

ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF LEDERSHIP PRACTICE IN

ADDIS ABABA ADMINISTRATION:

THE CASE OF AKAKI -KALITY SUB-CITY (A.K.S.C)

BY

ADYAM MEHARI

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AN ASSESSMENT OF LEDEERSHIP PRACTICE IN

ADDIS ABABA ADMINISTRATION:

(THE CASE OF AKAKI -KALITY SUB-CITY)

**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF
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BY

ADYAM MEHARI

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ADYAM MEHARI

FACULTY OF BUSINESS DEPARTMENT OF MANAGEMNT

APPROVED BY THE COMMITTEE OF EXAMINIERS

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Department head

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Advisor

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Examiner

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Examiner

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ABBREVATIONS

A.K.S.C:- AKAKI- KALITY SUB CITY

CHAPTER ONE

INTRODUCTION

1.1 Back Ground of the Study

An organization needs resources to exist and to achieve both the longer and short run objective among those leadership is the most decisive part for success or failures of one organization.

The most successful leaders of any organization reform tasks and act in a way that provides followers with satisfaction and fulfilment in performing the work required and reaching the objective, leaders trigger a person “will to do” Show the way, and guide group members to ward group accomplishment. From this point of view, we can say the every society, organization, institution, country and the 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. In business and industrial organization Managers play the role of leader and acquire leadership of subordinates, employees and works working under them and are instrumental in guiding their efforts towards the achievement of organization goals. (Singh, 2002: 326)

According to Keith Davis, “Leadership is the process of encouraging and helping others to work enthusiastically towards objectives.” Leadership must extract cooperation and willingness of the individuals and groups to attain the organizational objectives.(Singh; 2002:325)

With this and other related areas, the student researcher is interested to conduct the research under the title called “An Assessment of leadership style in Akaki-kality sub-city”.

1.2 Statement of the problem

The success of an organization depends on the leaders attributes approaches and problems solving techniques. Leadership simply means the quality of a good leader. It is the personality and style of treatment of leader which influence the behaviour of his/her follower. Leadership is the focus of activity through which the objectives of the organization are achieved by motivating the employees. It is the quality which a manager must possess.

According to a preliminary assessment made by the student researcher through and informal discussion with some staff members of the organization there is high turnover rate and absenteeism in the sub city. The assumption is that, it could be due to leadership gap that the organization experiencing these critical problems .

Generally, the study were investigate the magnitude of these problems and examines the general leadership practice in AKAKI-KALITY sub city.

1.3 Research Questions

To address the above problem, the student researcher has raised the following questions.

- 1 What kind of leadership style is implemented in the sub city?
2. How leader properly manage the organization?
3. To what extent that the leadership style affects the employee's productivity?
- 4 what are the major factor which contribute to increase the employees turnover rate and absenteeism?

1.4 Objective of the study

The study has general and specific objectives.

1.4.1. General Objective

The overall objective of the study is to assess the problem on leadership styles and the source of problems in AKAKI-KALITY sub city and to propose possible solution.

1.4.2. Specific objectives

The following are the specific objective of the study

- To evaluate the different leadership styles that are used by the organization.
- To study the attitude of employee towards leadership style in the organization.
- To provide possible solutions (recommendation) on the weakness of the organizational leadership

1.5 Significance of the study

Leadership is the core area of organization; it has influence on every aspects of it. The student researcher tries to investigate leadership style in the sub city. Therefore, the significance of the study lies up on these fundamental reasons.

- The study tries to create awareness among managers, employees and other member of the sub city about the leadership style.
- The researcher is believed to give opportunity and exposure to the research to understand leadership style and how it could affect the company's goal and objective achievement.

- The student researcher hopes that the finding of this research has provide a support to other researchers who are interested to conduct further study in the area.

1.6 Delimitation of the study

AKAKI-KALITY sub city Inland Revenue organization is one of the ten sub city. The study also addresses leadership style in Addis Ababa government AKAKI KALITI SUB CITY. Because of high problem of leadership style in the sub city and due to accessibility of data the student researcher has selected this title.

1.7 Research Design and Methodology

1.7.1 Research Design

To realize the objective and seek answer to the research questions descriptive research method was used. This method was enable to describe the leadership practise of the corporation.

1.7.2 Population and Sampling Technique

The sampling technique was convenience/accidental sampling technique. It is difficult to get all respondents at the same time and place. Because of this the student research was selected this sampling technique. The population of the study include management staff and employees of the sub city and the total number of population is 200. Out of 200 employees around 25% will be used as a sample for the study. Because it represent the entire population. Interview to 8 individual and questionnaires to other 42 employees of the sub city.

1.7.3 Types of Data

In order to get sufficient and relevant information for the study both primary and secondary data was used. Primary data were collected through Interview and questionnaire from both the staff members and management of the A.K.S.C. Secondary data was collected from books, manuals, organizational documents and other relevant published and unpublished materials.

1.7.4 Methods of Data Collection

The method used is mainly survey method. The study was carried out using self completed questionnaire and structured interview. The questionnaire includes both close-ended and open-ended questions. The open-ended questions are included to find more information which cannot be obtained from the closed-ended questions, and will enable the respondents to express their views freely.

1.7.5 Methods of Data analysis

The data that was collected through questionnaires and interview was analyzed qualitatively and quantitative. Hence, the data that was collected through questionnaire was analyzed using percentage. This analysis tool enable to rate the leadership practice of the organization. Further, the data that was obtained through interview and open ended questions was discussed.

1.8 Limitation of study

Research work requires a valuable of sufficient of time, money and other recourses. From the aforementioned constraints time and strategy of electronic power is the foremost recourse affecting the research work. In addition to these the willingness of the concerned organizational representative to adequate information, people reluctant to fill the questionnaire were the problem faced when conducted the research.

