2.1. Great man theory

According to 'Great man' leaders are born and not made. Leadership consists of certain inherited characteristics, or personality traits, which distinguish leaders from their followers (Mullins; 1996: 25).

2.2.2. Trait theory

The qualities or traits approach give rise to the questions; whether leaders are born or made; and where their leadership an art or science. This importance point, however, is that these are not mutually exclusive alternatives .Even if there are certain in born qualities which make for good leader; these natural talents need encouragement and development. Even if leadership is some thing of an art, it still requires the application of special skills and techniques. (Mullins; 1996: 252)

2.2.3. Contingency theory

The consistency perspective of leadership is based on the idea that the most appropriate leadership style depend on the situation. Most (although not all) contingency leadership theories assume that effective leaders must be born in sight full and flexible. They must be able to adapt their behaviors and a style to the immediate situation .This is not easy to do, however, leaders typically have preferred style. It takes considerable effort to learn when and how to alter one's style to match the situation. As we noted earlier, leaders must have a high emotional intelligence, particularly a self-monitoring personality so, they can diagnose the circumstance and match their behaviors accordingly. (Mshane and von Glinow; 2000:442)

2.2.4. Situational Theory

The situational Approach this is concentrate on the importance of the situation in the study of leadership. A variety of people with differing personalities and from different back grounds have emerged as effective leaders indifferent situations. The person who be comes the leader of the work group is thought to be the person who knows best what to do and is seen by the group as the most suitable leader in the particular situation. The continuum of leadership behavior draws attention to forced in the situation as one of the main forces influencing the nature of managerial behavior the situational approach emphasize the situation as the dominate feature in considering the characterizes of effective leadership (Mullins, J.L 1996:246).

2.2.5. Behavioral theory

This theory believes that great leaders are not born but are made. The prime focus of this theory is on actions of leaders. The focus is not on internal states or mental qualities. On this theory people can be come leaders through the process of teaching, learning and observation

2.2.6. Path Goal Theory

Path-goal theory states that effective leaders influence employee satisfaction and performance. By making need satisfaction contingent on effective job

performance. Thus, leader's strength the performance –to-out come expectancy and the valve of those out comes by ensuring that employees who perform their jobs well have a higher degree of head fulfillment than employees who perform poorly. In addition this, path-goal theory states that effective leader's strength the effort to performance expectancy by providing the information, support, and other resources necessary to help employees complete their tasks. (Mcs,L.S. and Glinow, V.m;2000: 442)

2.3. Styles of leadership

Leadership is a typical behavior pattern adopted by the leader for influencing his follows or leading his people the following are the main leadership styles. (Singh; 200:328)

2.3.1. Autocratic or Authoritarian style

under this style authority centered in the leader him self, he has all the powers to make decisions, there is no two-way communication, only down ward communication, he use coercive measures, he adopts negative method of motivation, leaders thinks that he is the only competent person and no time is wasted in two –way communication for seeking opinion or advice. According to Edwin B-Flippo has divided autocratic style of leadership in to following three categories:-

I. Hard Boiled or Strict Autocrat: - He uses negative influence and expects that his orders should be obeyed by the employees immediately his out look is "pay for performance this style is useful for newly employed or the employed or the employees having no experience. But this style should not be adopted when employees by nature are hard workers, experienced, and understand their responsibility fully. "

II. **Benevolent autocrat:** - he uses positive influences and develops effective human relations. He is known as paternalistic leader. He showers praise on this employees if they followed his orders and invites them to get solutions of the problems from him. He wants complete loyalty from his subordinates. He hates disloyalty and punishes disloyal employees. He takes all the decisions

and does not want any interference from anyone. This style of leadership is use full only when subordinates do not want to take any responsibility and wants close supervision.

III. **Manipulative Autocrat: -** he is manipulative by nature and cerates a feeling in the minds of this subordinates and workers that they are participating in decision-making process and all decisions made by him self-non compliance of this orders invites punishment.

2.3.2. Democratic or participative style

This style of leadership is also known as group centered or consultative leadership. Under this style leader consult the group and socials their opinion and participation from the following indecision-making process. Confer authority on the group and after their consultation decision are take. Two way communication channels used, participation involvement indecisions making processes is rewarded, positive motivation techniques are used, human valves get their due recognition, leadership do not delegate authority to subordinates. This style of leadership is not free from demerits. It takes more time to arrive at a decision. It is less effective if the participation from the subordinates is for name sake. Consulting others, while making decisions go against the capability of the leader to take decisions. Leader has to waste lot of time in pursuing subordinates. If employees refuse to work as team with other members of the group render the style of leadership ineffective.