1.9 Organization of the study

The study has four chapters. The first chapter incorporates Introduction which includes back ground of the study, background of the organization, statement of the problem, objective of the study, significance of the study, scope, and limitation of the study, research design, and methodology. The second chapter deals with the review of related literature. Then third chapter is about the data presentation and analysis. The last chapter has presented the summary, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Definition Of Leadership

Leadership is a process by which person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by Applying their leadership attributes, such as beliefs, values, ethics, character, knowledge and skills. Although a position as a manager, supervisor, leader, etc gives one the authority to accomplish certain tasks and objectives in the organization, this power does not make a position leader.....It simply makes boss. Leadership differs in that it makes the followers want to achieve high goal, rather than simply bossing people around. (Kenneth; 2006:311)

- Leadership is a process of influencing other individuals to mobilize and directs their efforts towards certain goals, and to accomplish the goals through them.
(Dwivedi; 2004: 463)
- Tannenbaum, Wechsler and Massarik define leadership as interpersonal influence exerted in a situation and directed, through the communication system. Towards the attainment of specific goals.
(Dwivedi; 2004, 462)
- Robbins defines leadership as the ability to influence a group toward the achievement of goals. The source of this influence may be formal, as exemplified by the person possession of managerial Rankin an organization. (Dwivedi; 2004, 463)
 - Leadership is both a process and a property.

- As a process, the use of non coercive influence to shape the group's or organization's goals, motivate behaviours toward the achievement of those goals, and help define group or organization culture.
 - As a property, the set of characteristics attributed to individuals who are perceived to be leaders.
 - Leadership is the ability to influence motivate and enable others to contribute toward the effectiveness and success of the organizations of which they are members (Mc Shane and Gunow;2000:400)
- kountz and D'onnell defined Leadership as "influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals." (Singh ; 2002,327)

2.2 Significance of Leadership

The importance of Leadership from four factors. (Dwivid;2004,465)

- 1. Incompleteness of organization Design:** the feature of incompleteness of organization design becomes evident when one compares the 'real' organization with the organizational chart. Everyone knows that the actual behavior is more complex, inclusive and variable than the plan. It is because of this fact that as soon as an individual joins a company and receives the duty-chart, his/her first step is an attempt to learn from his/her fellow members how things are actually done the unwritten but crucial facts of organizational life. Thus, leadership is required to compensate for these organizational short comings.(Ibid)
- 2. Changing environmental conditions:** the significance of leadership also arise from the openness of the organization as a system and from the fact that it operates in a changing environment. An organization is influenced to a great extent by its environment. Since this environment is constantly changing in respects of technological, legal, cultural, climatic and several

other conditions, it becomes imperative on the part of the organization to change itself accordingly. This necessitates new forms of relationship. There are numerous instances of collapse of enterprises as they failed to react suitably to the environmental requirements for change. The change may arise from market fluctuations, or cultural and other conditions which may render an entire product obsolete. It requires that the organization adapts itself to the manufacture of other products as soon as it visualizes the signs that the demand for its particular products is declining. The effective change over requires Leadership because there exist no built-in establishing devices in organizations for coping with such altered requirements. (Ibid)

- 3. Internal Dynamics of organization:** the need for Leadership arises from the internal dynamics of the organization itself. At the organizational level, as a whole, we find growth dynamics and at the level of organizational sub-structures, there prevails the internal tendency toward imbalance and recovery. These conditions require constant organizational change, both internally and in relation to the environment, with a view to obtain a new balance and working structure. Leadership is required to make such adjective changes. (Ibid)
- 4. Nature of Human membership in Organization:** the significance of Leadership also stems from the nature of human membership in organizational settings. People forming and organization are members of several organizations. Human membership in an organization involves only a part of the individual. Numerous extraneous activities and affiliations take up the bulk of his/her time and satiate his needs. These extra-organizational activities influence human behavior at work and changes in these activities necessitate changes in work settings. If these changes come in to conflict with the desired behavior in an organization. There arises an urgent need to make some change within the

organization itself. Moreover, there is individual change and development stemming from maturity, age and assimilation of experience which, in turn causes changes in members nature and level of needs and motives. Further, there is turnover and replacement introducing unique experience and personality in the organization. All these changes demand adaptation on the part of the organization which is accomplished with the aid of people in leadership roles.(DWIVIEDI;2004,465)

2.3 Principles of Leadership

Leaders to help someone be know and does he/she must follow these eleven principles of Leadership.(Mc Shane and Gunow,2000;420)

1. Know yourself and seek self-improvement. In order to know yourself, you have to understand your be know and do attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection and interacting with others.
2. Be technically proficient- as a leader you must know your job and have a solid familiarly with your employees tasks.
3. Seek responsibility and task responsibility for your action: search for ways to guide your organization to new heights and when things go wrong, they always do sooner or later ... do not blame others. Analyze the situation, task corrective action and more on to the next challenge.
4. Make sound and timely decisions use good problem solving, decision making and planning tools.
5. Set the example- be a good role model for your employees. They must not only hear what they are expected to do, but also see. We must become the change we want to see – Mahatma Gandhi.

6. Know your people and look out for their well-being-know human nature and the importance of sincerely caring for your workers.
7. Keep your workers informed – know how to communicate with not only them, but also seniors and other key people.
8. Develop a sense of responsibility in your workers help to develop good character traits that will help them carry out/their professional responsibilities.
9. Ensure that tasks are understood, supervised and accomplished-communication is the key to this responsibility.
10. Train as a team –although many so called leaders call their organization, department, section etc. a team, they are not really team....they are just a group of people doing their jobs.
11. Use the full capabilities of your organization. By developing a team spirit, you will be able to employ your organization, department section etc. to its fullest capabilities.

2.4 Styles of leadership

Leadership style is a typical behaviour pattern adopted by the leader for influencing his followers or leading his people. An executive has to lead different types of subordinates and has to adopt different styles for leading them at the workplace according to situation. The style of leadership is based on the kind of control the leader exercises on a group and their behaviour. The following are the main leadership styles. (Mullins,1996;258)

2.4.1 Autocratic or Authoritarian style

It is also known as leader centred style. Under this style of leadership there is complete centralization of authority in the leader, i.e. authority is centred in the leader himself. He has all the power to make decisions. There is no two-way communication, only downward 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. Under autocratic style no time is wasted in tow-way communication for seeking opinion or advice. The task gets completed no time. Edwin B. Flippo has divided autocratic style of leadership into following three:

(a) Hard Boiled or strict Autocrat

He uses negative influence and expects that his order should be obeyed by the employees immediately. Non-compliance of his orders invites punishment. His outlook is “pay for performance”. He makes all decisions and does not reveal anything to anyone. He is quite rigid on performance. This style is useful for newly 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.(Ibid)

(b) Benevolent Autocrat

He uses positive influences and develops effective human relations. He is known as paternalistic leader. He showers praise on his employees if they followed his orders and invites them to get the solutions of the problems from him. He assumes the status of a parent. He feels happy in controlling all the actions of his subordinates. He wants complete loyalty from his subordinate. He hate disloyalty and punishes disloyal employees. He takes all the decisions and does not want any interference from anyone. This style of leadership is useful only when subordinates do not want to take any responsibility and wants close supervision.(Ibid)

(c) Manipulative Autocrat

He is manipulative by nature and creates a feeling in the minds of his subordinates and workers that they are participating in decision-making process. Like the two other types he also makes all decisions by himself. Non-compliance of his orders invites punishment.(Mullins,1996;259)

2.4.2 Democratic or Participative Style

This style of leadership is also known as group centered or consultative leadership. Under this style leaders consult the group and solicit their opinion and participation from the following in 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 consideration and arrive at a decision by consensus. Two way communication channel is used. Participation or involvement in decision making process is rewarded. Under this style positive motivation techniques are used. Exchange of ideas among subordinates and with the leader is given encouragement. Human values get their due recognition. Leaders give more freedom to their subordinates and invite to share responsibility. Subordinates are asked to exercise self-control. Leaders do not delegate authority to subordinates to make decisions but their opinions are sought before arriving at a decision. Under this style subordinates are feel that their opinions are honored and they are given importance and not feel neglected. The leaders delegate responsibility according to experience and knowledge of the subordinates. Cooperation of subordinates are sought that lead to creativity. This increases the productivity too. This is a very effective style where the subordinates are talented and qualified. It develops a sense of confidence among subordinates and they derive job satisfaction by working under

participative leader. It improves quality of decision as it is taken after due consideration to valued opinions of the talented subordinates.

This style of leadership is not free from demerits. It takes more time to arrive at a decision. It is less effective if participation from the subordinates is for name sake. Consulting others while making decisions go against the capability of the leader to take decisions. Leaders have to waste lot of time in pursuing subordinates. If employees refuse to work as a team with other members of the group renders the style of leadership ineffective.(Ibid)

2.4.3 Laissez-faire or Free Rein Style

Under this style of leadership there is virtual absence of direct leadership. It is therefore, known “as no leadership at all”. There is 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. They also have to direct their activities. It is people-oriented style of leadership in true sense of the term. Leader gives free hand to his followers or subordinates. Absence of leadership may be effective if members of the group are highly committed. The negative aspect creates blemishes on the leader himself because of his incompetence in leading his people. It casts aspersions on the leader. However, this style of leadership provides chance for competent members of the group to fulfill and attain self-actualization needs. It gives chance to take initiative to the member. It gives chance for open discussion and creativity to all. It has free work environment. Members feel insecure and develop frustration for lack of specific decision-making authority. This style of leadership suffers a setback when some member of the group refuses to cooperate. It cannot take proper decision. It may lead to chaos and confusion.

This style may work effectively when the subordinates are highly competent, able to exercise self-control and can have the capacity to take decisions.(Mullins,1996;260)

2.4.4 Bureaucratic Style

Under this leadership the behavior of leader is determined by rules, regulations and procedure. These rules and regulations are followed by the leader and the subordinates both. No one can escape. Hence, the management and administration has become a routine matter. This is apathetic to the employees because they know that they cannot do anything in this regard. It is the rules that determine their minimum performance. Rules allow work without participation and without committed to work. A lot of paper work is involved. Rules lead to red tapism. This style of leadership centers round the rules.(Ibid)

2.4.5 Manipulative Style

As the name suggests the leader manipulates the employees to attain his objectives. Manipulative leader is quite selfish and exploits the aspirations of the employees for his gains. He knows very well the needs and desires of the employees but he does very little to fulfill them. He views these needs and desires as a tool to fulfill his aims. Employees do not trust such leaders. He has to face the resentment of the employees at times.(Ibid)

2.5.6 Paternalistic Style

The paternalistic style of leadership maintains that the fatherly attitude is the right one for better relationship between the manager and the employees. All are working together like a family. According to this style of leadership more

benefits are to be provided to make the employees happy and extract maximum output from them. It believes in the concept that the happy employees work better and harder.(Ibid)

2.5.7 Expert Leadership Style

The expert leadership style emerged as a result of complex structure of modern organizations. The leadership is based on the ability, knowledge and competence of the leader. He handles the situation skillfully with his talent. The employees feel relieved as they are working under a person who is expert and can handle the situation ably without any problem. But the expert may fail to handle the situation which does not belong to the area of his expertise.(Ibid)

2.6 Nature of Leadership

The leadership has definite characteristics which are retained by and effective leader. His/her performance, communication, influences, powerbase interaction, acceptance, followers, situation and attributes are all important natures of his. (Mishur; 2001; 307)