2.3.3. Laissez-faire or free rein style

Under the reader ship style there is virtual absence of direct readership. It is, therefore, known as "No leader ship at all" there is completed delegation of authority to subordinates so that they can make decision by themselves, free form communication, exercise self -control, direct their activities, is people oriented. Absence of leadership may have positive and negative effects. If its positives the members of the group are highly committed and May be negative aspect creates blemishes on the leader himself because of this in competency leading his people (Singh; 2000: 298).

2.3.4. Bureaucratic style

This determined by many rules, regulation and procedures. Both leader and worker must be following it. Hence, the management and administration has become a routine matter. This is apathetic to the employees because they know that they can not do any thing in this regard. It is the rules that determine their minimum performance. Rules allow work with out participation and with out committed to work. A lot of paper work is involved. Rules lead red tapism and centers round the rules (Singh; 2000:330).

2.3.5. Manipulative style

A leader manipulates the employees to attain his objectives. Manipulative leader is quite selfish and exploits the aspirations of the employees for these gains. He knows very well the needs and desires of the employees but he does very little to fulfills them. He views these needs and desires as a tool to fulfill his aims. Employees do not trust such leader. He also, faces the resentment of the employees at times (Singh; 2000:330).

2.3.6. Paternalistic style

Maintains that the fatherly attitude is the right one for better relationship between the manager and employees all are working together like a family. Leader more benefits are to be provided to make the employees happy and extract maximum out put from them. (Singh; 2000:331).

2.3.7. Expert leadership style

This style emerged as a result of complex structure of modern organizations. The leaderships are based on the ability, knowledge and competence of the leader. The employees feel relived as they are working under a person who is expert and can handle the situation with out any problem. But, the may exert fail to handle the situation which doesn't belong to the area of his expertise (Singh; 2003:331).

2.4. Transformational Leadership

The most influential leaders in the work place are those who can transform the firm from poor to out standing performance. Transformational leaders make sure their interaction with people go beyond just evaluating their performance

and rewarding them for good performance. Rather, they lead companies and people to a high ground. Transformational leaders also help turnaround troubled organizational and guide them to ward a state of heath. (Dubrin; 2000:43).

2.5. Characteristics of transformational leadership

- **Inspiration to others: -** transformational leaders inspire group members to exceed their initial expectations. People are also inspired when they receive emotional support from the leader. (Ibid; 45).
- **Intellectual stimulation to people:-** An intellectual stimulation leader encourage group members to look at old problems or methods in new ways.
- **Risk taking:-** a leader with a risk taking attitude is willing to take chances even in the midst of adversity. The transformational leader may appear to be a gambler, and bewailing to risk the company to take it in particular direction because he or she believes it will yield results worth the risk. Risks takers are also trust full of others which make it easier for them to take risks.
- **Innovation: -** it is essential for formational leaders to be innovative. They can not rely on established methods and courses of action to cape with major challenges. Transformational leaders have propensity for finding naves solutions to new and old problems. (Dubrin; 2000: 45).

2.6. Elements of Transformational Leadership

1, **creating a strategic vision**: - Transformational leaders are the brokers of dreams. They shape a strategic vision of are realistic and attractive future that bonds employees together and focuses their energy to ward a super ordinate organizational goal. Visions represent the substance of transformational leadership.

2, Communicating the vision:- Effective leaders are able to communicate meaning and evaluate the importance of the visionary goal to employees. They frame messages around a grand purpose with an emotional appeal that

captivates employees and other corporate stakeholders. Framing help transformational leaders establish a common metal able goal.

3. Modeling the vision:- Transformational leaders not only talk about a vision, they enact it they "walk the talk " by stepping outside the executive suite and doing things that symbolize the vision more over, transformational leaders are reliable and persistent in their actions. They stay on course, there by legitimizing the vision and providing further evidence that they can be trusted.

4. Building commitment toward the vision- Transforming a vision in to realities requires employee commitment. Transformational leaders build this commitment in several way; their words, symbols, and stories build a contagious enthusiasm that energizes people to adopt the vision as their own. (Dubrin;2000: 46)

2.7. Transactional leadership

Leaders that help the organizations achieve their current objective more efficiently by linking job performance to valued rewards and ensuring that employees have the resources needed to get the job done.

2.8. Charismatic leadership

Transformational leaders usually possess charisma. They instill pride, faith, and respect. In fact, charisma is close in meaning to personal dynamism similar to personal dynamism; a person can't become charismatic in one week. Nevertheless, if the following lists of actions are practiced regularly a person will be perceived as charismatic.