- 1. Performance:** the performance of leader directly influences the leader also. If he/she asks his/her employees to come on time, he/she has to reach the work place on time. The leader's performance itself guides and motivates the employees. The exercise of his authority demonstrates the way and methods of the employee's performance. Leaders have to influence people by their action.(Ibid)
- 2. 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 reader must use the communication appropriate to a particular situation.(Ibid)

3. Influence: A leader must have the capacity to influence others without influencing others; a leader cannot function of all. He/she influence others morally and socially by using strong communication. The outcome of a communication to be used. The influence is long lasting in the mind of employees who work willingly even at a small gesture from the leader. The position and competence of a leader decides the size of influence.(Mishur,2001;308)

4. Power base: the influence depends on the power base enjoyed by the leaders. There are five base of power: -

- Coercion
- Reward
- Legitimate
- Expert and Reference

When a person threatens other to work it is Coercion. But, Coercive power has no permanent influence. It gives rise to negative feelings, and hostility is developed between the leaders and his followers. It is form of power base used in unethical and immoral activities. Organization appointing illiterate and inactive employees uses coercive power to influence the employees to get work done. The fear of punishment and negative reinforcement influence the employees to work properly for attaining the organizational goal. Reward power as against coercive power impels to motivate and award employees who have done some commendable tasks. This power base is used for influencing the

literate and educated employees who are motivated with the reward which may be monetary or non-monetary.

Legitimate power is derived from the position. Since the leader is a manager, he/she can influence the employees. His/her position has the power without his/her position, he/she has no power at all. This power is used to formally influence the employees of an organization. Expert power is possessed by expert and technically qualified persons. The knowledge, skill and behavioural command are the give power base to influence others. A qualified manager is able to influence others even after his retirement. He/she consulted by the organization and employees at several occasions even after leaving the job. Referent power is possessed by a person because of his exceptional qualities. He/she is perceived as a model of organization development. The power base is an essential feature of leadership.(Ibid)

5. Interaction- the Leadership 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 followers interact on a particular subject and the followers 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 individuals are associated only on a certain relationship does not necessarily interact. Group is an essential component of interaction with the Leadership, A group without interaction does not need Leadership group members are related with the leader. The relationship between a leader and his followers in an organization is conducted by the active forces of organizational activates.(Ibid)

6. 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 behaviour of the follower is changed and

developed by the acceptance of the power of Leadership. The acceptance creates influences which solve the problems of an organization .the form and degree of acceptance is decided by the leader, s ability and followers. Psychology group psychology has much impact on the acceptance level of interaction between a leader and a group to influence their performance. (Mishur,2001;309)

- 7. Followers:** - Leadership has followers the link between a leader and his followers is communication. Influencing others is leadership. So, there must be others who are being influenced to attain the objectives of the organization. Followers are the and users of the Leadership through interaction and communication. No Interaction is feasible without communication but every communication need not have the attributes of interaction which leads to influence others. Communication may not be accepted by others and the others are not influence at all by the communication. Interaction leads to influence and every interaction ends with influence.(Ibid)

2.7 Personal characteristics of leader

Leadership is an intangible quality and its effectiveness can best be judged by the behaviour and attitudes of followers. Even though, personal backgrounds and personalities differ widely, some of the factors such as education and socio-economic status are poor indicator of judgments of successful leaders. However, some behavioural characteristics may be common to most of the successful and effective leaders. Some of these characteristics are :- (Amrik and Etal 200;310)

1. **Ability to inspire other-** This ability may be due to an internal “charisma” which is an inborn trait and may not be a learnable factor.
2. **Problem solving skill-** An effective leader has developed the patience and ability to look at the problem from various angles and get down to the case of the problem and try to solve the problem from its roots rather than the symptoms of the problem.

3. **Emotional maturity-** Emotional stability and maturity is major ingredient for effective leadership. It pertains to good adjustment of life, calm, cool, and calculated reaction to undesirable situations and obstacles and normal acceptance of success as well as failure such as leaders are self-confident, rational and are open hearted towards difference in opinions and opposing viewpoints.
4. **Ability to understand Human behaviour:** a leader must understand the needs, desires and behaviour of their subordinates and show respect for such desires. He/she is emotionally supportive and is careful enough to avoid ego threatening behaviour. He/She must give credit to subordinates when their efforts are successful.
5. **Verbal Assertiveness:** a leader must be an effective orator and must be confident of his/her views and opinions. He/she must communicate his views honestly and in a straight forward manner without fear of consequences.
6. **Willingness to Take Risk:** successful leaders always charter the unknown. They must accept and seek new challenges. However, the risk 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 shift blame on others even though they may be operative factors. He/she must be willing to tolerate frustration and defeat and learn from these failures.
7. **Dedication to organization Goals:** a leader must demonstrate his/her dedication and commitment to the organization's mission, goals and objectives by hard work and self-sacrifice. He/she must make sure that his/her followers fully understand the organizational objectives and are equally dedicated and willing to work for these objectives.
8. **Situation:** 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 idea and motivational attitudes are developed by the leaders who inspired people to solve their problems. In a particular situation, people or workers may face

certain acute problems and are unable to find a solution. But a person comes in and gives them a solution such a person is regarded as a leader.

9. **Attributes:** Leadership is the attribute of a leader. The qualities of a leader are specific. The main quality of a leader is to influence others. In a situation, a leader can influence others. But the qualities needed for influencing others are personality, skills and charismatic influence leadership has its own personality. The behaviour, appearance and personal qualities of a person have led many people to achieve the objectives of an organization. The expert power is needed to become a leader. Intelligence, ambition, aggressiveness, polite and psychological stimulation are essential attributes of a leader.(Amirk and Etal 2003;314)

CHAPTER THREE

DATA PRESENTATION AND ANALYSIS

3.1 Introductions

This chapter is concerned with the presentation and analysis of the data on the basis of gathered through questionnaire and interview. The student researcher has also observed various practical activities at the Akaki Kaliti sub city. Manager and employees are the subject of the study. Questionnaires were distributed to the employees.