- ➢ **Use visioning: -** if you are the leader of an organizational unit, develop dream about its future. Discuss your vision with others in the unit and with your immediate manager.
- ➢ **Make frequent use of metaphors:-** develop metaphors to inspire people around you.
- ➢ **Inspire trust and confidence:-** make your deeds consistence with your promises. Get people to believe in our competence by making your accomplishments known in a polite, tact full way.

- **Make others feel capable:-** give out assignments in which others can success and lavishly praise their success.
- **Be highly energetic and goal oriented**:- Impress others with your energy and resource fullness. To increase your energy supply, exercise frequently, eat well and get ample rest including power naps.
- **Express your emotions and feelings frequently:-** freely express warmth, joy, happiness and enthusiasm.
- **Smile frequently, even if you're not in a happy Mood: -** A warm smile usually indicates a confident, caring person, which contributes to apperception of charisma.

- **Make every body you meet feel that he or she is important: -** at an organization meeting, make it appoint to meet and shake the end of every there (Dubrin; 2000:44).

2.10. The Three main forces of leader ship

According to Tannenbaum and Schmid there are three factors, or forces of particular importance in desirable. These are:-

- **Forces in the manager: -** the managers' behavior will be influenced by their own personalities, backgrounds, knowledge and experiences. These could be:-
  - ✓ Value system
  - ✓ Confidence in subordinates
  - ✓ Feeling of security in an uncertain situation
- **Forces in the subordinate**–subordinates are influenced by many personality variables and their individual set of expectations about their relationship with the manager: Characteristics of the subordinate are:-
  - ✓ The readiness to assume responsibility for decision making
  - ✓ Interest in the problem and felling as to its goals of the organization
  - ✓ The degree of tolerance for ambiguity
  - ✓ Interest in the problem and feelings as to its importance
  - ✓ Understanding and identification with the goals of the organization
  - ✓ Necessary knowledge and experience to deal with the problem.

✓ The extent of learning to expect to share indecision making.

➢ **Forces in the situation:** - the manager's behavior will be influenced by the general situation and environmental pressures. Characteristics in the situation include:-

✓ Type of organization
✓ Group effectiveness
✓ Nature of the problem
✓ Pressure of time

To conclude that successful leaders are keenly aware of those which are most relevant to their behavior at a particular time. They are able to behave appropriately in terms of their understanding of them selves; successful managers are both perceptive and flexible. (Mullins; 1996; 262)

CHAPTER THREE

Data analysis, presentation and interpretation

Introduction

This chapter deals with presentation, analysis and interpretation of data obtained from respondents through administration of questionnaire and structure interview. The student researcher has also observed various practical activities at national metrology agency. Manager and employees are the subjects of the study .questioner were distributed to the employees. The rate of the response were 90, which was 30% of the total number of employees 300.out of 90 questionnaires distributed to the respondents, 82 (91%) of them were properly filled and returned but 8 (8.8%) of the questionnaires are not returned.

3.1. General characteristics of respondents.

Table 1, below show that, the general characteristics of respondent interims of their sex distribution, age group, education level and work experience.

The following table presents and analysis the characteristics of the respondents included in the study

3.1. General characteristics of respondents

Table 1. Respondents by age, sex, education level and work experience.

No	Item	Choices	Frequency of responses No 82	
			No	**%**
1	Sex	Male	60	73.13
		Female	22	26.83
		Total	**82**	**100**
2	Age	Below 20	1	1.22
		21-25	7	8.54
		26-30	15	18.29
		31-46	48	38.53
		Above 47	11	13.42
		Total	**82**	**100**
3	Education	High school completed	2	2.44
		Certificated	8	9.76
		Diploma	33	40.24
		BA/BSC	38	46.34
		MA/MSC	1	1.22
		Total	**82**	**100**
4	Work experience	Less than one year	3	3.659
		2-4 years	12	14.634
		4-8 years	16	12.195
		8-10 years	7	8.537
		10-20 years	22	26.829
		Above 20 years	28	34.146
		Total	**82**	**100**

(Source: primary data)

As show in item 1 of table 1, majority 60 (73.13%) of the respondents are male and the rest of 22 (26.83%) of them are female. There fore, the dominances of male employees are greater than the number of female employees in the organization.

According to item 2 of the same table, majority 48 (38.53%) are "Between" 31-46, (18.29) are "between" 26-30, 11 (13-42%) of the employees are above 47, 7 (8.54) of the employees are 21-25 and 1 (1.22%) of the employees are below 20 years. It obvious that, the presence of maturity worker provide extensive contribution for the organizational growth on the other hand, it has also the existence of young age has its own contribution to the success of the organization goal.

Regarding to education qualification, as show in item 3 of table 1, majority of the respondents 38 (46.34%) of them are BA/BSC holder and the remaining 33 (40.24%), 8 (9.76%), 2 (2.44%) and 1 (1.22%) of them are categorized as diploma, certificate, high school completed and MA/MSC holders respectively. This indicates that, majority the respondents are degree holders. The fore, the organization has qualified work force.

The last item 4 table 1, shows that majority 28 (34.146%) of the respondents are above 20 years, 22 (26.829) are between 10-20 years, 16 (12.195%) are between 4-8 years, 12 (14.634%) are between 2-4 years, and 3 (3.659%) are between less than one year. This shows that the highest number of respondents is above 20 years. Therefore, we can assume to have a good response for the study as we have seen the above data.

3.2. Analysis of Data Pertaining to the Study

Table 2 Environment Working with Leader's Feel like in the Organization

Item	Choices	Frequency of the response	
		NO	**%**
How does your feeling in working environment with the leaders in your organization?	Excellent	2	2.43
	Very good	19	23.17
	Good	24	29.4
	Poor	26	31.7
	Very poor	5	6
	Worst	4	4.87
	I have no idea	2	2.43
	Total	**82**	**100**
What the leaders communication look like with the staff member?	Excellent	11	13.4
	Very good	30	36.6
	Good	24	29.3
	Poor	13	15.9
	very poor	2	2.4
	Worst	2	2.4
	Total	**82**	**100**

(Source: primary data)

Regarding to work with leaders feel life, 26 (31.7%) of the employees respondent said that they have not good feeling for the leaders and 24 (29.4%) of the employees choose good, 19 (23.17%) of the employees very good, 5 (6%) of the employees very poor, 4 (4.87%) worst, 2 (2.43%) excellent and 2 (2.4%) I have no ideas. This should that most of the employees respondent are not satisfied to work with the leaders, this shows that, if employees doesn't not work with leaders passionately, it lead disrespect to the leaders and killing the organization future achievements.

In Item, 2 of the above table the leaders communication look like, majority 30 (36.6%) of the respondent choose very good, 24 (29.3 %.) of the choose good,

13 (15.9%) poor, 11 (13.4%) them are confirmed excellent, 2 (2.4%) the are choose very poor, and 2 (2.4%) of them are chose worst respectively. On the above analysis of work leaders shows that, most of the respondents said that our communications with the leaders are very good. As a result of this, the organization may help to achieve its goal effectively and efficiently.

Table 3 the Leader's Competency in the Organization

Item	Choices	Frequency of the response	
		No	**%**
To what extent you agree with the leaders' competency?	To a very great ext	7	8.537
	To great extent	37	45.122
	To some extent	21	25.609
	To less extent	17	20.732
	Total	**82**	**100**

(Source: secondary data)

The data in table 3 above, show that the majority of the respondents 37 (45.122%) or to a great extent believes in leaders fitness, 21 (25.609%) to same extent, 17 (20,732%) of the respondent chooses to less extent, and 7 (8.537%) of the respondents said that the leaders fitness are to a very great extent. This indicate that the organization has skillful leader's in theory but we can see in practical work they are not competent, therefore, if they are not convert their theoretical skill to real work it may affect the organization to attain forecasted goals.

Table 4 equal payment for work

Item	Choices	Frequency of the response	
		NO	**%**
Do you think that your organization has equal payment for equal work?	Yes	7	8.53
	No	68	82.94
	I don't know	7	8.53
	Total	**82**	**100**

(Source: primary data)

As show in table above, 68 (82.94%) of the respondents note that no fair salary of fair works and 7 (8.53%) of the respondent said that yes there is fair salary. The rest of 7 (8.53%) the respondent chooses no comment whether the salary is fair or not. Thus, we can say that most of the respondents are not satisfied with their salary .As result of this; the organization may loss technical workers and decreases the quality of out put.

Table 5 leadership supervision enhance employee motivation

Item	Choices	Frequency of the response	
		No	**%**
Do you agree with the statement that leadership and effective supervision represent effective means to enhance employee motivation?	Strongly agree	33	40.24
	Agree	35	42.7
	Undecided	--	-
	Disagree	9	10.98
	Strongly disagree	3	3.68
	Total	**82**	**100**

(Source: primary data)

As can be seen in table 5, above shows that the majority of the respondents 35 (42.7%) agree with leadership enhance employee motivation. Moreover, 33 (40.24%) of the respondents strongly agree, 9 (10.98) disagree, 3 (3.68%) strongly disagree and 2 (2.4%) of the respondents are not comment in effective supervision to enhance employee motivation. As a result of this, the leaders doesn't supervise effectively, it may result employees reluctant in works.