The total number of questionnaires distributed were 50, which is 25% of the total number of employees (200). Out of 42 questionnaires distributed to employees, 39 of the respondents were properly completed and returned. And also interview with 8 senior management staff.

3.2 Background of the respondents

The following table presents and analyzes the background of the respondents indicated in the study.

Table 3.1 respondents by age, sex, Academic status and work experience

No	Item	No of respond	Percentage (%)
1	Sex		
	A. Male	24	26
	B. Female	15	38
	Total	39	100
2	Age		
	A. 20-29	12	31
	B. 30-39		
	C. 40-49	10	26
	D. 50-59	8	20
	E. 60 and above	9	23
		-	-
	Total	39	100
3	Academic qualification		
	A. Below high school	-	-
	B. Completed high school		
	C. Certificate	-	-
	D. Diploma		
	E. BA/BSC degree	7	18
	F. MA/MSC	10	26
	G. Any other specification	22	56
		-	-
		-	-
	Total	39	100
4	Work experience		
	A. Less than one year	2	5
	B. 1-5 year	10	26
	C. 6-10 year	8	21
	D. 11-15 year	5	12
	E. 16-20 year	6	15
	F. Above 20 year	8	21
		Total	39

Source; primary data

From item 1 of table 1, it is understood, that 24 (62%) from the total number of respondents are male and the remaining 15 (38%) are female.

Regarding item 2 from table 1, it can be seen that most of the respondent 12(31%) of the study population are young and below 30 years old 10(26%) of them are in the age range between 30-39 years 8(20%) are aged between 40-49 years. The rest 9 (23%) are between 50-59 years old. This indicates that the majority of the employees are in the age, between 20-29. It is obvious that the presence of matured workers provide extensive contribution for organizational growth on the other hand, it has also the existence of young age has its own contribution to the success of the organizational goal.

As shown in the item 3 from table 1, 22(56%) the respondent were first degree holders and 10(26%) were diploma holders and the remaining 7(8%) certificate holders. If we consider both degree and diploma holders the highest are degree holders, this shows that the organization has a qualified work force.

From the above table 1-item 4 we can see that 2 (5%) of the respondent have less than 1 years experience, 10(26%) are between 1-5 years, 8(21%) are between 6-10 years 5 (12%) are between 11-15 years, 6 (15%) are between 16-20 years and the rest 8 (21%) are above 20 years. This show that the employees are well experienced. Therefore we can assume to, have a nice response for the study as we had seen the above data.

3.3 Analysis of data

Table 3.2 Employees satisfaction with leadership practices of the organization.

Item	Alternatives	No of respondent	Percentage
Are you satisfied with the organization	Strongly agree	7	18
	Agree	7	18
	Undecided	9	23
	Disagree	12	31
	Strongly disagree	4	10
	Total	39	100

Source; primary data

When we see employees satisfaction with the leadership practices, 12 (31%) of respondent or employees said that they are disagree with the existing leadership practices while 9 (23%) of the respondent are undecided 7 (18%) and the same as 7 (18%) of the employees are choose strongly agree and agree, the reaming 4 (10%) of the employees said strongly disagree. When we see the above data, we can consider that the majority of the employees in the sub city or organization are agree with the current leadership practice.

Table 3.3 The relationship between the leader and followers at the level

Item	Alternatives	No of respondent	Percent age
Is there good relationship between the leader & followers at level of the organization	Excellent	-	-
	Very good	8	21
	Good	10	26
	Fair	7	18
	Poor	14	35
	Total	39	100

Source: primary data:

As we can see from table 3.3 above, 14(34%) of the respondents pointed out that the relationship between the leaders and followers level of the organization is not good or poor, 10(26%) of the respondents said fair 8(21%) of them confirmed their relationship with the leaders is very good on the other hand the reaming 7(18%) choose poor.

When we understand from the above information, the relationship between leaders and followers seem to be poor. Because of this, it may create a gap between employees and leaders decrease productivity.

Table 3.4 involvement of employees in the decision making process

Item	Alternatives	No of respondents	Percentage
TO what extent does the management involve the employees in the decision making process	A very great extent	4	10
	To a great extent	4	10
	To some extent	11	28
	To less extent	13	34
	Not at all	7	18
	Total	39	100

Based on the data collected through questionnaires from respondents, among the 13(34%) are involved to less extent, 11(28%) to some extent, 7(18%) are respondents says not all and 4(10%) are a very grate extant. This truth implies that they do not late to participate employees in the decision making. This may show indicate that the management of the organization doesn't fully apply democratic leader ship style. This may result in high employee turnover, less motivation and productivity of employees.

Table 3.5 employees meet their supervisor in formal meeting

Item	Yes		No				Total			
	No of respondent	%	No of respondent		%					
Do you meet supervisor information meeting	24	62%	15		38%		100			
	Daily		Weekly		Monthly		Quarterly		Total	
Frequency of responses	No	%	No	%	No	%	No	%	No	%
	9	23	20	51	6	16	4	10	39	100

Source; primary data

From the above table, the majority of subordinate 24 (62%) responded that they did met their supervisor. Out of 39 respondents 29 (51%) of respondents were forwarded weekly 9 (23%) of respondents were forwarded daily and 6 (16%) of respondents were forwarded monthly, And 4 (10%) of respondents chose quarterly.

Table 3.6 the relationship with leaders in communicating the value vision and objectives of the organization.