Table 6 the leadership practice contribution to high employee turnover

Item	Choices	Frequency of the response	
		N<u>O</u>	**%**
To what extent the leadership practice administered by the management has significant contribution to high employee turnover?	To very great extent	33	40.24
	To a great extent	20	24.39
	To some extent	14	17.07
	To less extent	15	18.3
Total		**82**	**100**

(Source: primary data)

The data in table 6 above show that most the respondents 33 (40.24%) choose a very great extent, 20 (24.39%) of the respondent confirmed a great extent, 15 (18.3%) of the respondent said that to less extent and 14 (17.07%) of the respondent answer to some extent. Therefore, from the above data, we can understand that the existing leadership practice has its own impact on the high employee turnover in the organization. As a result of this, if the organization doesn't improve its leadership practice the rate of the employee turnover is the higher and it may loss its well performed employee's.

Table 7 leadership related problems

Item	Choices	Frequency of the response	
		N<u>O</u>	%
Have you ever faced a leadership practice related problem?	Yes	45	54.87
	No	23	28
	I don't know	14	17.13
	Total	**82**	**100**

As indicated in table 7 above, 45 (54.87%) of the respondents stated that yes leadership related problem, 23 (28%) of the respondent no leadership related problem, and the remaining 14 (17.13%) of the respondents neglect them self from the responses. From the above information, we can say that majority of the respondent said that our organization has a leadership problem. One can easily depict that this may lead unsmooth flow of information and it doesn't give the chances the employees to worker teams spritely.

Table 8 the major factors affecting leadership

Item	Choices	Frequency of the response	
		N<u>O</u>	**%**
What are the major factors which are affecting leadership practice in your organization?	No trust and confidence	18	21.9
	No employee satisfaction	28	34.2
	No effective communication	28	34.2
	Others	8	9.7
	Total	**82**	**100**

(Source: secondary data)

Regarding to table 8, 28 (34.2%) of employees agree that the major factors of leadership is no employees motivation the same 28 (34.2%) employees responses are no effective communication between the leader and subordinates, 18 (21.9%) of employees choose no trust and confidence and 8 (9.7%) given different answers. From this data, most of the respondents said that our organization has lack all of the above choice. Therefore, it is possible to say that if one organization has lack of the above choice, no question it will face difficulty situation to achieve its goal and objectives.

Table 9 challenges of leadership

Item	Choices	Frequency of the response	
		N<u>O</u>	**%**
What are the challenges of the leaders to be effective while administrating the organization?	Lack of commitment	53	63.42
	Secularly unsuccessful	11	13.414
	With small act come big	12	14.634
	Other	7	8.537
	Total	**82**	**1000**

(Source: primary data)

As show in the above table 9, 53 (63.42%) respondent responded that the leaders lack commitment, 12 (14.634%) the respondent said that the leaders are secularly unsuccessful, 11 (13.44%) of the respondents said that the leaders are small act come big and the rest of 7 (8.537%) the respondents give different answers. Through this, some of the different answer are listed below, no respect at all, negligence's, leadership practices are nothing with out effective communication and no self confidence are the part of different answers, this implies that, it may result delay of process and cause employees to discriminate their works.

Table 10 the leadership style

Item	Choices	Frequency of the response	
		NO	**%**
What type of leadership style is implemented in your organization?	The laissez-fair leadership style The autocratic leadership style	8 26	9.7 31.7
	The democratic leadership style	24	29.3
	The bureaucratic leadership style	24	29.3
	Total	**82**	**100**

(Source: primary data)

Table 10 presents 26 (31.7%) of the respondent confirmed that our organization administrated by autocratic leadership style, 24 (29.3%) of the respondents choose the democratic leadership style, the same percent 24 (29.3%) of the employee respondents chooses the bureaucratic leadership style, and 8 (9.7%) the respondent are said that the laissez-fair leadership style is demonstrated in the organization. The most of the respondent alternative see that, their organization administrated by Autocratic leadership style. Consequence, this may result them, their involvement are value less and Felt on repeated result.

Table 11 responses of employees about the transformational skills;

Items	Choices					
	To a very great extent	To a great extent	To some extent	To less extent	Not at all	**Total**
1. inspire others	8	13	27	16	18	**82**
	9.76	15.85	32.85	9.5	21.95	**100**
2. intellectual stimulation to people	5	14	24	25	14	**82**
	6	17.1	29.3	30.5	17.1	**100**
3. risk taking ability	9	11	15	21	26	**82**
	10.98	13.41	18.3	25.6	31.71	**100**
4. innovativeness	8	9	16	23	26	**82**
	9.81	10.98	19.51	28	31.71	**100**
5. Giving of enthusiasm. Assistance and recognition ability	8	10	21	24		**82**
	9.7	12.3	25.6	29.3	23.1	**100**
6. testing the problems before it be becomes an emergency	8	12	15	23	24	**82**
	9.7	15.3	18	28	29	**100**

(Source: primary data)

As indicated in table 10, item 1 above according to the exercise transfer for motional skill the ability to inspirer others, 27 (32.85%) of the respondent chooses they have to some extent the ability to inspire other, 18 (21.95%) chooses not at all, 16 (19.5%) said that to less extent, 13 (15.85%) said that to great extent and 8 (9.76) choose to a very great extent. consequence, the organization doesn't get it's employees valuable suggestion and flow of ideas.

As show in table 10 item 2, intellectual stimulation to peoples, 25 (30.5%) the respondent said that intellectual stimulation to people is to less extent, 24 (29. 3%) the respondent choose to some extent, 14 (17.1%) for not at all and to a great extent and 8 (9.76%) the respondents said that intellectual stimulation to

people to a very great extent. Therefore, this may discourage group members out standing effort as well as out standing results.

Regarding to risk taking ability in table 10, item 3, 26 (31.37%) the respondent agree with not at all the leaders take risk, 21 (25, 6%) of the respondent said that to some extent, 15 (18.3%) of the respondents choose to some extent, 11 (13.41%) said that our leader take risk to a great extent and 9 (10.98%) the respondents choose to a very great extent. This implies that, the organization leaders are not risk taker. This may result distrustful others and it doesn't take the organization to a particular direction.

When we look at table 10 item 4, innovativeness, 26 (31.71%) of the respondent agree with their leader are not innovative at all, 23 (28%) the response confirmed that to less extent, 16 (19.51%) responses see that to some extent, 9 (10.98%) choose to a great extent and 8 (9.81%) said that Avery great extent. from this data, most of the responses see that the leaders are not innovative at all, when we understand from the above information, because of this, the organization can not rely one established methods and course of action to cope up with major challenges.

As can seen in table 10 item 5, giving enthusiasm, assist and recognitions, 24 (29.3%) responses see that to less extent, 21 (25.6%) of the respondents choose that to some extent, 19 (23.1%) chooses not at all, 10 (12.3%) said that our organization give enthusiasm and recognition to a great extent and the rest of 8 (9.7%) respondent said that to a very great extent give assist an and recognition. This implies that, most of the respondents agree with the leaders are not willing to give enthusiasm, assistance and recognitions. Because of this, the organizations polish their task and may back to set the opportunity of employees well founded creativity.

The above data in table 10 item 6, testing the problem it become an emergency, 24 (29%) respondent said that not at all, 23 (28%) respondent said that to less extent and 15 (18%) respondents choose to some extent on the hand 12 (15.3%) of the respondent said that a great extent test the problem and the rest of 8 (9.7%) the respondents choose Avery great extent. From this data, most of the respondent's response sees that, their leaders not at all taste the problem it

becomes an emergency, because of this, the leaders with out relevant solutions for the primary answer it will put in trouble.

3.2. Summary of open ended questions

Summary of employees response for open ended question that were included in the questioner which invite respondent give their ideas freely to the major factors which affect the leadership practices is listed below:

- Lack of commitment and confidence
- Not giving equal attention to all workers and enable to give chances to expresses their feeling.
- Payment is not much with the work load
- The leaders collecting misinformation about the workers
- Lack of good will
- No accountability and no responsibility for any job
- The leaders are selfish and lack confidence

Regarding to leaders ideology toward leadership practice/ administration/.

- They are over ambitious and their ideologies are not toward the organization
- Exercise an old-fashioned and back warded administration and dictatorship ideology
- The organization see their self interest
- They tend toward their political status.

Finally, the respondents invite to their suggestion to improve the current problem as follows;

- The leaders should be assigned to the position interims of their educational status rather political back ground
- It must be applying BPR for solving the existing problems
- It should be need day to day communication and capacity building program
- Creating awareness with the employees
- There should be clear training and selection for the leaders

3.3. Interview analysis given by the leader

The finding obtained from the interview show that, the organization leaders stay above 29 years, therefore, leaders in this organization have well experience and matured in specified position.

Regarding to inspire other and do better work is the accomplishments of the leaders, the leader said that "Yes because the top leaders are the most valuable person to rise or fail the organization" therefore, they can direct and control the up and downs of the organization, it goes unfavorable situation.

The response of the leader regarding the position, "the leader believes that he is professional for the position." The employees stated the leader's ability is not practically competent, rather it is simply theoretical.

The finding obtained from the interview show that, fair salary for fair work, the leaders said that "we have no capacity to pay equal payment to all worker" because economic crises obligate them to pay unbalancing salary.

As depicted by the leaders regarding the leadership style, "the leaders agree with democratic leadership style is better but with the organization administrated by autocratic leadership style."