Item	Alternative	No of respondent	Percentage
You relationship with leaders in communicating the values, vision and objectives of the organization is	Very high	10	26
	High	13	33
	Average	11	28
	Low	5	13
	Very low	-	-
	Total	39	100

Source; primary data

Table 3.6 shows that 13 (13%) of the respondents are high response regarding their relationship with leaders in communicating the values, vision and objective of the organization 11 (28%) of them average, on the other hand 10(26%) of respondents choose very high and the rest 5(13%) of employees said they are low relationship. According to the majority of the respondents, it may help the organization to achieve the proposed goal efficiently and effectively.

Table 3.7 leaders capable to resolve conflict between employees and the management.

Item	Alternative	No of respondent	Percent age
To what extent are the leaders capable to resolve conflict between employees and the management when they arise	To a very great extent	-	-
	To a great extent	7	18
	To some extent	18	46
	To less extent	9	23
	No at all	5	13
	Total	39	100

Source; primary data

Table 3.7 summarizes that 18(46%) of the respondents are to some extent in resolve conflict between employees and managers, 9 (23%) are to lees extent 7 (18%) are a greet extant and the reaming 5 (13%) are them says not at all. As we can see from information the leaders have to some extent to resolve conflict between employees and the management.

As a result of this, the work environment of the organization cannot be peaceful and comfortable. When the work environment may not comfortable to worker or employees, there is also absenteeism and Turnover.

Table 3.8 The contribution of the management’s leadership style to employee turnover.

Item	Alternatives	No of respondent	Percent age
The leadership style demonstrated by the Management has significant contribute to high employee turnover	Strongly agree	9	23
	Agree	17	44
	Undecided	7	18
	Disagree	6	15
	Strongly disagree	-	-
	Total	39	100

Source; primary data

The survey done on the respondents as indicated in the above table show 17(44%) of the respondents suggest their opinion by saying agree on high turnover have strong relationship with the existing leadership style demonstrated by the management. Those who looked it as strongly agree 9 (23%). Those respondent who looked the high employee turnover are answered to undecided and disagree summed up 7 (18%) and 6 (15%) therefore, from the above data, we can understand that the existing leadership has its own impact on the high employee turnover in the organization. Consequently, if the organization doesn’t improve its leadership style the high turnover of staff will be increasingly day to day and the organization may lose its well experienced employee.

Table 3.9 leadership style by the leaders of the organization.

To what extent are the following leadership style practiced by managements	No of respondents	Alternative					
		To a very extent	To grate extent	To some extent	To less extent	Not at all	Total
Autocratic Leadership	No	3	10	18	6	2	39
	Percentage	8%	26%	46%	15%	5%	100
Democratic Leadership	No	-	9	20	5	5	39
	Percentage	-	23%	51%	13%	13%	100
Laissez-faire Leadership	No	-	6	5	20	8	39
	Percentage	-	15%	13%	51%	21%	100

Source; primary data

As show in the above table 18(46%) of the respondents said that the leadership style used is to some extent autocratic, 10(26%) said it to a grate extent autocratic, 6(15%) it is to less extent and 3(8%) said that is to a very great extent, while the rest 2(5%) of the respondent choose not at all. This implies that the leaders mostly give very little power to their followers or less competition between them .And also leaders are autocrat to their employees.

When we see the democratic leadership is practiced in the organization, 20(51%) of the respondent pointed out that it is practiced to some extent,9(23%) it is to grate extent, wear as 5(13%) of the respondents said that it is practised to less extent and not at all.

Regarding the extent to which the laissez-faire leadership practiced in the organization, 20(51%) of the respondents indicated that it is practiced to less extent, 8(21%) of the respondents choose not at all and the reaming 6(15%) and 5(13%) of the respondent side to grate extent and to some extent.

Table 3.10 the leadership practice with other government organization.

Item	Alternatives	No of respondent	Percentage
How do you evaluate the leadership practice if the organization as compared to that of other government organization	Excellent	6	15
	Very good	8	21
	Good	12	31
	Average	11	28
	Poor	2	5
	Total	39	100

Source; primary data

The result gathered from the responding the issue expresses table 3.10 Out of the total respondents of employees 12(31%) and 11(28%) of the respondents rated Good and average, 8(21%) of the respondent are very good and the remaining 2(50%) said poor Leadership practice compare with other government organization implies that there is weak leadership in the organization or sub city.

Table 3.11 Degree of interests towards their job

Item	Alternatives	No of respondent	Percentage
How much is the degree of interest you have towards your job	Very high	2	5.1
	High	6	15.3
	Low	20	51.2
	Very low	11	28.2
	Total	39	100

Source; primary data

From the response portrayed in the above table, a majority of respondents or employee 20(51.2%) are low degree of motivation or interests regarding their job, 11(28.2%) of respondents also very low, 6(15.3%) and 2(5.1%) of the employee are high and very high. This truth implies that the majority of employees are not interested towards their job. In this condition the organization is difficult to achieve their goal and objective

Table 3.12 the ability of leaders to understand the followers (employees) interest

Item	Alternatives	No of respondent	Percentage
What is the degree of leader's ability to understand their followers' interest	Very high	5	13
	High	10	26
	Low	18	46
	Very low	6	15
	Total	39	100

Source; primary data

When we see, degree of leaders ability to understand their followers interest 18(46%) of respondent said that they are low degree of understanding employees, 10(26%) said high, on the other hand 6(15%) and 5(13%) respondents chose very low and very high. There for a gap between leaders and employees. If employees feel that their leaders don't understand them, they may be demodulated and leave their job.

Table 13.13 Employees idea, Suggestion or other comments implemented by the Sub city

Item	Alternative	No of respondents	Percentage
Does your idea suggestion or other comments implemented by the sub city	Yes	14	36
	No	25	64

Source; primary data

As show on the above table 13.13 the majority 25(64%) of the respondents idea, suggestion or other comments are not implemented by the organization, and the reaming of them which is 14 (36%) implemented.