Regarding to the interview, the relation between leadership practices with turn over "the leaders said that lack of good administration play negative role on employees resign, the main reasons on the higher employees resign is lack of fair salary."

According to the leader response, the major factor that affects leadership practice of the organization is "Organization culture is not conducive and uncomfortable working environment," the leaders agreed to create conducive and comfortable working environment.

Finally, regarding to recommendation to improve current leadership problems "organizational culture must be change and it should be set the rule and regulation of policy" unlike employees response.

CHAPTER FOUR

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

In this chapter the student researcher summarized the data that was presented in chapter three and also provided conclusions and recommendation, lastly recommendations were forwarded on the basis of the findings and the conclusion.

4.1. Summary of findings

The following are the summery of the major finding of the data interpreted and analyzed above.

- ➢ According to the study, most of the respondents are male and their ages under 26-30 years age group.
- ➢ Regarding to education qualification, most of them are degree holders beside of this; the large number of employees are above 20 years work experience.
- ➢ According to the study, the larges number of respondents that are 26(31.17%) of the respondents are not satisfied to work with the leaders.
- ➢ It is revealed 24(29.3%) of the employees were not complain regarding to the communication with the staff members.
- ➢ One can easily depicted that most of the respondent 21(26.69%) of the responses show that the leaders are theoretically competent but in practice they are not good enough.
- ➢ Most of the employees' respondent's response see that, they are not satisfied with the current salary payment.
- ➢ According to the majority respondents, 35 (42.7%) of them agreed leadership and effective supervision represent effective means enhance employee motivation.
- ➢ As revealed by 33(40.24%) of the respondents see that, the current leadership practice administered by the management has significant effect to higher employees' resignation.

➢ The study showed that, 45(54.87) of employee agree with the major factors of leadership is lack of employee motivation.

➢ The majority of 53(63.42%) the employee respondents depicted that; the leaders lack commitment.

➢ According to the majority respondents 26(31.7%) of the employees agreed their organizations are administered by autocratic leadership style.

➢ Most of the respondents agreed that, the organization leaders not use transformational skill

4.2. CONCLUSIONS

Based on the major findings of the study, the following conclusions are drawn.

➢ The organization use autocratic leadership style it may result to centralized leadership style and inadequate employee involvement.

➢ The lack commitment is the major challenges of the leaders to be effective, from this it may result employees to feel dissatisfied with the leadership practice.

➢ Employees are not satisfied with currant Salary payment. Therefore; it may loss technical workers and decreases the quality of out put.

➢ Employees feel that, their communication between leaders and employees is good. As a result it may help the organization to achieve its goal effectively and efficiently.

➢ The existing leadership related problem it may result them loss of interest toward proper work and doesn't argue to solve their problem timely.

➢ There leader's lack of confidence this may result them to face difficulty on the short term and long term sustainability the organization.

4.3. RECOMMENDATION

In order to come up with achievement of the research objective, a data were analyzed and interpreted .findings is summarized and conclusion made accordingly. Based on the conclusion the following recommendations drawn forwarded.

➢ The leaders should improve employee's terrible feeling, by empowering employees, and creating best working environment. In addition to this by creating friendship approach to the followers.

➢ The leader's communication with the staff members should be well and it is suggestible to be continuo leader communication establishment in every action's of the employees.

➢ The knowledge of the leaders regarding with the theory is well organized but this hidden potential of the leaders should be more practiced in the real situation.

➢ The employee resignation increase through time to time it is advice the leader ship practice should be adjust and restructured again.

➢ The Leader ship practice should use more democratic leadership style and it should be a situational leader. This is because; each and every worker's are empowered and allow the employees to most matters of the organization.

➢ The leaders should take training and development to improve the practice of leader ship interims of goodwill; trust and confidence form the followers.

➢ Top level managers as well as head office of the department should develop ambition to the organization.

➢ By demonstration the objective and plan of the organization should be more practice through the act of the employees for that matter transformational leader increase the organization quality.

➢ The leader should create a sensible vision for others, and then directs them toward achieving that vision.

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Appendices

APPENDIX A

St. Mary's university college

Faculty of business

Department of Management

QUESTIONNAIRE TO BE FILLED OUT BY EMPLOYEE RESPONDENT

Dear Sir/Madam, this questionnaire is prepared by St. Mary University College graduate student in management for the partial fulfillment of BA degree, entitled "An assessment of leadership practice in National Metrology Agency". So, you are kindly requested to fill or give relevant information for the following question as your own feeling or understanding. If there is any problem with questionnaire, you can ask data collector for any clarification.

Instruction: - while answering the close ended questionnaire, put **"x"** on the prepared box and for open-ended question, please write your answer on space provided.