Employees when give or raise their reason for not accept their idea, suggestion or other cements on open question:

- They don't accept idea to implement because some are need politically decide.
- They are not interested to accept or to understand employees idea.
- The sense of belongingness among followers.
- They accept but they are not implementing.

- The leaders are busy in their own program additionally they are not interested to listen their subordinates idea.

This shows that there is high problem in the leadership practice. Because they are but accept employ idea, suggestion or other comments. According to this problem it may create less motivation and satisfaction

Analysis of data collected from the management through structured interview

This section summarize as the finding from interview with senior management. Among 8 the senior management member, the student researcher have interview with 5 managers because the reaming are not volunteer. According to they stay in the organization are above 6 years. There for managers or leaders in this organization have well experienced.

Regarding their perception about leader ship they said that “is an ability to lead, side to direct or influencing employ.” While on of the interviewees, side that “leadership is speaking listening and acting in a way that mobilize self and others to take effective action to realize vision, possible and dreams. Their for leaders have their own perception about leadership.

The finding obtained from the interview show that, the roles of leaders cover high part of the organization. They said that “motivate employees in the vision, mission and objective of the organization by conducting and persuading”. On the other hand, one of the interviewed said that “the role of leadership is Crete conductive working environment to enable peoples in the organization team to effectively meet the challenges faced with a seen of accomplishment”. There for leaders have a huge role to contribute the overall organizational development and faller.

From the interviewers answer for one organization development or better for success is democratic leadership style is better the other leadership style. All the management

are agree with democratic leadership. But the organization not implements or uses democratic leadership. The interviewers said that “the relationship with the employees should be ABC (Ask, Blame one, communicate), team building felicity, empathy and understanding, valuing employees, listening, practice mind setting, effective feedback and openness. In still team vision, recognize the potential for team, treble and focus the team with shared priorities. “On the hand, one of the interviewed said that the relationship between leaders and employees should be moderate”.

Regarding the question to what extent they think their leadership practice contributed to the achievement of the objectives of the Akaki kalite sub-city. All of them, said that “ they believe it has significant contribution to the attainment of organization objectives. Encouraging employee to engage in self development and also responded many key functions of the organization like recruitment, salary increment purchasing and human resources development are performed through organization unites under they leadership, it is imperative to say that they leadership practice significant contribute to the achievement organization objective”.

According to response leaders, they believe that there is high rate of turnover is very high than absenteeism in the organization. But when they put the cause of the stated problem are “poor salary payment, bad working environment, less motivation, is week strategic plan implemented by the sub city and this might be cause the stated problem.”

Finally they answer for the mechanism to minimize employees’ turnover and absenteeism they said that in the strategic plane, as much as possible provide good salary payment motivate employees and provide good work environment”.

CHAPTER FOUR

Summary conclusion and recommendations

In today's competitive environment to be the winners of the race strengthen the leaders and other areas of the organization plays a great role. It is known that without proper handling of the human resource of the organization, any organization can't move as such as long journey of success. In this chapter the researcher basic to summarize the data that was presented in the chapter three. And also provide conclusion and recommendation. The conclusion is based on the theories concepts and assumption which are used in the previous chapter lastly recommendation will be forwards on the basis of the conclusion.

4.1 Summary of findings

The following are the summary of the major findings of the data interpreted and analysed above.

- ❖ With regarded to sex and age the study show that majority of employees are male and their age is under 20-29 years age of group
- ❖ Regarding their level of education, majority of them are degree holders similarly greater number of employees have between 1-5 years of service experience.
- ❖ It is revealed from the response 12(31%) of the respondents are not satisfied by the current leadership practice in the organization
- ❖ The study show that 14(35%) of the respondents says poor relationship between leaders and followers
- ❖ 13(34%) of the employee respondents confirm that the decision making process in the organization is not participatory the employees
- ❖ According to the study 13(33%) of employee averagely to communicating the value vision and objective of the organization

- ❖ According to the respondents, 18(46%) of them to some extent leaders are capable to resolve conflict between employees and managers.
- ❖ As revealed by 17(44%) of the respondents agree with the exiting leadership style is the major source of high turnover and absenteeism in the organization.
- ❖ According to the majority of respondents 18(46%) of them the degree to which leaders understand their followers interest is low.

4.2 Conclusion

On the basis of the findings stated above the following conclusion can be drawn.

- The employees are not satisfied with the exiting leadership practice this may result in less motivation passion of employees for their organization.
- The employees feel that the relationship between leadership and employees is no close relationship. This shows that there is communication gap between employees and leaders. Thus absence of different interactions between employees and leaders may decrease productivity of employees.
- Employees in the organization have low interest towards their job. This indicates that the commitment of leaders with their employee is low. So there is problem in the current leadership practice of the sub city. This may create a negative attitude among employees about the image of their leaders. This in turn may reduce the degree of commitment they will have to perform their work.
- Leaders are not participatory employee in decision making process. This due to of belongingness among leaders or followers. It further hinders the leader ship experience that employees can acquire in the process. This may be the major reason for high employee's turnover.
- The leader capable to resolve conflict between employees and the management is to some extent. This shows that, there is no peaceful and comfortable work environment. It also the cause of high employees turnover.

4.3 Recommendation

Based on the finding of the study and the conclusion drawn the student researcher forwards the following recommendations.

- It is strongly recommended that the leadership style of the organization leaders should be changed in the modern, participatory and more empowering leadership style.
- The company has to take measure to make the working environment peace full, comfortable and retain employees who have the intention to leave beside to this the company has to conduct periodic review of employee's salary and befits strategy in order to develop a competitive salary scale career development and other promotional strategies.
- Managers have to strive to provide superior leadership in their practice keep communication lines open and support the entire staff at the same condition leaders should assign adequate time to communicate with subordinates.
- The company needs to be employee oriented to keep the staff motivated and committed taking in to account of emerging competitive environment.
- Give to responsibility to each employee they need to be given an opportunity for decision making and include their idea suggestion to increase commitment and improve productivity. And also decrease employee's absenteeism and turn over.
- Managers should communicate its vision mission of the organization in a very transparent way to inspire and mobilize employees towards the accomplishment of common goals.

CANDIDATE'S DECLARATION

I the under signed, 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 been duly acknowledged.

Name _____

Signature _____

Place of submission: _____

Date of submission _____

ADVISER'S DECLARATION

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

Name: _____

Signature: _____

Date: _____

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APPENDIX

St. Mary's University College
Business Faculty
Department of Management
Questionnaire to be responded by the staff of
Akaki Kality Sub City

This questionnaire is designed to gather information about the assessment of leadership practice at Akaki Kality Sub City. So that it can be used for a research purpose which will be made as partial fulfillment for a Bachelor of Art Degree in management. Therefore, the researcher kindly requests your full cooperation to complete this questioner and return it with in not more than three days. Your honest information and genuine opinion will have contribution to the success of the study. Your response will be maintained completely confidential.

Thank You in Advance

N.B

- No need of writing your name
- Put “ ✓ “ mark in the box that corresponds to your choice
- You can give more than one answer when necessary.
- You are kindly requested to answer all questions.

The student researcher highly appreciates the dearest time you spend on filling this questionnaire.

Part one: Personal Information

Instruction; please respond by putting an “ ✓ “mark on the appropriate boxes

- 1.1 Age
- | | |
|-----------------|--------------------------|
| a. 20 - 29 | <input type="checkbox"/> |
| b. 30 - 393 | <input type="checkbox"/> |
| c. 40 - 49 | <input type="checkbox"/> |
| d. 50 - 59 | <input type="checkbox"/> |
| e. 60 and above | <input type="checkbox"/> |
- 1.2 Sex
- | | |
|-----------|--------------------------|
| a. Male | <input type="checkbox"/> |
| b. Female | <input type="checkbox"/> |

- 1.3 Your academic qualification
- a. Below high school
 - b. Completed high school
 - c. Certificate
 - d. Diploma
 - e. BA/BSC Degree
 - f. MA/MSC
 - Any other specification _____

- 1.4 Age
- a. Less than one year
 - b. 1-5 Year
 - c. 6-10 Year
 - d. 11-15 Year
 - e. 16-20 Year
 - f. Above 20 Year

Part Two: Information pertaining to the study

1. Are you satisfied with the leadership practices of the organization?
- a. Strongly agree
 - b. Agree
 - c. Undecided
 - d. Disagree
 - e. Strongly disagree
2. Is there excellence relationship between the leader and follower at level of the organization?
- a. Excellent
 - b. Very good
 - c. Good
 - d. Fair
 - e. Poor

3. To what extent does the management involve the employees in the decision making process?

- a. To a very great extent
- b. To a great extent
- c. To some extent
- d. To less extent
- e. Not at all

4. Do you meet supervisor in formal meeting?

Yes No

5. If you say "Yes" how?

- a. Daily
- b. Weekly
- c. Monthly
- d. Quarterly

6. Your relationship with leaders in communicating the values, vision and objectives of the organization is?

- a. Very high
- b. High
- c. Average
- d. Low
- e. Very low

7. To what extent are the leaders capable to resolve conflict between employees and the management when they arise?

- a. To a very great extent
- b. To a great extent
- c. To some extent
- d. To less extent
- e. Not at all

8. The leadership style demonstrated by the management has significantly contributed to high employee turnover?

- a. Strongly agree
- b. Agree
- c. Undecided
- d. Disagree
- e. Strongly disagree

9. To what extent does the leadership of the organization use the following leadership style?

Item	To a very great extent	To a great extent	To some extent	To less extent	Not at all
1. autocratic leadership					
1.1 set policies and procedures unilaterally					
1.2 control discussion with subordinates					
1.3 Exhibit poor listening skills					
2. Democratic leadership					
2.1 Solicit inputs from subordinates to formulate policies and procedures					
2.2 Facilitates discussion with subordinates					
2.3 Exhibit effective listening skills					
3. Laissez-faire					
3.1 Allows subordinates to set policies and procedures					
3.2 Avoid discussion with subordinates					
3.3 Avoid conflict					

10. How do you evaluate the leadership practice if the organization as compared to that of the other government organizations?

- a. Excellent
- b. Very good
- c. Good
- d. Average
- e. Poor

11. How much is the Degree of interest you have towards your job?

- a. Very high
- b. High
- c. Average
- d. Low
- e. Very low

12. What is the Degree of leader's ability to understand their followers' interest?

- a. Very high
- b. High
- c. Average
- d. Low
- e. Very low

13. Does your Idea, suggestion or other comments implemented by the sub city?

Yes No

14. For question 13 your answer is "Yes" why?

15. For question 13 your answer is "No" why?

16. Any Idea you want to add, please?

Thank you for your cooperation!

INTERVIEW QUESTIONS

1. How long did you stay in the organization?
2. What is your perception about leadership?
3. What is your leadership role in the organization?
4. What type of leadership practice in the organization?
5. How did you express your relationship with employees?
6. To what extent do you think that your leadership practice significantly contribute to the achievement objectives of akaki kality sub city?
7. How do you evaluate employees' turnover and absenteeism rate?
8. What are the causes that increase employees' turnover and absenteeism?
9. What do you think about the mechanisms to minimize employees' turnover and absenteeism?
10. Do you have any comment/ suggestion regarding the leadership practice of your organization?