N.B:-
- ❖ your response will be kept strictly confidential don't hesitate to write any relevant information
- ❖ No need of writing your name:-

PART I: - PERSONAL INFORMATION

1. Sex   Female ☐   Male ☐

2. Age
   - A. Below 20 years ☐   D. 31-46 years ☐
   - B. 20-25 years ☐   E. above 47 years ☐
   - C. 20-30 years ☐

3. What is your level of education?
   - A. High school completed ☐   D. BA/BSC ☐
   - B. certificate ☐   E. MA/MSC ☐
   - C. Diploma ☐   F. if other specify _____

4. Work experience

A. less than one year ☐   D. 8-10 years ☐

B. 2-4 Years ☐   E. 10-20 years ☐

C. 4-8 years ☐   F. above 20years ☐

5. Job position / Department _____

PART II: - DATA PERTAINING TO STUDY

1. What the leaders' communication looks like, with staff members?

   A. Excellent ☐   B. Very. Good ☐   C. good ☐

   D. Poor ☐   E. V. poor ☐   F. Worst ☐

2. To what extent you agree with the leader's competency?

   A. To a very great extent ☐

   B. To great extent ☐

   C. To same extent ☐

   D. To less extent ☐

3. What are the challenges of leaders to be effective while administering the organization?

   A. Lack of commitment ☐   C. with small act come big ☐

   B. Secularly un successful ☐   D. if any explain _____

   _____

4. Do you agree with the statement that leadership and effective supervision represent effective means to enhance employee motivation?

   A. Strongly agree ☐   D. Disagree ☐

   B. Agree ☐   E. Strongly disagree ☐

   C. Un decides ☐   F. I don't know ☐

5. Do you think that your organization has equally payment for equal work?

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

6. What are the major factors which are affecting leadership practice in your organization?

   A. No Trust and confidence ☐   C. No effective communication ☐

   B. No employee satisfaction ☐   D. Others _____

   _____

7. How does your feeling in working environment with the leaders in your organization?

A. Excellent ☐   B. Very good ☐   C. Good ☐   D. poor ☐

E. V. poor ☐   F. Worst ☐   G. I have no idea ☐

8. If you say "worst" why? What makes you feel worst, please explain it?

_____

_____

_____

9. What type of leadership style is implemented in your organization?

A. The laissez-fair leadership style ☐

B. The autocratic leadership style ☐

C. The participative/ democratic leadership style ☐

D. The bureaucratic leadership style ☐

10. What problem is exhibited with it?

_____

_____

_____

11. Have you ever faced leadership practice related problem?

A. yes ☐   B. No ☐   C. I don't know ☐

12. If you say "yes" on the above question, what is the problem? Please explain it?

_____

_____

_____

13. To what extent the leadership practice administered by the management has significant contribution to high employee turnover?

A. To a very great extent ☐   B. To a grate extent ☐

C. To some extent ☐   D. To less extent ☐

14. To what extent do the leaders in your organization exercise the characteristics of transformational skills?

	Statement	**Responses(Put "X") mark**				
		To a very great extent	To a great extent	To some extent	To less extent	Not at all
I	Inspire others					
II	Intellectual stimulation to people					
III	Risk taking ability					
IV	Innovativeness					
V	Giving of enthusiasm, assistance and recognition ability					
VI	Testing the problems before it becomes an emergency ability					

15. Please, explain briefly the major factors which affect the leadership practices that you have observed in your organization in the space provided below?

_____

_____

_____

16. Please, notify what perception does the leader have towards administering the organization / their ideologies toward leadership?

_____

_____

_____

17. What do you suggest to the organization to improve the current problems of leadership (if any)?

_____

_____

APPENDIX B

STRUCTURED INTERVIEW

1. For how many years do you stayed in National Metrology Agency?
2. Do you believe that to inspire others and Do better work is the accomplishments of the leaders?
3. Do you think" that you are a professional for the position"?
4. To what extent you believe that our organization pay fair salary for fair work?
5. What type of leadership style appropriate for your organization in your view? Why?
6. What are the major causes that increase the employee turn over?
7. Do you think there is a healthy relationship between you and your subordinate?
8. What are the major factors which affect the leadership practices in the organization?
9. What do you recommend to improve the current leadership problems (if any)?

DECLARATION

I the undersigned declare that this senior essay is my original work prepared under the guidance of Ato Meselu Fanta. All sources of materials used for the manuscript have duly acknowledged.

Name:-Tirunesh Hailu

Signature:

Place of submission: - st. mary's university collage

Department of management

Date of submission:-

ADVISOR DECLARATION

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

Name:

Signature:

Date: