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St. Mary's University, Ethiopia

ST.MARY'S UNIVERASITY

SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF LEADERSHIP STAYLE ON EMPLOYEE
PERFORMANCE: A CASE STUDY ON TVET AGENCY,
IN ADDIS ABABA**

By:

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May -2022

ADDIS ABABA, ETHIOPIA

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**BY
YOSEPH KUMLACHEW**

**A THESIS SUBMITTED TO THE GRADUATE SCHOOL OF ST.MARY'A
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(MBA)**

Approved by the Board of Examiners

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May -2022

ADDIS ABABA, ETHIOPIA

DECLARATION

I, the undersigned, confirmed that this study entitled “The effect of leadership styles on employees’ performance in TVET agency in Addis Ababa city administration.” This work is submitted by me for the grant of the Degree of Masters of Business Administration in ST. MARY’S University at ADDIS ABABA is my study and has not offered for a degree in any other university, and that all sources of materials used for the study have duly acknowledged.

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ST.MARY’S UNIVERSITY

Date: May, 2022

ADDIS ABABA

ENDORSEMENT

This is to certify that this study entitled The effect of leadership style on employees' performance in TVET agency in Addis Ababa city Administration was undertaken by Yoseph kumlachew for the partial fulfillment of Masters of Business Administration (MBA) at Saint Marry university, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor: Essays. Taye (PHD)

Signature _____

Date _____

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ABSTRACT

The purpose of this study was to examine the effect of leadership style on employee job performance in this case of TVET agency in Addis Ababa, Ethiopia. This study has selected leadership styles such as supportive, participative, servant, transactional and transformational leadership styles as independent variables that are assumed to have direct influence on employee job performance, which is the dependent variable. In guiding this research, the researcher applied mixed research approach where by both qualitative and quantitative approaches were used to answer the research problems. Descriptive and explanatory research designs were applied to meet the research objective. Structured and unstructured questionnaires were used to collect data from 167 respondents. The leadership styles were measured through the Multi factor Leadership Questionnaire. Moreover, qualitative data were gathered through interview. Descriptive and inferential statistical techniques were used for data analysis. Inferential statistics mainly Pearson's correlation and linear regression analysis were used to examine the relationships between the study variables. The findings show that participative leadership style is the most dominant style at the TVET agency ($x=3.0412$) while the least practiced leadership style was transactional leadership style ($x=2.069$). The results of Pearson correlation analysis reveal that employee job performance was positively correlated with participative leadership style ($r=0.831$, $p=.001$) followed by the servant leadership style ($r=0.810$, $p=.001$), supportive leadership style ($r=.519$ and $p=.000$), transformational leadership was significant ($r=.519$ and $p=.000$). Moreover, the mean value of Employee performance is above average. The results of regression analysis indicated that all leadership style have a significant positive effect on employee performance. More specifically, participative and servant leadership styles have dominant effect on job performance. In conclusion, leaders in the case organization need to use a lot of participative and servant leadership styles to improve the level of employee job performance.

Key words: leadership style, participative leadership, servant leadership, transformational leadership, transactional leadership, employee performance, TVET.

ACRONYMS

- AA.....Addis Ababa
- ATVETA.....Addis Ababa Technical and vocational Education training agency.
- FTA.....Federal TVET Agency,
- MLQ.....Multifactorial Leadership Questionnaire
- MOEMinistry of Education,
- SPSS.....Statistical Package for Social Science
- TVET.Technical and Vocational and Education Training

CHAPTER ONE:

INTRODUCTION

1.1 Background

Many management scholars consider leadership as the most important base of organizational performance (Svensson and Wood, 2005). Leaders also can have a significant impact on individual performance by shaping the organization's strategy, structure, and culture (Wasserman et, al, 2001). Generally, leadership is considered as an interpersonal process through which a leader directs the activities of individuals or groups towards organizational goal achievement in a given situation within a particular organization context through common understanding (Northouse, 2016). Leadership is a process by which an individual influences a group to achieve a commonly stated goal by the member of the organization (Kolzow, 2014).

Leadership style is one of the most critical components for any organizational performance as well as employee performance, Leadership and leadership style be the most essential factor toward the success of any outcome (Choi, 2006). Leadership style is the manner and approach of providing direction, implementing plans and motivating group and also viewed as the combination of traits, characteristics, skills and behaviour that leaders use when interacting with their subordinates (Ojokuku, 2012).

The leadership style also affects by the purpose or goal of the leaders and the particular personality of the leader and/or the personality or potential of the followers or group being lead, and/or of the situation in which the leader is leading his or her employee (Kolzow, 2014). Effective leaders can adapt their style of behaviour to the needs of their followers and the nature of the situation so leadership style plays a very well important role in enhancing employee job satisfaction, work motivation and work performance (Yammarinoet, al, 2005).

Employee performance is the major necessity for the overall performance of the organizations, it is clear that there are many ways of understanding leadership styles (Northouse, 2016). Employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently and strengthening employee performance ultimately benefits

the organization, a qualified, skilled, and motivated employee contributes a lot to achieve the organization success (Jing & Avery, 2008). However, there is a complexity to empirically examine how leadership style impacts the performance of organizations as well as individual performance (Mackey, 2008). Because, both leadership and employee performance are a broad concept that manifest itself on different levels and in different forms (Borman&Motowidlo, 1993; Yammarino et, al, 2005). But it is possible to evaluate the effect of different types of leadership styles in terms of their contribution to improving performance. In this regard, before the development of the transformational leadership theory, leadership theories and research have centered on questions such as autocratic vs. democratic, directive vs. participative, task vs. relationship-centered, or initiation vs. consideration (Bass, 1990).

Bass in 1990, based on the transformational theory, has developed a Model called the Full Range Model .This model is enabling to estimate systematically the effect of leadership style on the performance of an employee (Bass &Avolio, 1990). This model has the potential for researchers to observe a complete image of the organizational performance (Bass &Avolio, 2004). These days, using the Full Range model, many studies types of research have been conducted to identify leadership styles and behaviors that effectively coordinate and motivates the employees and thereby increase or improve employee performance. Such kind of scientific endeavor to study the subject of leadership and performance has multidimensional benefits. Among others, it is important for community development, individual learning, individual effectiveness, work quality, and stakeholders' satisfaction (Strang, 2005).

Many studies were conducted internationally and domestically on the practice of leadership style on improving employees' performance in different sectorial and in different countries. According to the researcher the first one (Odunlami and Awosusi, 2017) examine the leadership style on employees' performance his objective of the study was to investigate the influence of leadership style on employees' performance in selected private universities in Nigeria. This study revealed that only transactional leadership style has no significant influence on employees' performance while charismatic and transformational leadership styles have positive and significant influences on employees' performance in selected private universities in Ogun State, Nigeria. The validation of charismatic and transformational

leadership styles, by the model, as the key leadership styles that influenced employees' performance in the study, therefore provides predictive implications on improved employees' performance, given the activities of these leadership styles (Odunlami & Awosusi , 2017).

The second one is by Hassan 2017 examine the leadership influence on employee job performance, in the jeweler industry in Malaysia. This study has selected leadership styles such as supportive, participative, servant, transactional and transformational leadership styles on employee job performance. The major finding of the study shows that only supportive and transformational leadership behavior was positively and significantly influences employee performance at the workplace (Hassan Z., 2017).

The third one is the domestic study by Ismail, 2017 his purpose of this study was to investigate the effect of leadership styles on employee work performance on the ministry of education and higher studies of Somaliland, the result has pointed out that autocratic style of leadership negatively affected the employee performance in the ministry. The application of democratic, transformational, and transactional leadership styles has got a positive and significant impact on the employees' performance it can be inferred that the democratic, transactional and transformational leadership styles have a positive relationship with the employee performance while the autocratic style has a negative relationship with the performance of the employees (Ismail, 2017).

As mentioned above by various researchers, leadership plays crucial consequence in promoting improve employees' performance, but the researcher fund some study on the relationship between the effect of leadership style and employees performance in the Addis Ababa city administration in general in differ sub-city and in differ office of the city administration but did not find any study in AATVETE agency in particular especially on the leadership style such as supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style on employee performance in the agency. So researches on this area in Addis Ababa city administration TVETE agency context are scanty. To the best of the researcher knowledge, no previous researches have been directly

addressed on the practice of leadership style on improving employee's performance in Addis Ababa TVETE agency in particular. Therefore, this study attempt to partially feel this pragmatic research gap in agency context by examining the practice of leadership styles on improving employee performance in the AATVETE agency.

1.2. Background of the organization

Technical and vocational education and training (TVET) is one of the most powerful tools for economic, social and political development (MOE, 2008). It is a means for enabling all members of the municipal wisely use contemporary technologies and help to their problems. It has also a great influence in generating capable manpower that has significant role in the development of the country (UNESCO/ILO, 2002).

Addis Ababa TVET agency was recognized by council of ministers by number 96/2003 proclamations (MOE, 2008). In Addis Ababa city administration the ten sub-cities have organized in sex cluster. Each cluster can be facilitated by the polytechnic college dean in collaboration with sub-city office head leaders. The sex clusters namely Tegbared cluster, Wingate Cluster, Misrak cluster, Nifassilk cluster, Entoto cluster and Akaka cluster (AATVETE, 2018).

Addis Ababa TVET agency directly responsibility for the six polytechnic colleges, eight public TVET college's , 62 private TVET colleges and eight non-governmental TVETE colleges which are giving vocational trialing in Addis Ababa city and also the six clustered sub-city TVET office (ATVETE, 2018). Each cluster are responsible for medium and small training centers in the cluster which are giving short term vocational trialing (AATVETE, 2018).

Concerning to organizational structure and human resource of agency have been two core departments, four directorates and seven supportive departments. The human resource organized by one deputy office head of agency, two vice manager of the agency, four directors, seven supportive department head and 200 (male 113 female 87) employee have been organized to achieve the objective set by the agency. At polytechnic college and TVETE College there are one dean, three vice dean and one consultant in each college totally 72 (male 43 female 29) deans they are directly obey to the agency (ATVETE, 2022)

1.3. Statement Problem

The presence of a consistent relationship between leadership styles and employee performance has wide recognition so the nature of leadership style and behavior of a leader has an enormous impact on employees and organizational outcome (Waldman, et, al 2001). The capability of a group, to effectively implement business strategies, to gain a competitive advantage and optimize human capital, largely depends on the leadership styles that encourage employee's performance (Kolzow, 2014).

There are empirical researches with inconsistent and mixed results. For example, some research has shown that supportive leadership style positively influences employee commitment and performance (Mahdi, 2014) some other studies show that supportive leadership style does not have a strong influence on job performance as does directive, or participative leadership styles (Hwang1, 2015).

Internationally Hassan 2017 examines the leadership influence on employee job performance, in the jeweler industry in Malaysia. This study has selected leadership styles such as supportive, participative, servant, transactional and transformational leadership styles direct influence on employee job performance which is a sector with different organizational character, purpose and different governmental policy, other than the agency.

In the TVET agency employees are the one who plays the major roles and makes a significant contribution to the organization. Hence the leader of the organization should pay much attention to their employees to keep them in an organization and influence them to increase their job outcome and eventually lead to greater achievement of the organizational vision and long term goals. This can be achieved by exhibiting effective leadership behaviour because leader's plays crucial role to keep an employee motivated inspired committed and even satisfied in performing organizational policies and objectives effectively and efficiently (Kolzow, 2014).

There are number of problem observed by the researcher these are lack of motivation by the subjects, inflexibility of the leader, lack of communication across the organization. These problems are observed by the researcher the absence of motivation in the work place resulted in the efficiency of worker as well as lack of carrier progression.

The second problem is the inability of the leader to change and suit the changing socio-political and economic environment, this failure resulted in misunderstanding of which leadership style can fit within the context of the organization and accommodate changes within the environment.

In addition to this, the selected title warrants research. As far as the knowledge of this researcher is concerned there is no prior comprehensive study undertaken on the selected topic in the agency.

Hence to fill the above gap this research tried to investigate the practice of leadership styles via Supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style on improving employee performance in the TVET agency.

1.2. Research Objectives

1.2.1. General Objective

The general objective of the study was to investigate the effect of different leadership styles on employee's performance in Addis Ababa City Administration Technique and Vocational Education and Training Agency (TVET).

1.2.2. Specific Objectives

2. To assess the perceived leadership style in the Addis Ababa City Administration TVE Agency.
3. To examine the relationship between different leadership style on employee performance in TVET Agency.
4. To examine the effects of leadership styles on employee performance at TVET Agency.

1.3. Significance of the Study

This research tries to study the practice of leadership style on employee performance in the agency. The regulatory body would be benefited from the result of this research in getting insights with the determinants that have been relationship. Furthermore, other researchers may also use the research findings as a reference in their subsequent effort to search for answers to their queries, thus it added value to the existing body of knowledge. Also, the outcome of the research helped to fill the existed gap in the subject matter was studied. The study will provide information for the concerned bodies such as policymakers and managers' to introduce a measure that improves and enhance the employee's performance within the context of their organizational culture.

1.4. Scope of the Study

The scope of the study was limited to viz, conceptually geographically and methodologically, as follow. Conceptually, the study limited to investigate the effect of five leadership styles namely supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style with employee performance. Geographically the study investigates leadership and performance in the context of the Addis Ababa City Administration TVET Agency and its 14 colleges. And, this study not concerned with other private and public colleges and institution found in Addis Ababa City. Hence the other types of leadership styles and employee performance indicators were not being the concern of this research. Moreover, methodologically this study applied mixed research approach data gathering via questioner and interview.

1.5. Organization of the Study

The study organized into five parts, first chapter is about introduction to the study that includes background of the study, statement of the problem, the objective, consequence, scope and constraint of the study. The second chapter was a literature review that discusses theoretical, empirical, conceptual frame work was summarize from related books journals and related findings. The third chapter is deals with the research methodology of which comprises study area, data source, data gathering tool, sample and sample procedure and technique of data analysis The Fourth chapter contains analysis and discussion of data. The last chapter presents ,summary, conclusion and recommendation.

1.6. Operational Definitions

For this research, the researcher has operationalized the key terms as follows.

- **Leader** shapes and shares a vision which gives point to the work of others(Charles ,Handy 1992)
- **Employee** a person who is paid to work for someone else (Cambridge dictionary)
- **Leadership** is a process by which an individual influences a group to achieve a commonly stated goal by the member of the organization (Kolzow, 2014)
- **Leadership style** is the manner and approach of providing direction, implementing plans and motivating group and also viewed as the combination of traits, characteristics, skills and behaviors that leaders use when interacting with their subordinates (Ojokuku, 2012).
- **Servant leadership** involves a higher concern for people because the primary focus of the leader is upon his or her followers (Andersen, 2009).
- **Transactional leaders** lead through specific encouragements and inspire through an interchange of one thing for another (Bass et al, 2003)
- **Transformational leaders** pursue to succeed high levels of performance by showing inspiration and motivation, this type of leadership inspires individuals to work together, change organizations and generate effective productivity (Walumbwa et al, 2008).
- **Supportive leadership** is defined as a leadership style that focuses on concern for the requirements and well-being of followers and facilitation of a required climate for collaboration (Northouse, 2016).
- **Participative leaders** encompass their subordinates in the decision-making process, these leaders pay attention to subordinates values and seek their input on important decisions in this leadership style (Mohamad, 2014)
- **Employee performance** can mention to the ability of employees to achieve organizational goals more effectively and efficiently (HikaNigatu, 2017)

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter provides an appropriate theory on the concept of leadership, leadership styles and employee performance. The definition, theories and different models of leadership were explored. Concepts of employees' performance existed too considered at and also an assessment of earlier results on the relationship among leadership styles and employee performance is presented. At the termination of the chapter, the conceptual framework on behalf of the study was presented.

2.1 Theoretical literature review

2.1.1 The Concepts of Leadership

Thought leadership is an age-old concept, it remains a complex term that researchers and scholars grapple with constantly. The leading motives are the extensive number of definitions for this term. As cited by seblwengele, (2016)that explanations on the concepts of leadership as an emphasis on different dimensions of the paradigm Some emphases on the association between anticipated outcomes and the actions of leaders, other on the association between leaders and supporters, some on the leadership circumstance that on, and some on the energetic collaboration of entirely the three dimensions.

Northouse, (2016) recognized four shared themes in the way leadership now be likely to be considered (1) leadership is a process; (2) leadership involves influence; (3) leadership occurs in a group context and (4) leadership involves goal attainment (Northouse P. , 2016).. The author doomed the interchange practice that takes place between the leader and the supporters. Influence concerned with how the leader affects groups. Groups are the place where leadership takes place. Overall he specified that leadership is a practice whereby an individual influences a group of individuals to attain the shared objective. And also he emphasizes that unsuccessful or unsuitable leadership styles can directly touch the performance and retention of employees in modern society

(Northouse, 2016).

The common component in the definition of leadership is the application of influence by the leader to the followers to achieve the best out of them. Some scholars and researchers agreed that leadership is a combination of skills and behaviour which exhibits those skills (Bass et al, 2003; Bolden et al, 2003; James & Collins, 2008). Adair, 2004 defines leadership as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation (Adair, 2004).

In an organizational situation, leadership is a social tool for moulding members and resources of the organization in the manner to the effective achievement of organizational goals and objective besides it includes defining the direction of a team and collaborative it to people encouraging, inspiring and empowering them to contribute to achieving organizational success (Colley, Doyle, Logan, Stettinius, 2004). The presence of a strong link between leadership style and employee performance is recognized by different scholars in their attempt to clarify the concept of leadership accordingly (Ignasi Carreras, 2009).

The significance of leadership style for the performance of individuals specified that leadership styles have a substantial effect on the performance and satisfaction of their employees and leaders have control on social and physical rewards and punishment. A leadership style used by leaders can also upset the organizational performance in a positive as well as in a negative way. In this concern, the leadership style used by leaders had a dominant role in the improvement of worker performance as well as organizational performance (Bolden et al, 2003; James & Collins, 2008).

Overall, leadership styles are methods used to inspire followers. Leadership styles must be designated and modified suitably to organizations, circumstances, teams, and individuals. Therefore useful to have a detailed thoughtful of the diverse styles as such awareness increases the tools accessible to lead effectively and efficiently.

2.1.2 Leadership Theories

There are some leadership theories. Early theories discuss the performance role of leadership in terms of Traits theory, Behavioral; Contingency theories include the Fiedler model, situational leadership, and path-goal leadership. There is a significant difference between the earliest theories of leadership and the modern one in terms of their focus on the contribution of leadership for organizations performance of great men.

The early theories of leadership tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership (Daft. 2005). All of the leadership literature recognizes the evolution of leadership theories from "Great Man" and "Trait" theories to "Transformational" leadership (Seblewongel, 2016). Then the advancement of the theories is already recognized and shared issue by all scholars of leadership, this researcher as provided the summary of the evolution below under table 2.1 by Bolden et al, 2003

Table 2.1 Summary of Theories of Leadership (Hassan L. a., 2017)

Theories of leadership	The central Focus of each theory
Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories the main focus of theory leaders are exceptional people, born with innate qualities, destined to lead (Bolden et al, 2003). This led to the next school of Trait Theories (Bolden et al, 2003)
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced (Bolden et al, 2003). They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.
Behaviorist Theories	These concentrate on what leaders do rather than on their qualities (Bolden et al, 2003). Different patterns of behavior are observed and categorized as 'Styles of leadership' (Bolden et al, 2003). This area has probably be Attracted the most attention from practicing managers (Bolden et al, 2003).

Situational Leadership

This approach sees leadership as specific to the situation in which it is being exercised (Bolden et al, 2003). For example, whilst some situations may require an autocratic style, others may need a more participative approach (Bolden et al, 2003) . It also proposes that there may be differences in required leadership styles at different levels in the same organization.

Contingency Theory

This is a modification of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances (Bolden et al, 2003).

Transactional Theory This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.

Transformational Theory The central concept here is change and the role of leadership envisioning and implementing the transformation of organizational performance.

2.1.3. Leadership Styles

According to Hiller et al, 2011 cited leadership style as the reliable strategies of behaviour which you exhibit as perceived by others when endeavoring to influence others leadership style is also defined as a procedure that the leader uses to accomplish the objective of an organization (Hiller et al, 2011). Leadership style as a design of emphases, indexed by frequency or strength of exact leadership manners or attitudes which a leader places on the different leadership functions i.e. leadership style is a system that leaders use to attain the objectives of an organization (Stojkovic, Kalinich, & Klofas, 2003). Leadership scholars have identified different types of styles of leadership. This researcher focuses on five major leadership styles namely supportive leadership

style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style. They also delivered different conceptualization, modeling and description on the role of each of the styles for effect on the performance of employees. Each of the five leadership styles relevant to this study is discussed in the following sub-sections.

2.1.4. Servant Leadership Style

The term servant-leadership was first developed by Robert Greenleaf (1970) in his book "The Servant as Leader" to Greenleaf, the great leader is initially realized as a servant and that this was the simple reason behind his greatness cited by (Anders, 2011). Servant leaders deliver vision, earn followers' trustworthiness and belief and influence others who served others without expecting anything from others (Smith, 2005). Servant leadership involves a higher concern for people because the primary focus of the leader is upon his or her followers (Andersen, 2009).

Servant leadership is close to the transformational components of inspiration and individualized consideration it is a logical extension of transformational leadership (Dierendonck, 2011). Servant leadership is a belief that organizational goals will be succeeded on a long-term basis only by first facilitating the growth, development and general well-being of the individuals who comprise the organization. The servant leader's motive is not to direct the activities of followers instead, the servant leader's behaviour motivates, influences, inspires, and empowers followers to focus on ways to serve others better it is a humble means for affecting follower behaviour (Tanno, 2017).

Smith, 2005 it is argued that servant-leaders should have a desire for serving others as well as helping them to strive and flourish even claimed that managers should love their subordinates, peers, superiors as well as their competitors (Smith, 2005). The primary concern of the servant-leader is, therefore, the followers and their wellbeing, while organizational concerns are more peripheral this is in stark contrast to the essential management understanding i.e. that managers should aspiration to serve the organization above anything else (Russell R. F & Stone, 2002).

Greenleaf generally agrees ten basic behaviors are central to the development of servant-leader characteristics cited by Smith, 2005 (Smith, 2005).

Such as listening means leaders have usually been valued for their communication and decision-making skills. Listening, coupled with regular periods of reflection, is essential to the growth of the servant-leader (Smith, 2005).

Empathy: - Servant-leaders try to empathize with and understand others' feelings and emotion. It is assumed that an individual has good intentions even when he or she performs poorly. Workers may be considered not only as employees but also as people who need respect and appreciation for their personal development (Smith, 2005).

Healing: - Servant leader tries to help people solve their problems and conflicts in relationships because he or she wants to encourage and support the personal development of each individual (Smith, 2005).

Awareness:-Servant-leaders are very self-aware of their strengths and limitations. They can view situations from a more integrated, holistic position. As a result, they gain a better understanding of organizational ethics and values (Smith, 2005).

Persuasion: - Servant-leaders rely on they do not take advantage of their power and status by coercing compliance instead; they try to convince those they manage. The servant-leader is therefore effective at building consensus within a group (Smith, 2005).

Conceptualization: - Servant-leaders take the time and effort to develop a desirable vision of the future. They seek an appropriate balance between a short-term, day-to-day focus and a long-term positive direction (Smith, 2005).

Foresight:-Foresight is the ability to anticipate the likely outcome of a course of action or a situation. The servant-leader can learn from the past to achieve a better understanding of the current reality. This foresight also enables the servant leader to identify consequences about the future, a characteristic closely related to conceptualization (Smith, 2005).

Stewardship: - Servant-leaders assume that they are stewards of the people and resources they manage (Smith, 2005). Servant leadership is seen as an obligation to help and serve others (Smith, 2005). Openness and persuasion are considered more important than control (Smith, 2005).

Commitment to: - the growth of people servant-leaders is committed to people beyond their immediate work role (Smith, 2005). Servant leaders are convinced that people have an intrinsic value beyond their contributions as workers. Servant-leaders believe that their role is to help other people achieve their goals (Smith, 2005). Building Community: - Servant-leaders strive to create a sense of community both within and outside the work organization (Smith, 2005).

2.1.5. Transactional Leadership Style

Transactional leadership style assumes that people are motivated primarily by reward and punishment. The belief is that workers perform their best when the chain of command is definite and clear, and that reward or punishment is contingent upon performance. The focus of the transactional leader is on maintaining the status quo, and the primary goal of the followers is to obey the instructions and commands of the leader (Kolzow, 2014). Transactional leaders lead through specific encouragements and inspire through an interchange of one thing for another (Bass et al, 2003)

Transactional leaders clarify employees' roles and task requirements, initiate structure, be responsible for rewards and exhibition respect for employees. Transactional leaders take pride in keeping things running well and efficiently and generally adapt to rules and regulations (Bass & Riggio, 2006). Transactional Leaders use a process of motivating subordinates by appealing to their self-interest (Bass, 1991). According to Bass, 1991 leadership style has three dimensions including:

Contingent reward includes clarification of the work required to obtain rewards and the use of incentives and contingent rewards to influence motivation. These leaders provide others with assistance in exchange for their effort and they clarify expectations and offer recognition when goals are achieved (Hussain Haider & Riaz, 2010).

Management by Exception (Active) these leaders specify the standard for compliance and may punish staff for not being compliant with standards. In other words, it focuses on irregularities, mistakes, exceptions, and deviations from standards. It entails actively looking for infractions and enforcing rules to avoid mistakes being made (Northouse G., 2007).

Management by Exception (Passive) it means failing to interfere until the problem becomes serious and waiting for things to go wrong before taking action. It includes the use of contingent punishments and other corrective actions in response to deviations from acceptable performance standards (Hussain Haider & Riaz, 2010).

2.1.6. Transformational Leadership Style

Transformational leaders pursue to succeed high levels of performance by showing inspiration and motivation, this type of leadership inspires individuals to work together, change organizations and generate effective productivity (Walumbwa et al, 2008). Bass and Avolio (1990) proposed that transformational leaders raise the ability for followers to think for them, to come up with their ideas and to question the status quo (Bass & Avolio, 1990). Transforming leaders appeal to followers ideal and moral values such as self-determination, trustworthiness, impartiality, humanitarianism rather than to their baser motives such as terror, disbelief, starvation, resentment (Northouse P., 2016). The transformational leader asks followers to transcend their self-interests for the good of the group, organization or society (Bass & Riggio, 2006).

Generally, the primary focus of transformational leadership is on the organization goal, with follower development and empowerment secondary to accomplishing the organizational objectives (Antonakis & House, 2002). The transformational leader can help the employee attain esteem and self-actualization needs consequently, the followers of transformational leaders are quicker to adapt to changing internal and external environments (Bass & Riggio, 2006). The focus of transformational leadership is on what the leadership accomplishes, not on the leader personal characteristics, a transformational leader is characterized by having the ability to bring about innovation and change (Harverty, 2003).

Transformational leaders are those that drive the motivation of followers to higher levels of effort, inspire their followers to exceed their expectations and self-interests and change their awareness of certain issues and can excite their followers to exert effort (Harverty, 2003). Additionally transformational leadership model is a more complete model of leadership than that advocated by the trait, contingency, or exchange theorists (Northouse P., 2016). Transformational leaders do more than transact with subordinates and makes a positive impact

on empowerment, motivation and morality. As cited by Seibwengel 2016 transformational leaders tend to have four basic behaviors such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Idealized influence is the capability of exercising influence by serving as a role model, arousing egotism in followers and representative high standards of ethical and moral conduct, high-performance values, fulfill what they expect others to do and can be counted on to do the exact object they earn trust and confidence (Avolio, & Bass, 1990). Inspirational motivation focuses on the way leaders articulate a vision that appeals and inspires followers (Den Hartog et al, 1997). In other words, the leader should be optimistic and enthusiastic for the future,. Inspirational motivation is the ability to develop and communicate a convincing and attractive vision of the future (Bass & Avolio, 1997). Intellectual stimulation means that the leader is likely to challenge subordinates to identify and solve problems by themselves. Intellectual stimulation associate's ideas and values include various kinds of involvement and participation (Tims, et al, 2011). Thus, leaders who practice individual consideration are likely to treat associates, on a one-to- one basis, differently but equitably (Bass & Riggio, 2006).

2.1.7. Supportive Leadership Style

Supportive leadership is defined as a leadership style that focuses on concern for the requirements and well-being of followers and facilitation of a required climate for collaboration (Northouse, 2016). Leaders who are aware of their duties and responsibilities able to inspire their subordinates are considered to be supportive leaders, it is also stated that friendly with their subordinates, show empathy and treats equally among the subordinates and also leaders using supportive behaviors go out of their way to make work pleasant for followers and leaders enable to increases employee performance by creating an environment to respect each other, fostering cooperation and trust, and via emotional support (Gonzalez, 2013).

To bring together the inconsistencies found in the relationship between supportive leadership and employee work behavior and performance, believe employees' task performances and organizational citizenship behaviors, Task performance refers to the extent to which an

employee successfully fulfills his or her formal job requirements in contrast organizational citizenship behaviors is defined as voluntary, discretionary extra-role behavior that can contribute to organizational effectiveness (Afsheen Khalid et.al, 2012).

Supportive leadership consists of behavior such as consideration, caring and listening, positive feedback, build confidence and self-control (Hassan Z., 2017). Consideration is the degree to which a leader is likely to have job relationships characterized by mutual trust and respect for subordinates' ideas (Northouse P. G., 2013). Caring is the principles to focus on followers' needs to help these followers become more autonomous and knowledgeable (Afsheen Khalid et.al, 2012). Listening is communication leaders and follower is an interactive process that includes sending and receiving messages (i.e. talking and listening). Positive feedback such as essential to the health and effectiveness of the team, it is essential that the leadership of the team be assessed along with the other by some criteria of team excellence (Northouse P. G., 2013).

Build confidence in their ability to compete and finish well, they lacked an element of excitement about running in the new event. Confidence refers to having self-efficacy the belief that one can accomplish a specified task (Northouse P. G., 2013). It is a self- control process because people have control over the extent to which they allow others to influence them (Nicholson, 1998).

2.1.8. Participative Leadership Style

Participative leaders encompass their subordinates in the decision-making process, these leaders pay attention to subordinates values and seek their input on important decisions in this leadership style there is no formal distinction between leaders and followers' participative leader can be deliberated as a temporal coordinator for the group of like-minded people (Mohamad, 2014). a participative leader possesses consultative behaviors such as imploring subordinates for ideas before making an ultimate decision, although they retain final decision authority, the participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Sinani, 2016).

Participative leadership is associated with consensus, consultation, delegation, and involvement. The main task of the Participative leadership is consulting with subordinates and evaluating their opinions and suggestions before making the final decision (Franklin, 2016). The main vehicle for the success of participative leaders is their use of participative decision making which allows employees across all levels in the organization to be involved in the final decision. The main emphasis of this style is on management consultation with followers before making key organizational decisions (Franklin, 2016). When companies enter the decision-making process, the outcomes from the decisions made can greatly affect both the company's stability and that of its employees. Bringing employees on board when making decisions about the company's future, helps strengthen the existing relationship between them and the leadership (Franklin, 2016).

The benefits associated with this approach include increased trust in the leaders by their followers. Involving employees in the company's decision making process enables leaders to bring transparency to the workplace. Participative leadership also points to employee motivation as a building block to superior employee performance. Employee's motivation plays a crucial role in leadership effectiveness which leads to high productivity (Franklin, 2016).

According to (Seblewongel, 2016) the effectiveness of leadership rests on a process of influence, in this case, employees are motivated to work towards goals, not through intimidation, but individual inspiration can be considered as one of the most important factors that can help an organization to achieve its goals (Zinabu, 2018), moreover (Mohamad, 2014) argues that participative decision making is the most suitable approach for managers because many people take part in the decision-making process and a large number of employees feel committed to the decision (Northouse, 2016).

The rapid rate of changes in the environment, leadership and organizational structures indicates that the use of participative decision making is a must for future organizations and also have the following basic behavior such as consultative behavior, pay attention to subordinates value, empowerment, Joint decision/sharing, responsibilities and intrinsic motivation (Hassan Z., 2017).

Consultative behaviour is a leader behaviour that will be motivational when subordinates have a high need for independence and/or knowledge that can contribute to effective decision making by the leader. Pay attention to subordinates value is how leaders work with followers to reach common goals. Delegation/empowerment means conferring of authority from an executive to another to accomplish a particular assignment. Delegation gets the decision making closer to the locus of where the decision is implemented (Nicholson, 1998).

Joint decision making,(where the influence of parties to the decision-making process is equally balanced). For some, the continuum of influence extends to a situation where the employee or group of employees makes the decision alone. (Nicholson, 1998)Intrinsic Motivation is the motivation to do work because it is interesting, engaging or positively challenging (Nicholson, 1998).

2.1.9 .Employee Performance Measurements and Indicators

Employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently (Hika Nigatu, 2017). Governments need extremely performing individuals to attain their goals towards bringing the services they specified in, and to attain competitive advantage (Dvir, Eden, & Shamir, 2002). The success or the failure of the employees' performance gained by that organization will be affected by the individual's or group's levels of performance to organizational purposes such as quality, efficiency, and other effectiveness criteria (Hika Nigatu, 2017). Employee performance is originally what an employee does or does not do effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Mostashari, 2009).The measure of organizational performance is the degree to which a company achieved its business objectives (Furnham, 2002).

2.1.10 Performance Management

An organization is judged by its performance (Hika Nigatu, 2017). The performance management system employed in an organization must, therefore, measure the performance of all assets including the human ones. Armstrong (2009) defines performance management as a systematic process for improving organizational performance by developing the performance of individuals and teams (Furnham, 2002).

Performance is seen as both qualitative and quantitative result. The success and the failure of the performance reached by an organization are affected by the individual's or group's levels of performance, whose performance is measured using instruments (Hika Nigatu, 2017). The performance of the employee is measured by performance appraisal system furthermore, Balanced Scorecard is an integrated approach used to strategically plan, implement, monitor and measure the performance of all actors involved in the implementation of the goals and objectives of the organization (Hika Nigatu, 2017). BSC, as a control and performance measurement system, provides executives with a comprehensive framework that translates organizational strategic objectives into a coherent set of performance measures (Cristian-Ionuț Ivanova, 2014).

BSC has been taken as the most important tool to implement in all government institution throughout Ethiopia as a control and performance management system. Balanced scorecard of employees' in the agency was used as a performance management system to measure employee performance by computing the performed activities with corresponding measuring scales. In this study, an employee performance appraisal score was gathered from documents to investigate the relationship with leadership style in the agency Offices (AATVETE, 2018)

2.1.11. Dimensions of Employee Performance

Performance in the form of task performance includes job explicit behavior's which include fundamental job duties allocated as a part of the job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (Cristian-Ionuț Ivanova, 2014). Therefore the major qualifications of task performance are the ability to do the job and prior understanding (Cristian-Ionuț Ivanova, 2014). In an organizational framework, task performance is a contractual understanding between a manager and a subordinate to achieve an allocated task (Pradhan et al., 2016).

Along with the task and adaptability efforts have been carried out toward establishing the significance of non-job components of performance to create a better workplace (Cristian-Ionuț Ivanova, 2014). Contextual performance is a kind of pro-social behaviour demonstrated by individuals in a work set-up such behaviors are expected of an employee but they are not overtly mentioned in one's job description (Pradhan et al., 2016).

Generally, the researcher focused on the established items were classified into three distinct dimensions such as task performance e.g. I use to maintain a high standard of work, adaptive performance e.g. I use to keep myself updated with new skills and knowledge that help me to quickly adapt to changes in my core jobs, and contextual performance e.g. I use to guide my new colleagues beyond my job description (Furnham, 2002)

2.1.12. Employee Performance Appraisal Methods.

Performance appraisal system is used in the organizations to measure the effectiveness and efficiency of their employees. Performance Appraisal tends to improve the work performance, communication expectations, determining employee potential and aiding employee counseling.

(Kohli A.S. & Deb T., Performance Management, First Edition, Oxford University Press, 2008)

Employee appraisal can be broadly classified into two categories: Traditional Methods and Modern Methods. Traditional Methods are relatively older methods of performance appraisals. This method is based on studying the personal qualities of the employees. It may include knowledge, initiative, loyalty, leadership and judgment. These are ranking, graphic, critical Incident, narrative Essays.

Ranking Method ,According to Dessler et al. (2011), ranking method is ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all ranked .

Graphic Rating Scales, Graphic Rating Scale is a scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the score that best describes his or her level of performance for each trait (Dessler et al. (2011).

Critical Incident Method, Critical Incident method is keeping a record of Techniques of Performance uncommonly good or undesirable examples of an employee's work related behavior and reviewing it with the employee at predetermined times (Dessler et al. (2011).

Narrative Essays, Evaluator writes an explanation about employee's strength and weakness points, previous performance, positional and suggestion for his (her) improvement at the end of evaluation time. This technique mainly attempt to focus on behavior (Jafari M. & Bourouni A. et al.(2009)

Modern Methods were devised to improve the traditional methods. It attempted to improve the shortcomings of the old methods such as biasness, subjectivity, etc. These are management by Objectives, "The Practice of Management". It comprises of three building blocks: object formulation, execution process and performance feedback (Wu B.,et .al ,2005)

Behaviorally Anchored Rating Scale (BARS), BARS were introduced by Smith and Kendall in 1963 with the attention of researchers concerned with the issue of reliability and validity of performance ratings. Behavioral anchor scales are more informative than simple numbers. Behaviorally anchored performance dimensions can be operationally and conceptually can be distinguished from one another (Wu B., et .al, 2005)

Human resource accounting; the main theory underlying the HRA is: The people are valuable resources of an organization or enterprise, information on investment and value of human resource is useful for decision making in the organization (Dessler and Gary, et.al, 2011).

360 Degree it is a popular performance appraisal technique that involves evaluation input from multiple levels within the firm as well as external sources.360 Degree feedback relies on the input of an employee's superior, colleagues, subordinates, sometimes customers, suppliers and/or spouses (Dessler and Gary, et.al, 2011)

2.1.13. Relationship between Leadership Styles and Employees' Performance.

The purpose of the research at hand is concerned with leadership dimension of performance, in particular employee performance. This is in line with (Sila, & Ebrahimpour, 2005) who suggests performance measurement through human resources (turnover rate and job performance), organizational effectiveness (cost and quality) and financial performance (market share, profit, and return on asset).

Nowadays the idea of leadership is becoming one of the most critical areas of concern for organizational behavioral studies. It has a significant effect on the organizational environmental factors like economic, technological, social, political and ecological change (Zinabu, 2018). The presence of a consistent relationship between leadership styles and employee performance has wide recognition. Accordingly, it is stated that the nature of leadership style and behaviour of a leader has an enormous impact on employees and organizational outcome (Waldman, Ramirez, House, and Puranam, 2001). Leadership style also plays a significant role in enhancing or retarding the interest (Obiwuru, Okwu, Akpa. & Nwankere, 2010).

Hence, the ability of an organization, to successfully implement business strategies, to gain a competitive advantage and optimize human capital, largely depends on the leadership styles that encourage employee's performance. Every organization can achieve their goals by the

collective effort of all the members of the organization. For this reason, it is proper to evaluate the effectiveness of leadership style based on its effectiveness in improving the performance employee, which is an important building block of an organization and factor laid the foundation for high performance. Leadership is viewed by some researchers e.g. (Zhu, Chew,& Spangler, 2005) as one of the key driving forces for improving a firm's performance and most of the researchers have concluded that leadership is also one of the competitive tools any dynamic organization must possess (Amal,& Nosheen, 2014). Effective leadership is seen as a potent source of management development (Obiwuru, Okwu, & Akpa, 2011).

From this, it can be safely concluded that focusing on the effects of leadership is an important approach for organizations that seek high performance. This is because leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. Hence, it is important to explore the strategic role of leadership, and investigate how to employ leadership paradigms and use leadership behaviour to improve performance (Prasetio et. al, 2015).

Leadership scholars have identified different types of styles of leadership like Supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style. However, the effectiveness of the leadership style varies according to the context and situation. In support of this Bass's (1985) argued that there is no one best way of leadership to be effective, where it depends on context (Yukl, 2002). To achieve a successful result or, leadership need to be adjusted to the environment and the type of organization. It is important, however, that the appropriate leadership style is used.

To this end, it is found important to evaluate and identify the effectiveness of each of the leadership styles on employees' performance. Some, scholars of leadership has provided different conceptualizations, modeling and explanations on the role of each of the styles and provided performance indicators for associated with such styles. Many scholars have pinned a point the issue of employee performance and the leadership styles. On the following paragraphs, an attempt is made to discuss the five performance indicators relevant for this study.

First, the transformational leadership style is recognized to show stronger and more consistently effective results on followers' satisfaction. An effective transformational leadership is the requirement of today's competitive business environment to attain edge over others in management and sustained performance (Avolio, 1999; Lado, Boyd, and Wright, 1992; Rowe, 2001). Where transformational leaders provide vision and motivate employees for difficult goals and objectives resulting into higher productivity and profitability, transactional leadership on the other hand attaches rewards for achievements of objectives and links performance with value rewards. It also ensures that the employees are provided with the required resources (Zhu, Chew, & Spangler, 2005).

Transformational leaders are those who have a vision for their organization and makes strategic plans for future growth and development of their organization, communicate formulated vision and strategies to all concern, continue efforts for achievements of goals and objectives through commitments and dedication (Avolio, 1999; McShane, and Von Glinow, 2000). Many studies have shown that transformational leadership is positively linked to working outcomes. (Geyer and Steyrer, 1998)Used Australian bank branches to test the relationship between leadership and organizational performance. They identified that transformational leadership has an impact on organizational performance.

Moreover, (Kahai, Sosik, & Avolio, (2003) analyzed the relationship between transformational leadership and group performance. In his study, they found that transformational leadership can increase group performance by overcoming social loafing among team members. Parallel to these findings, the transformational leadership style has a direct influence on followers' motivation, morality, and empowerment (Dvir, Eden, & Shamir, 2002). Furthermore, another important leadership style confirmed by various researches is participative leadership due to its strong link with employee performance. Dalluay and Jalagat, (2016) in their study found that Participative leadership was found to have a satisfactory influence on job satisfaction and productivity of the employees (Hassan Z., 2017).

Participative leaders are enabled to increase employee efforts resulting in better employee job performance (Olesia, 2013).

Moreover, supportive leaders' attributes such as consideration have a direct impact on

employee performance. Also, it was found that those employees' works under supportive leaders who show individual consideration tends to have higher job performance cited by (Gonzalez, 2013). Also cited by Franklin, 2016 found that supportive leadership provides psychological support, foster mutual trust and respects helps employees in the difficult task and appreciates by providing positive feedback to cultivate high performance among the employees (Franklin, 2016). However, some studies show that supportive leadership style does not have a strong influence on job performance as does directive, or participative leadership styles (Hwang et al, 2015).

Besides, the servant leadership style has wide recognition for the performance. The various styles or behaviour the servant leaders exhibits such as listening, empathy, awareness, persuasion and stewardship and each of this behaviour or skills are recognized to have a direct or indirect influence on subordinates performance cited by (Smith, 2005). Servant leaders encourage organizational learning by cultivating listening, empathy and by setting a blame-free culture. In turn, this causes to increase employee job performance (Andersen, 2009). This is confirmed later by a few more researches showing that serving behaviour of leaders has a significant and positive influence on organizational and employee job performance in terms of creativity and customer service (Smith, 2005).

Servant leaders were found to be a string needs satisfaction; autonomy needs satisfaction mediated servant leadership's effect on task performance (Andersen, 2009). Also, it was found that servant leadership influences employee satisfaction and high performance (Patterson, 2003).

Finally, the transactional leadership style has a significant influence on employee job performance. In this regard, transactional leadership is considered helpful to achieve organizations current objectives more efficiently by linking job performance to valued rewards and by ensuring employees have the resources needed to get the job done (Zhu, Chew, & Spangler, 2005) Transactional leaders' emphasis on motivating and improving the performance of employees through contingent reward, management by exceptions, and contingent (Bass & Riggio, 2006).

In sum, all the above scholars provide independent explanations as to the measurements and

Indicators effective leadership style outcomes. To identify the style achieve the successful result or to choose a style of leadership to the operating environment and the type of organization it is important to test and measure by combining all of the leadership styles. In support of Bass's (1985) states that there is no one best way of leadership to be effective, where it depends on context (Bass, 1985). In line with this, some scholars have developed employee performance measurement and indicators of leadership style by combining the five different types of styles of leadership namely supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style.

(Hassan Z, 2017) stated that accordingly to the employee performance indicators and measurements Viz. Punctuality, Performance improvement, Career advancement, Interpersonal Skills Performance and productivity (Hassan Z., 2017). Hence, the research at hand will use this measurement and indicators to test and identify the effective leadership style in the context of the agency. In other words, the effectiveness of the five styles of leadership namely supportive leadership style, participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style will be evaluated based on their outcome on the employees of the agency in terms of task performance, adaptive performance and contextual performance (Hassan Z., 2017).

2.2. Empirical Review

Several studies have been conducted on the relationship between leadership style and employee job performance Hassan.Z, (2017) examine the influence of leadership on employee job performance in the jewelry industry in Malaysia. This study has selected leadership styles such as supportive, participative, servant, transactional and transformational leadership styles as independent variables that are assumed to have a direct influence on employee job performance, which is the dependent variable. A survey self-rating scale questionnaire was developed using past literature to examine leadership styles and employee performance. The finding shows that supportive leadership has a positive and significant influence on employee performance. This means when managers engage themselves in displaying supportive leadership behaviour such as considerations, listening and caring, providing positive feedback, building confidence and enabling self-control towards employee's results high employee performance. Transformational leadership behaviour positively and significantly influences

employee performance. This means when managers engage in behaviors such as idealize behaviour, inspirational motivations, individualized considerations, and intellectual stimulations enables to motivate employees to improve their job performance.

Participative, servant and transactional leadership behaviour do not have any significant influence on employee performance in the study context of jewelers industry. This means we do not find any influence of such behaviors on employee performance. However, it is important to investigate further whether this leadership behaviour might influence employee performance as vast literature shows that these behaviors positively influence on employee performance. Managers must find ways to cultivate supportive and transformational leadership behaviour to improve employee job performance, especially among the Jewelers industry managers (Hassan W. L., 2017).

A study conducted by Anyngo, 2015 was aimed at assessing the effect of leadership styles on employees' performance at Bank of Africa, in Kenya. The study found that, Transformational and transactional leadership are the most effective leadership styles in terms of predicting employee performance.

(Iqbal, Anwar and Haider 2015) The study sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance (Iqbal, 2015). The purpose of the study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. In the end, it was concluded that autocratic leadership is useful in the short term and democratic leadership style is useful in the all-time horizon (Iqbal, 2015). Participation leadership style is most useful in the long term and effect on employees is positive (Iqbal, 2015). In the end, some recommendations are discussed (Iqbal, 2015) .

Odunlami & Awosusi (2017) examined the influence of leadership style employee performance. The study revealed that only the transactional leadership style has no significant influence on employees' performance while charismatic and transformational leadership styles have positive and significant influences on employees' performance. likewise, Iqbal (2015) reported the same result. The validation of charismatic and transformational leadership styles, by

our model, as the key leadership styles that influenced employees' performance in this study, therefore provides predictive implications on improved employees' performance, given the activities of these leadership styles (Odunalami&Awosusi, 2017).

Yiheyis (2017) studied the effect of different leadership style on employee job performance in Ethiopia agricultural investment land administration agency. The study identified the three leadership styles namely autocratic, democratic, and transformational and how they related to enhancing employee performance. In general, the finding of this research explains that leaders in Ethiopia agricultural investment land administration agency prefer to get work accomplished by their subordinates through authoritative leadership style. They generally have well defined and controlled disciplinary process with an emphasis on punishment for non-compliance. Furthermore, they put in place prescribed policies, procedure, rules and goals.

These behaviors are generally believed to be unsatisfactory and there is a need to identify situations and demand to employ autocratic for better performance and avoid in other situations. This is because the different situation may request appropriate and more productive leadership style. On the other hand, democratic and transformational leadership styles are the least commonly used in Ethiopia agricultural investment land administration agency. Hence, to increase organizational performance and level of competitiveness, the organization should identify leadership approach especially democratic and transformational leadership style that facilitates organizational performance (yiheys, 2017). Hence, it is recommended that leaders should mostly practice democratic and transformational leadership style and autocratic leadership style should be used based upon the situation for better job performance (yihies, 2017).

Seblewongel,(2016) was examining the relationship between leadership styles and employees' performance in selected Sub-city Education Offices of Addis Ababa City Administration. The findings of the study indicated that employee's performance had a weak, positive and statistically significant relationship with transformational and transactional leadership styles, but statistically insignificant relationship with laissez-faire leadership style. The finding also exposed that, transactional leadership style was the dominant leadership style. Moreover, transactional leadership styles contribute more than transformational to predict and influence employees' performance. From the findings, it was concluded that Sub-city Education Offices

employees' performance assumed to be enhanced when leaders exercised a transactional leadership style. It was a dominant leadership style; it played a role to attain educational goals especially the quality of education as well as the implementation of BSC which is being run in the selected Sub-City Education Offices. Thus, it has been recommended that educational leaders use both transformational and transactional leadership styles in combination to enhance employee performance as well as to achieve the educational goals effectively and efficiently (Seblewongel, 2016)'.

Ismail, 2017 The purpose of this study was to investigate the effect of leadership styles on employee work performance on the ministry of education and higher studies of Somaliland, there were many leadership styles so the researcher selected four styles which were various researchers identified namely: autocratic, transformational, democratic, and transactional leadership styles. Besides, the result has pointed out that autocratic style of leadership negatively affected the employee performance in the ministry which is explained in terms of high absenteeism, low productivity, deterioration of work quality, and turnover.

The application of democratic, transformational, and transactional leadership styles has got a positive and significant impact on the employees' performance which is measured in terms of high employee productivity, satisfaction, cooperation, and commitment. As an outcome, it can be inferred that the democratic, transactional and transformational leadership styles have a positive relationship with the employee performance while the autocratic style has a negative relationship with the performance of the employees. The company is also advised to pursue and strengthened further its strong sides of exercising some features of the democratic leadership style that has a positive contribution to its performance (Ismail, 2017).

2.3. Theoretical foundation of the study

The study was based on Social exchange theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize costs. Performance reviews and feedback are beneficial in understanding subordinate's motivators (Jerome, 2013; Sadri & Bowen, 2011). No conception of leadership is complete without attention to followers. Give and take on both sides are vital, for, as Homans (1961, p. 286) has said, "Influence over others is purchased at the price of allowing one's self to be influenced by others." The leader receives approval in the form of status, esteem, and the

potential for greater influence. The followers in turn receive the benefits of the leader's efforts, if successful, in the form of favorable group results. A lack of group success removes the major benefit provided by the leader, and thereby puts his or her position at risk (Jacobs, 1971).

Social exchange theory postulates that people working in organizations enter into professional relationships to function effectively and "acquire valuable resources" including material benefits of salaries and reimbursement in addition to social appreciation, "trust, esteem and prestige" (Fuller, Hester, Barnett, Frey and Relyea, 2006; Blau, 1964).

Individuals could receive support from their organizations in the form of social rewards from their colleagues and co-workers in the form of co-operation and collaboration for the accomplishment of several tasks and activities, popularly termed as "coworker exchange" (Sherony & Green, 2002). Additional support can also be gained from the communication between leaders and members which is commonly known as LMX (Dansereau, Graen, & Haga, 1975) in addition to supporting from members of the team, termed as "team-member exchange (Seers, 1989).

When leaders of organizations see the benefit in Maslow's Hierarchy of Needs, employees will feel the effects, and job performance should improve due to internal and external motivators being satisfied (Jerome, 2013). While Maslow's theory centers on motivators, Herzberg's theory addresses internal motivators and hygiene factors. Employees in some industries perform better from the effects of hygiene factors, such as working condition, salary, and company policies (Teck-Hong & Waheed, 2011). Thus, leaders must be aware that internal motivators have a significant effect on employee performance. Through the development of the vertical dyad linkage (VDL) concept, researchers analyzed organizational efficiency and management through an individual vertical process. Managing organizations before the development of VDL was often contractual and supervisory. VDL appears as a transactional leadership style (Northouse, 2019). 4 Dansereau et al.'s (1975) development of VDL, which later developed into Leader-Member Exchange Theory (LMX), opened the door for researchers to seek relational ways to achieving increased efficiency and profitability in organizations. LMX focuses on the relationship between the supervisor and the subordinate while assessing the subordinates as in-group or out-group members (Northouse,2019). In-group members often have high-quality

relationships with their leader. Out-group members' relationships are considered low-quality. Improving supervisor-subordinate relations positively affects subordinate performance (Chen, Lam, & Zhong, 2007). Thus, the dyadic relationship between the leader and the subordinate influences the subordinate's job performance, yet there is a lack of understanding how behavioral and emotional factors influence the relationship

2.4. Conceptual Framework of the Study

The forthcoming study will deal with indicating the effect of leadership styles on employee's performance. The researcher conceptualizes the framework of the study assuming employees performance from the angle of five indicators such as Punctuality, Performance improvement, Career advancement, Interpersonal Skills, and productivity to accomplish and execute Organizational roles and duties (Hassan Z., 2017).

These indicators were used as dependent variables and the independent variables the five leadership styles namely supporting leadership, participation leadership, servant leadership, transactional leadership, and transformational leadership.

In summary, many works of literature stated that leadership style and employee performance from different angles. Many studies conducted in business organizations revealed that the strong relationship between employee performance and leadership style.

To study the practice of leadership styles on employee's performance in Addis Ababa city administration TVET agency, the researcher develop the following figure to shows the relationship between the dependent and independent variables.

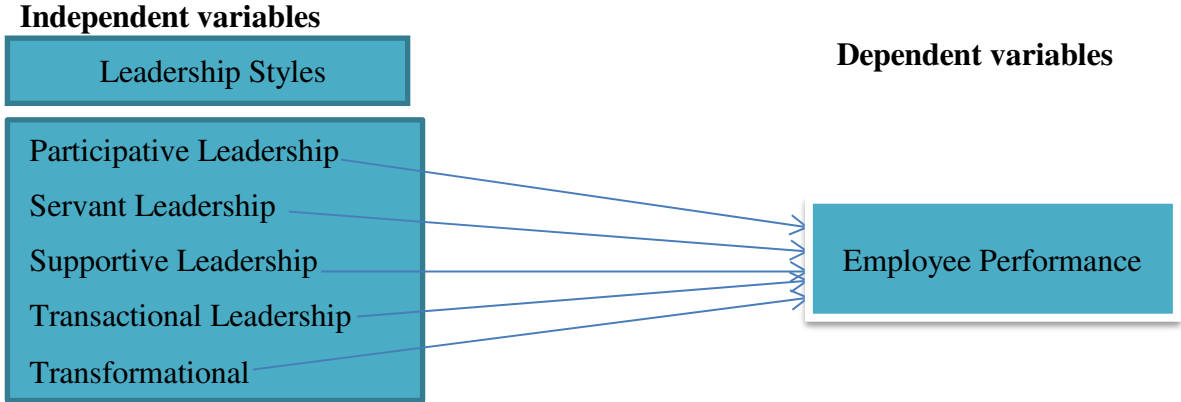


Figure 2.1 conceptual frame work source, Hassan's, (2017) with some modification does by the researcher

2.5. Research Hypothesis

In light of the above-Theoretical and empirical review as well as conceptual framework research has developed the following research hypothesis to be tested by empirical data.

H1: Supportive leadership style has a significant positive influence on employee performance

H2: Participative leadership style causes a satisfying significant effect on employee performance.

H3: Servant leadership style causes a statically significant positive effect on employee job performance

H4: There is an insignificant influence of transactional leadership style has a statistically significant positive effect on employee job performance

H5: There is a significant influence of transformational leadership cause statically significant positive effect on employee performance.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the research methodology that used in this study and provides a general framework of the study .accordingly starting by explaining the study area briefly then the research approach and design, the data type and source, target population and sample, data collection methods and tools, data analysis and presentation, the model of specification, definition of variables, and the validity and reliability of instruments presented in detail.

3.2. Research Approach

In guiding this research, the researcher applied mixed research approach where by both qualitative and quantitative approaches engage to answer the research problems. The entire awareness is that in combination, provides a better thoughtful of research problems than either approach alone (Shafie et, al, 2013).

3.3. Research Design

Research design is the preparation of conditions for the gathering and analysis of the data requires either to solve the research problem or to success the research purpose (Kothari, 2004). Descriptive and causal (explanatory) research designs were appropriate to determine the cause and effect relationship between the study variables. Moreover, this is an inflexible design that offers sufficient provisions for protection against bias thus maximizing trustworthiness (Kothari, 2004)

3.4. Data Type and Source

The study was conducted by collecting primary data. Primary data conducted from the respondents using structured questionnaire and interview with leaders and experts in the area of study. The survey questionnaire was administered o n employees chosen based on random sampling method interview was carried out with leaders using to investigate the leadership style as well as to predicate the style and behavior to improve employee performance. To extract as much information as possible as that helps the researcher in addressing the objective of the study.167 questionnaires are distribute to employee and leaders of the agency ,TVET college deans and consultant . Unstructured interview carry out

through face-to-face contact with agency leader and employee of agency exhaustively address the research questions and meets objective of the study.

3.5. Target population and Sample

3.5.1. Target population

A study population refers to the total collection of elements which one was be like to study or make inferences (Igella, 2014) .This study was conducted in TVET agency in Addis Ababa city administration. The study population was the entire manager in different level in agency and all employees of the agency, Polytechnic and TVET Colleges deans, vice dean and consultants which constitutes a total population. The study population were heterogeneous having different character .The total numbers of population were propos for this study are 287 employees and managers who are working in the agency as shown in the table blew march 2022.

Table 3.1.Total number of population of study

NO.	Section	Population Size
1 .	Manager in different level in agency	15
2.	All employees of the agency	200
3.	Polytechnic and TVET Colleges deans and consultant	72
	Total no. of population size	287

3.5.2. Sample size determination

Addis Ababa TVET Agency leads and manages all private, public and non-government TVETE colleges and institutes in Addis Ababa. According to Louis Cohen L. M., (2007), to stratify random sample is a simple two stage process. First, identify those characteristics which appear in the sample divide the wider population into homogenous and if possible, discrete groups (strata). Second, randomly sample from these groups, the size of each group was determine by my proportional or by reference to determine the size of a random sample or sample size, confidence levels and sample error. According (Yamane, 1967) for larger population whose size is known, sample size can be determine using the following formula.

$$n = \frac{N}{1 + N(e^2)} = \frac{287}{1 + 287(0.05^2)} = 167$$

Where

n= sample size, ,

N= Population size, and

e= the margin of error which is 5% significance level

Therefore the total number sample is 167 and distributed to each section based on probability proportion to sample size

Table 3.2 Distribution of sample size

NO.	Section	Populati on Size	Proportional sample size i.e. (Population Size /287)*167
1	Manager in different level in agency	15	9
2.	All employees of the agency	200	116
3	Polytechnic and TVET Colleges deans	72	42
	Total no. of population size	287	167

15 managers at agency level will be stratify in to three stratums by their level top level, middle level and lower level manager. 200 employee of the agency were stratifying by their department in to seven strata. 72, polytechnic, TVETE deans and consultant in one stratum.

The stratified sampling is a complex random sampling design. Such designs may as well be called ‘mixed sampling designs’ for many of such designs may represent a combination of probability and non-probability sampling procedures in selecting a sample (Kothari, 2004). The research was stratified by method of proportional allocation. Under which the sizes of the samples from the different strata are kept proportional to the sizes of the strata. That is, if P_i represents the proportion of population includes in stratum i , and n represents the total sample size, the number of elements selected from stratum i (Kothari, 2004) $n p_i = i$

The 15 manager at agency level will be stratify in to three strata by their level top level, middle level and lower level manager. The researcher will be select 2 sample from top level 3 sample from middle level and 4 sample from lower level manager will take by using random sampling method (by lottery method).

Table 3.3 sample size of manager in different level

NO.	Manager in different level in agency	Population Size	Proportional sample size
1	Top level	3	2
2.	Mid- level	5	3
3	Lower –level	7	4
	Total no. of population size	15	9

200 employees of the agency be stratify by their department in to seven strata and then 116 sample is taken from the seven strata by proportional method as shown the table below. By giving proportional number of sample from each strata of each department was taken randomly by lottery method.

Table 3.4 proportional sample size

NO.	All employees of the agency from different department	Populati on Size	Proportional sample size i.e. $i = n. Pi.$
1	Department A	28	16
2.	B	22	13
3	C	35	20
4	D	21	12
5	E	36	21
6	F	26	15
7	G	32	19
	Total no. of population size	200	116

From polytechnic and TVET College deans of 72 people 42 samples were taken by randomly by lottery method. Moreover, purposive sampling method was used for interview from each level management and employee of the agency. One manager in agency from top level, two employees in the agency was being selected for interview. Purposive sampling involves the use of the researcher's knowledge of the population in terms of research goals.

3.5.2. Sampling Procedure

There are no sources in the current document. In agency, all Polytechnic and TVET colleges' deans. After obtaining the lists of employees, leaders and deans from these institutions, sampling frame will be develop for the purpose of this research. A sampling technique involves the process of selecting a sample from a large population (Best & Kahn , 2006). In this research, probability sampling technique was use particularly from probability sampling technique, stratified sampling was used to stratify the total population of 287 into 11 strata as base on different criteria set by the researcher in the agency .Then, the random sampling technique particularly lottery method was used to select the representative sample from each stratum because the environment is similar and we can get a homogeneous employee from all stratum. Purposive sampling involves the use of the researcher's knowledge of the population in terms of research goals those elements are select base on the researcher's judgment that they was provide access to the desire Information (Dattalo, 2008).The non-probability method that is purposive sampling method applies to the select respondent of the interview who are set criteria by the researcher on the subject matter, that are one manager in agency from top level, two employee in the agency who have highly informant on the subject matter was studied.

3.6. Data Gathering Tools

The data gathering tools for this study are questionnaire, data such as .These tools was used to collect data from primary sources necessary to examine and interpret the opinion of respondents to obtain reliable and objective information. The primary data are those which are collect afresh and for the first time, and thus happen to be original in character, The primary data were collected using standardize questionnaire and interview from the leaders and employees of agency and governmental poly technique and TVETE college deans, vise deans and consultant. The advantages found from this includes that the data collect through the use of

questionnaire are time efficient, reliable because of anonymous, honest, economical (in terms of time and money), quick (even possibly mailed), consistent (little scope for bias), offers the possibility of standardizing and comparing scales, and enables the anonymity of the data sources to be preserved (Louis Cohen L. M., 2007).

The standardize questionnaire was modified and translated in to Amharic for clarity and simplicity of understanding to respondents. Researcher used multifactor leadership questionnaire (MLQ) by Bass and Avolio, (1995) with some modification were done by the researcher .The MLQ contained 36 items tapping twenty-six conceptually distinct leadership factors and ten leadership outcomes. Nine subscales identified as characteristic of transformational leadership (Idealized influence attributed and behavior, Inspirational motivation, Individual consideration, and Intellectual stimulation). Four subscales were defined as characteristics of transactional leadership (Contingent reward, Management-by exception-active, and Management-by-exception-passive). Four subscales were identified as characteristic of supporting leadership (Consideration, Caring and listening , Positive Feedback, Build Confidence, Self-control).four subscales was identified as characteristic Participating Leadership (Consultative Behavior ,Pay attention/ to subordinates value , Delegation/empowerment, Joint Decision/Sharing Responsibilities, Intrinsic Motivation). Five subscales were identified as characteristic of servant leadership (Listening, Empathy, Awareness, Persuasion, and Stewardship) (Hassan Z. , 2017).

The employee performances were measured by Punctuality, Performance improvement, Career advancement, interpersonal skills and performance and productivity (Hassan Z. , 2017). Primary data were collected mainly through self-administer structured questionnaires using 5 point Likert scale model with response classifications ranging from strongly agree to strongly disagree. For this study the modified questionnaire contains only 36 questions items.

An interview is a purposeful discussion and/or conversation with two or more people, and helps the researcher to gather valid and reliable data that are relevant to achieve research questions and objectives. The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be use through personal interviews and, if possible, through telephone interviews. This sort of interview may

be in the form of direct personal investigation or it may be indirect oral investigation (Shafie et, al, 2013) ..

3.7. Ethical Considerations

In conduct make inquiries, the researcher gave high kindness for ethical considerations. While collecting data, the researcher was respecting the rules and procedures of the organization. Respondents participate willingly. The researcher was assured that respondents did not face any harm simply by participating in the study. The researcher acknowledges that the information collect from respondents remain private and used only for study. Here also the researcher maintains the ambiguity of the identity of the participant.

Thus, names are disassociating from responses in the process of coding and recoding the survey data. The researcher was used numbers, when necessary, to ensure secrecy. The researcher used neutral, respectful and insightful languages. In interpreting the data, the researcher was trying an in-depth description to clarify bias data and to make the information more accurate. Taking these all into consideration the researcher was tried to make aware the purpose of the study for all the respondents and participant

3.7. Method of Data Collection

The researcher collected primary data questionnaire and unstructured interview from leaders and employee in the agency level. The questioner's was clearly simplified and organized in a manner without any ambiguity and technical details. To facilitate the data collection process questionnaires prepared in English language and later translate in to Amharic, local official language.

The questionnaire for the study was distributed to employees of agency,. Before distribution of the questionnaire to respondents, the researcher provided support letter from Saint Marry University about the research topic and asking permission from the administrative bodies to conduct the research.

Contacts were made with head of agency to orient the purpose of the study and ask permission. After permission, discussion was made on how to distribute and collect questionnaire from

respondents. An agreement was reached first to give explanation for respondents as to how to complete the questionnaire. After deliberating the ways the questionnaire was filling. The questionnaires were distributed to each respondent by the researcher. The researcher then gathered the distributed data from the agency and TVETE College.

The sample plan of this study include, 9 Leaders (2 Top Level and 3 Middle Level Leaders 4 from lower level), 42 deans, vice deans and consultant and 116 employees. Thus, a total of 167 copies of questionnaire distributed .In addition, unstructured interview was conducted with three respondent two from agency top leader and agency selected employee willing for interview select purposely. Each interviewee was represented by I1, I2 and I3.

3.8. Data Analysis and Presentation

This study employed both quantitative and qualitative method of data analysis. The collect data was organized in tabular form to analyze the quantitative data. After making the necessary coding, the data was processed using Statistical Packages for Social Science (SPSS- Version 24). Both descriptive and inferential statistical tools were employed to analyze the data Descriptive statistical tools such as frequencies, percentages, means and standard deviations and inferential statistical tools such as correlation and regression analysis were used to analyze quantitative data. Whereas narrative approach used to analyze qualitative data collect through interview (Best & Kahn , 2006).

In addition, the strength of correlation between the two variables was analyzed by using Pearson Correlation Coefficient. Pearson r Correlation analysis is the most appropriate statistical tool to analyze the relationship between two or more variables either interval or ratio data. Pearson r Correlation coefficient is also the most suitable measure of correlation. In order to test the hypothesis, an alpha level of 0.05 or 0.01 was used as the level of significance for this study. The rejection or acceptance of a null hypothesis was based on some level of significance (alpha level) as a criterion. 5% (0.05) alpha (*a*) level of significance was considered as a standard for rejection null hypothesis (Best & Kahn , 2006).

3.9. Model of Specification

The study employed multiple regression models. This model was capturing the effects of leadership styles on employee Performance by breaking into two parts (Shafie et, al, 2013). The first part of the model mainly focus on the analyzing the aggregate variables of leadership style (supporting leadership, participation leadership, servant leadership, transactional leadership, and transformational leadership) and employee performance (Punctuality, Performance improvement, Career advancement, Interpersonal Skills, and productivity) .

The second part of the model on the other hand, focuses on the disaggregate impacts of these explanatory variables on the dependent variable as per the hypothesis. The basic objective of using linear regression equation on this study is to make the study more effective at describing, understanding and predicting the stated variables. That is it primarily uses to identify the major determinant style of leadership that affects employee performance. According to Kothari (2004) the linear regression equation that was used in the forthcoming study is:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where

Y is the dependent variable employee performance

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ and β_5 are parameters to be estimated or regression line coefficients, X1, X2, X3, X4, X5:-Are-independent Variables

X1: supporting leadership X 2 Participative leadership X3 S e r v a n t leadership,

X4; Transactional leadership X5; Transformational leadership, is the error term

Whether or not the study achieved its objectives is determined by analyzing data collected. The study adopted Statistical Package for Social Science (SPSS) Version 24 to conduct the regression analysis and produce some other statistics results. In addition, the qualitative data summarized and presented in a report format.

3.9. Definition of Variables

3.9.1. Dependent Variable

This is being developed base previous literatures done where the measures was being cited and tested by many scholars in their research. For the purpose of addressing the objectives of the study, the dependent variable to be evaluate by the researcher employed performance which were measured by using five dimensions such as Punctuality, Performance improvement, Career advancement, Interpersonal Skills, and productivity (Hassan Z. , 2017).

3.9.2. Independent Variable

The Independent Variable of the study, bases on specific objectives set at the outset, independent variables re were the five leadership style (supporting leadership, participation leadership, servant leadership, transactional leadership, and transformational leadership) with sub scales allotted to them. Accordingly, supportive leadership style was measured by variables such as Consideration, Self-control, Build Confidence, Positive feedback, and caring and listening. Participative Leadership will be indicate was measured by Consultative Behavior, Pay attention to subordinates value, Delegation/empowerment, Joint Decision/Sharing Responsibilities, and Intrinsic Motivation. Servant Leadership was gauged by Empathy, Awareness, Persuasion, Listening and Stewardship. Transactional Leadership is by Management by exception, Contingent reward, and Contingent punishment. Transformational Leadership is by Idealize Influences, Intellectual Stimulation, Individualized consideration, and Inspirational Motivation (Hassan Z. , 2017).

3.10. Validity and Reliability of Instruments

The study accepted reliability statics which had been validated in most research. To assess leadership style, this research has used Multi factor Leadership Questionnaire (MLQ) which was prepared by Avolio and Bass (1995), To measure employee performance the study used scale developed by Yousef (2000). The reliability coefficient for the scales used to measure each of the leadership styles as well as employee job performance exceeded the acceptable minimum threshold which is 0.70.

As per Field (2005), Pallant (2013) a Cronbach's alpha higher than 0.7 shows internal reliability on

the instrument. The criteria of Cronbach's alpha for establishing the internal consistency reliability is: As per (Manning & Munro, 2007). Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha < 0.6$), Unacceptable ($\alpha < 0.5$). Cronbach alphas were designed to examine the consistency of the questioner so as to produce reliable data. As a result total reliability statistics is shown under Table 3.1. As Pallant (2013) indicates data reliability of data Cronbach's alphas test is ranging from 0.755 to 0.908 is reliable. As it is indicated in the table below this research shows that total average alpha coefficients is in between the standard set by Pallant (2013). The Total Reliability statistics is above .805, hence reliable in measuring what it is planned to measure.

Table 3.5 Total reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.821	6

Summary on the pre and post-test reliability of items.	
Items	Post test
	Cronbach's alpha
Participative leadership	0.703
Servant leadership	0.834
Supportive leadership	0.892
Transactional leadership	0.777
Transformational leadership	0.841
Employee performance	0.881

Source filed data collection, 2022

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0. Introduction

This study investigates the effect of leadership styles on employee's performance of Addis Technical vocational training and education agency in civil servants in Ababa city administration. In this section both descriptive statistics and inferential statistical analysis techniques were shown. Under this section the first portion the descriptive statistics which is main features of the study variables (mean, frequency, and percentage) are a summarized, second correlation analysis (degree of association between the study variables) and finally regression models is presents under this chapter. Description of the samples.

Demographic data were collected according to the research design and analyzed. Under this demographic data collection tool age gender, and education and work experience were incorporated and the output of the analysis is presented in the following sub sections.

4.1. Respondent Back ground

4.1.1. Response Rate

Data for the research study was collected with the help of questionnaires and findings were presented using tables and charts. Of the 167 sample size, 164 returned their questionnaire which represented 98 % response rate which was statistically acceptable for the purpose of making inference on the general population of civil servants.

Table 4.1 response rate of the respondent

Item	Response	
	No	Percent
Sample size	167	100%
Collected	164	98%
Remain uncollected	3	2 %

Source: own survey 2022 finally, in table 4.1 showed that out of 167 distributed questionnaires 164 (98 %) were collected while 3 (2 %) of the questionnaire remained uncollected.

4.1.2. Demographic Characteristics of Respondents

For this study, the following table summarizes the demographic data of the respondents. The demographic characteristics of the respondents such as sex, age, level of education, year of experience and marital status of the respondents are presented and discussed.

4.1.2. Sex of Respondents.

Table 4.2 presents the distribution of the respondents by gender. As it is shown in the table It is clear that the majority of the respondents, 89 (54%), were male as opposed to females who were 75 (46 %). This presupposes that generally, the margin between males and females is minimal. This implied that there was fairly equal representation of the male and female employees in TVET agency in Addis Ababa city administration.

Table 4.2 Distribution of respondent by gender

Items	Options	Frequency	Percent
Sex	Male	89	54
	Female	75	46
	Total	164	100.0

Source: Field Survey 2022

4.1.3. Age of Respondents.

Table 4.4 presents the results of the respondent's age. As it It is indicated in the table the majority of respondents, 70(43%) were in the age range of 31-40 years, followed by 39 (24 %) in the age range of 41-50, followed by 31 (19%) in the age range of 18-31, then 24(15%) in the age range of above 50 this meant that the majority of respondents (who took part in the study) were employees lays at matured and active experienced age rage 31-40 years.

Table 4.3 Gender profile of the respondent

Items	Options	Frequency	Percent
Age	18-30	31	19
	31-40	70	43
	41-50	39	24
	Above 50	24	15
	Total	164	100

Source: own survey 2022

4.1.5. Distribution of Respondents by Education Level

Table 4.5 shows that the sample distribution by education level. As indicated in the table the majority of respondents 97 (59 %) were Bachelor's degree holders whereas respondents with M.Sc. tied at 25 % each, the rest respondents which their profession tied under BSc were least represented with only 16 % representation during data collection. So this this indicates that most respondents were in a situation to provide reasonable valuation of their performance as well as that of the leadership style of the instantaneous supervisor.

Table 4.4 Educational profile of the respondent

Items	Options	Frequency	Percent
Educational level	Diploma/	26	16
	Degree	97	59
	Masters	41	25
	Total	164	100

Source: own survey 2022

4.1.6. Work Experience of Respondents.

In this study, the researcher also interested in finding out the duration employees has worked with the organization. Table 4.5 indicated that, 49 of the respondents equivalent to 23.8% of the respondents have been in the organization for less than 5 years, 68 of the respondents equivalent to 33.0% of the respondents have spent between 5-10 years in the organization, 62 of the respondents equivalent to 30.1% of the respondents have spent between 10 to 15 years working for the organization and 27 of the respondents equivalent to 13.1% of the respondents

have worked for more than 15 years for the organization. The result indicates that the majority of the employees are in the range of 5 to 10 years' experience.

4.1.7. Marital Status of Respondents

Marital status of respondents is also another characteristic of respondents that this research have evaluated and analyzed to know its distribution so according to the descriptive table of marital status most. Table 4.6 shows that, 86 of the respondents' equivalents to 52 % of the respondents are married, 72 of the respondent's equivalent to 42 % of the respondents are single and 6 of the respondents' equivalent to 4 % of the respondents are divorced. Hence, the results revealed that majority of the respondents are married.

Table 4.5 Marital status of the respondent.

Items	Options	Frequency	Percent
Marital status	Single	72	43.9
	Married	86	52.4
	Divorced	6	3.7
	Other	164	100
	Total	164	100

Source: own survey 2022

4.2. Descriptive Statistics Measurement of Independent Variables

(Participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style, supportive leadership style) and Dependent Variable (Employee Performance). In order to interpret mean values the researcher has used the following criteria 1-1.75 strongly dis agree, 1.76-2.50 dis agree, 2.51-3.25 agree 3.26-4 strongly agreed

Table 4.6 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Participant leadership	164	1.00	4.00	3.0412	.86393
Servant leadership	164	1.00	4.00	2.8445	.74579
Transformational leadership	164	.8	3.480	2.4415	.60325
Supportive leadership	164	.75	3.75	2.1426	.83701
Transactional leadership	164	.75	3.75	2.0690	.82161
Valid N(List wise)	164				

Source: Field Data 2022

Table 4.7 above, indicated that participative leadership has a mean distribution of 3.0412 and a standard deviation of .86393 and the second servant leadership has a mean distribution of 2.8445 and a standard deviation of .74579 and the third component is transformational leadership which has a mean distribution of 2.4415 and a standard deviation of .60325 and the fourth leadership style is supportive leadership with mean distribution of 2.1426 and with standard deviation equivalent of .83701 and the final leadership style a transactional leadership has mean distribution of 2.0690 and a standard deviation .82161.

This data indicated respondents have argued that their supervisor use participative leadership, servant leadership and supportive leadership style in their organization respectively. From this point respondents assumed that their supervisors practice a participative leadership style with in TVET agency in Addis Ababa city administration.

4.3. INFERTIAL STASTICS

The study aimed at examining the effect of leadership styles on employee performance at workplace among the employees of technical vocational training and education agency in Addis Ababa city administration. This research has used different analysis techniques to investigate these variables to know their effect on employment performance with the study area. Correlation test was used to examine the effect of different leadership style on employments performance of TVET agency in the table below.

4.3.1. Correlation Test of leadership style and Employee Performance.

Since this research has more research questions and more variables, factorial test was conducted to test whether the sample is adequate or not. For such research issues the KMO value should be greater than 6 and above. As stated in the table below in this case it is above the desired Standard, that is approximately 8 hence the sample size is adequate according to this information. Having this relevant facts, Pearson correlation analysis was conducted at both 0.05 and 0.01 levels to know the correlation of leadership styles versus Employee performance and an overall summary of correlation tests is given in table 4.8 below.

Table 4.7 correlation between Leadership-style and employee performance.

		Participative Leadership	Servant Leadership	Supportive Leadership	Transactional Leadership	Transformational Leadership
Employee performance	Pearson	.831***	.810**	.453**	.269**	.519**
	n	0.005	.000	.000	.000	.000

a. List wise Correlation is significant at the 0.01 level (2-tailed) N = 164

Table 4.8 above indicated the correlation results of leadership styles components and employee performance. As per correlation coefficient ranging between .00- .10 indicates that there is no correlation among variable, correlation coefficient ranging between .20-.39 indicates that there is very low coloration among variables to be tested, correlation coefficient ranging between .40-.59 show

that there is medium coloration, correlation coefficient ranging between relationship with employee performance with correlation coefficient .591 of there was between medium correlations between transformational leadership style employee performance and the correlations .60- 0.79 indicates that there is strong correlation among variables to be tested, correlation coefficient ranging between .80-1.00 indicates that there is very strong correlated among the variables to be tested.

Hence the correlation table showed that there is a significant correlation between most leadership styles variables and employee's performance the correlation coefficient between participative leadership style and employee performance equivalent to .831 this shows that there is very strong correlation between the five variables and correlation is significant since the level is less than 0.05. And the correlation coefficient between servant leadership employ performance to .810 implying that these was a very strong correlation between the variables correlation is significant since the level is less than 0.05. Likewise transformational leadership style has positive significant since the level is less than 0.05.

The correlation coefficient between supportive leadership employee performances was .453 indicating that there is medium between the variables and correlation is significant since the level is less than 0.05. Finally the correlation coefficient between transactional leadership style and employe performance was (.269) which was weak correlation coefficients and its correlation is significant since the level is less than 0.05. Generally although the degree of correlation difference the correlation analysis indicated that there was a positive correlation between leadership styles and employee performance.

Consequently, the above results implicates that participative leadership styles, servant leadership style, and transformational leadership style, transactional, and supportive leadership style has positive effect on employee performance.

4.3.2. Multiple Regression Analysis

The multiple regression analysis was applied to evaluate the effect of leadership styles (independent variables) on employees' performance (dependent variable) in for this research to test the effect of leadership styles on employment performance in Technical vocational training and education agency in Addis Ababa city administration. According to (Aron, 1994) regression analysis is a statistical method used to predict, inference, and hypothesis testing and modeling of causal relationships to examine the relationship between dependent variable and independent variables.

4.3.2.1 Normality Test

Like most statistical analysis which examines both dependent and independent variable this research need to use parametric statics methods such as histogram, normal Q _ plots and box plots to indicates whether those variable are approximately normally distributed or not. According to C.R. KOTHARI (1985) in many knowing the shape of the distribution curve is crucial to the use of statistical method in research analysis since most methods make specific assumptions about the nature of the distribution curve. But if the curve is distorted (whether on the right side or on the left side the data will asymmetrical distribution which indicate that there is skewness which is a measure of asymmetry and shows the manner in which the items are clustered around the average.

As per Osborne and Waters, (2002) Regression analysis technique variables are assumed to normal distributions but it does not describe which variables. Histogram is a tool used to test the normal distribution of statistical data. When histograms are close to zero it is assumed that the data is normally distributed for the dependent variable. Nevertheless, histogram will appear to show normal distribution if skewness and kurtosis do not near to zero. In reality data do not show to have perfectly normal distribution. Skewness and kurtosis are checked for normality. Skewness shows if the data is positively or negatively skewed in the term of the response. According to the information in figure 4.1 below indicated that the skewness and kurtosis are not far from zero or between them the zero value is indicated. In this case the research data show distribution is approximately normally disturbed.

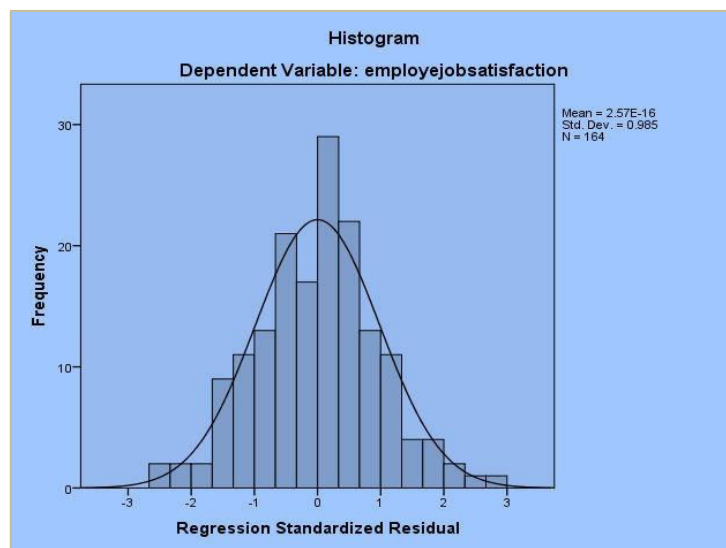


Figure 4.1 Histogram regression of standardized residual of leadership style and employee performance .

4.3.2.2. Multi-Co linearity Test

As per Belsley et al., (1980) the existence of correlations among different predictors is called in case multi – colinearity. In cases of a perfect correlation between two or more predictors), multi- colinearity can indicate that no unique least squares solution to a regression analysis can be computed and the variance inflation factor is one known measure of multi-colinearity. Multi- colinearity statistics show Variance Inflation factors (VIFs) ranged from 1.151 to 1.673 while tolerance figures ranging from 0.602 to 0.803. These statistics recommend that multi-colinearity not suspected among the independent variables. As per Field (2005) multi- colinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

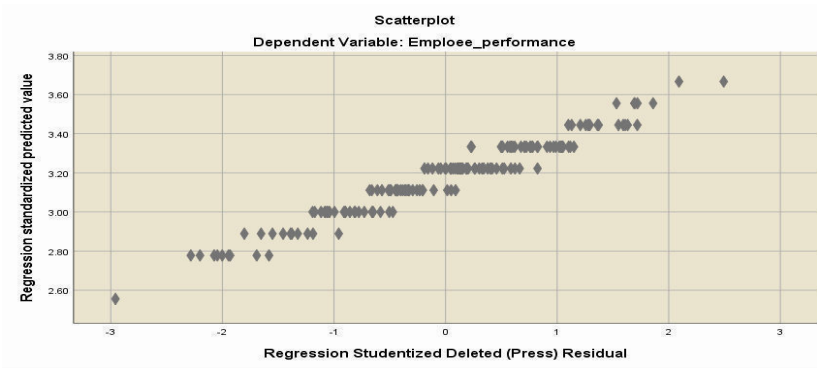
Table 4.8 Multi colinearity test distribution

Model	Colinearity Statistics	
	Tolerance	VIF
1 (Constant)		
participant leadership	0.602	1.531
servant leadership	0.654	1.695
Supportive leadership	0.801	1.215
Transformational leadership	0.6125	1.515
Transactional leadership	0.803	1.155

Source of Data Field Survey of 2022

4.3.2.1. Homoscedasticity test

As per Knaub(2007) in statistics a sequence of random variables is Homoscedasticity if all its random variable is homoscedastic if all its random variable have the same finite variance. This is also known as homogeneity of variance. The opposite notion is called heteroskedasticity. Homoscedasticity errors are generally assumed to have an unfamiliar but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption. Homoscedasticity means having the same scatter for it is exist in set of data and the opposite is heteroskedasticity. As (Weisberg, 2005). If the errors have a variance that is limited but not constant across dissimilar levels of the predictors (i.e., heteroskedasticity is present), ordinary least squares estimates will be unbiased and stable since the errors are independent, but will not be efficient. As we have seen in figure 4.2 below, the data shown in the table below looks random and evenly throughout the scattered diagram hence in the scatter graph shows no heteroskedasticity is occurred.



4.2 Scatter plot of regression of standardized residual of emotional intelligence and employee performance

4.3.2.4 Linearity Assumptions

The model that shares the response Y to the predictors $X_1, X_2, X_3, \dots, X_N$ is assumed to be linear in the regression parameters (Chatterjee and Hadi, 2012). This means that Standard multiple regression can only precisely estimate the relationship between dependent and independent variables if the relationships are linear in nature. As in the equation: $Y = B_0 + B_1X + B_2X + B_3X$

$+ B_4X$. This regression equation is still a linear regression equation because Y is modeled as a linear function of the parameters. According to the information in figure 4.3 below indicated Normal P-P Plots show that this assumption had been met for this study.

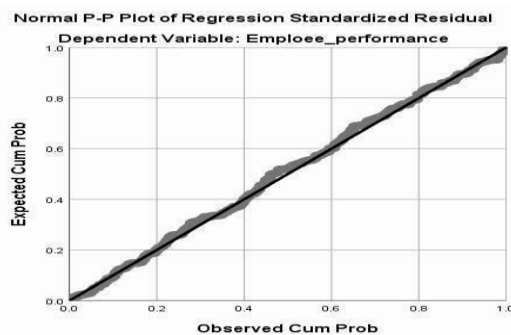


Figure 4.3 Normal P-P plot of dependent variable

4.6. Regression Analysis

As per (James and Geoffrey, 1950) The Durbin-Watson statistic will permanently have a value between 0 and 4. NO correlation is expected between dependent and independent variable if value of Durbin-Watson becomes 2, Values from 0 to less than 2 shows positive autocorrelation between dependent and

independent variable and if values and when the value of Durbin-Watson ranging from 2 to 4 designate negative autocorrelation between dependent and independent variable. The rule of thumb indicates that a “good fit” model is predicted by a minimum of 60 percent variance in dependent variable making the model for the research a good fit with a value of Adjusted R Square > 60 and Durbin-Watson test for auto correlation of the residual from the regression analysis is acceptable within the range of 1.5-2.5.

Table 4.9 Regression table

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the	Change of R Square	Change Statistics F	Durbin-Sig.	Watson F
1	.871a	0.758	0.750	0.38134	0.758	97.109	0.000	1.575
a. Predictors: (Constant), transactional leadership, servant leadership, participative leadership, supportive leadership, transformational leadership								
b. Dependent Variable: Employment performance								

The R square 0.758 which indicates that 0.758 percent of the dependent variables was predicted by independent variables all together. The adjusted R square is 0.750 which shows that model is a good fit model as the value is greater than 0.60. Since the value of Durbin-Watson falls between ranges of 1.5_2.5, the dependent variables leadership style (participative, servant, supportive, transformational, transactional) have positive auto correlation on employee performance of TVET agency in Addis Ababa city Administration. The adjusted R Square value represents the correlation coefficient between the dependent variable (employee performance) and the independent variable leadership styles. From the model summary, the adjusted R square from the table above 0.758 which means that the independent variables can affect (explained) the dependent variable 75.8%. However, 24.2 % of the performance of TVET agency in Addis Ababa city Administration employee performance can be affected by other factors which are not addressed by study.

4.7. ANOVA of Leadership styles and Employee Performance

Based on the above ANOVA table the result of this study revealed that data gather from the respondents indicated that there is positive significant regression among the dependent and independent variable at a value of p 0.000 with is less than 0.05 level of confidence. So the ANOVA result coefficient of determination was significant as evidence of F ratio 97.109 with p-value $0.000 < 0.05$ (level of confidence). This indicate that no matter the degree of influence difference (transactional Leadership, servant leadership, participative leadership, supportive leadership, transformational leadership) have strong influence on employee performance of TVET agency in Addis Ababa city administration. Hence this model is appropriate to predict employee performance of TVET agency the above leadership style.

Table 4.10 Anova table

		ANOVA ^a				
Model		Sum of	df	Mean Square	F	Sig.
1	Regression	70.607	5	14.121	97.109	.000b
	Residual	22.540	155	0.145		
	Total	93.146	160			
a. Dependent Variable: Employment performance						

Additional analysis will be on coefficients where the range of alpha value of 0.05, 0.001 or 0.01 is used to explain the significant of the variable.

Table 4.11 Coefficient of leadership style on Employee Performance

Model		Unstandardized	Standardized	t	Sig.
1		B	Beta		
1	(Constant)	0.429		2.40	0.002
	participant leadership	0.471	0.554	7.03	0.001
	servant leadership	0.345	0.405	3.37	0.001
	Transformational leadership	0.269	0.339	3.21	0.000
	Supportive leadership	0.240	0.306	3.33	0.001
	transactional leadership	0.140	0.159	1.88	.000

The above table of coefficient showed that degree of relationship between each independent variable under employee performance constituents with a constant at (0.429) ,followed by servant leadership

(0.345), transformational leadership (0.269), supportive leadership 0.240 and transactional leadership (0.140) were statistically significant since all of them had ($p > 0.05$). And participative leadership (0.471), has strong significance with p value less than 0.01.

From the regression analysis using the coefficient of determination ($Y = B_0 + B_1X + B_2X + B_3X + B_4X + B_5X$), this finding revealed that; $B_0 = 0.429$, $B_1 = 0.471$, $B_2 = 0.345$, $B_3 = 0.269$, $B_4 = 0.240$ and $B_5 = 0.140$. The resulting predictive equation from the regression model using the standardized coefficient is $Y = 0.429 + 0.471x + 0.345x + 0.269x + 0.240x + 0.140x$ indicating that (0.429) in SPSS represents to the intercept in “Y-axis stayed the regression line cross the axis Showing that when employee performance increase by one unit, each of the feature under the independent variables has affect employee’s performance by one times each predictor values.

Thus participative leadership is the predictor variable contributes the highest to the variation of the dependent variable (employee performance) because the Beta value for this predictor variable is the highest (0.470) compared to (servant leadership, supportive leadership, transformational leadership, and transactional leadership. For that reason participative leadership style appears to have strongest exceptional influence to describe the variation of the independent variable (employee performance) as the other predictor variables in the model is controlled.

4.7.1 Discussion

As per shown on the above table supportive leadership style beta coefficient value is 0.306 with a significant value of .001 which is lower than p value 0.01, hence supportive leadership is found to have a positive significant impact on employee performance. This finding is similar to a study conducted by Hassan, 2017 & (Newman, 2014)., in which the result indicates that Supportive leadership has a positive and significant influence on employee performance, help TVET employee to have freedom to use their innovative potential, Ho1 is accepted.

Participation leadership style beta coefficient value is .554 with a significant value of 0.005 which is higher than p value 0.01, hence participation leadership style is found to have a strong positive significant impact on employee performance. This finding is similar to (Iqbal, 2015))

& (Northouse.G.,2013) where they found that participation leadership style, in which employees are allowed to have collective decision making and sense of belongingness which lead them to enhance performance of employee in TVET agency in Addis Ababa city administrative, Ho2 is rejected.

Servant leadership style beta coefficient value is 0.405 with a significant value of .000 which is lower than p value 0.01, hence servant is found to have a positive significant impact on employee performance. This finding is similar to (Chiniara, and Bentein, 2016). & (McCann et al, 2014). Where they found servant leadership style influences employee satisfaction and high performance in their organization, Ho3 is accepted.

Transaction leadership style beta coefficient value is 0.159 with a significant value of 0.000 which is lower than p value 0.01 hence transaction leadership is found to have insignificant impact on employee performance. This finding is similar to Hassan, (2017) where they found transaction leadership style influences have no significant effect in the TVET sector, Ho4 is accepted.

Transformational style beta coefficient value is 0.3390 with a significant value of 0.000 which is lower than p value 0.01, hence supportive leadership is found to have a positive significant impact on employee performance.

This finding is similar to a study conducted by (Ismail, 2017), Yousef (2000., (Ismail, 2017) Juenalis mwombeki in 2017 in which the result indicates that transformational leadership has a positive and significant influence on employee performance, showing transformational leadership increase motivation and individual effectiveness and efficiency. Ho5 is accepted.

Table 4.12 Summary of hypothesis test

Hypothesis	Beta value	Sig	Result
Ho1: Supportive leadership style will a significant influences on employee performance	0.339	0.001	Accept
Ho2: There will be insignificant influence of participative leadership style and employee job performance.	0.554	0.001	Reject
Ho3: There will be a significant influence of servant leadership style on employee job performance	0.405	0.001	Accept
Ho4: There will insignificant influence of transactional leadership on employee job performance	0.159	.0001	Accept
Ho5: There will a significant influence of transformational leadership style on employee performance	0.306	0.001	Accept

Data Source: filed Data 2022

4.7.2 Analysis of qualitative Data

- **Status of Current organization performance**

Respondents were asked about the role of leaders and employee to achieve organizational mission, vision and goals of your agency and how they can delegate duties. Most respondents argue that leaders play major role to invite the staff to actively participate during planning, implementation, and monitoring phase. Short term training and mobilization actions have been taken every year to minimize the knowledge gap of the employee. According to these interviewees majority rule and minority right are the major tool to help employee to achieve mission, vision and goals of your agency. They also confirm that collective decision making and providing measurable activities with clear accountability are among the major tools to delegate duties. However some respondents said that there are no clear mechanisms to poor delegation duties and responsibilities, and most employees are in effective in their work place and employee feel no sense of ownership in the organization due to shortage of fair work distribution and participation. Hence TVET agency is gradually decreasing its efficiency and

effectiveness mainly at agency level due to its poor leadership approach. According to those respondents political intervention and political instabilities has negatively effect on TVET agency leadership approach due to fast turnover of leaders and lack of professionalism.

One interviewee have said, “As a leaders I provide equal access of participation for middle leaders and lower leaders in achieving of organizational objectives and I usually distribute duties with full responsibilities and accountability, I have played great role by helping employee to enhance their effectiveness and efficiency and I also believe that the role of leaders to employee the performance of the organization depends on our leadership approach we use. ”

- **Decision making and duty delegation**

Using qualitative questioner 10 respondents were discussed how they manage decision making in their organization/department. Most respondent have said that they use collective decision making through different participation mechanisms like group discussion, seminars, workshops, among top, middle and lower leaders from planning to implementation phase. However some of respondents have believed that major issue and activities which need involvement of most employees in their organization are often decided by top leaders. According to those respondents top leaders, middle leaders, and lower leaders lack leadership skills and interest to open an opportunity for them to participate in decision making process. In other way respondents have confirmed that though there is collective decision making among top leaders but most middle and lower leaders, supervisors, department heads do not share decision making to the grass root level. One respondent says

“TVET agency according to my point of view TVET agency calls deans, vise deans, of colleges and poly technique colleges during planning, implementation phase. Since TVET strategy follow decentralization administrative system give TVET institutions have full authority to administer their human resource and capital resource. Likewise TVET agency use calls us to participate in decision making process for most common major activities which need collective decision of all parties. ” Similarly other respondent from TVET agency said that, “TVET sector have unique structural and organizational system, it needs the involvement of skilled professionals, and the involvement of professionals in decision making enhances the effectiveness and

efficiency of the organization. Since our organization characteristics need the collective decision making, TVET agency uses different tools and techniques during decision making. Before every major activity we sat together to decide on basic duties until we reach in consensus. Most of time we use discussions, meeting, supervisions and feedback, workshops before and after any task performed. So our leaders provide us a chance to participate in decision making process.”

- **Reward and motivation mechanism**

Respondent were asked if there is clear mechanism to reward and motivate employee in TVET agency. Most respondents have confirmed that though there is no clear mechanism to reward motivate and employee in a formal way, some time there is motivation and reward action are taken the last few years. But some middle leaders use their own technique to motivate their staff using different techniques. Some respondents however believed though TVET agency has no clear motivation mechanism and reward, employees are motivated by providing career development and access to education. According to these respondents the proper and rational relationship among leaders and employee can enhance efficiency and effectiveness on achieving organizational objective. Respondents also believed that there is no clear standard to manage and make fair the reward and motivation in a sustainable manner. From this point most respondents during discussion has confirmed that there are some reward and motivation measure that had been taken to enhance employee performance but still it need attention to have clear reward and motivation mechanism with clear standard mechanism to make it fair and continuous within the organization.

One respondent said that:

“Our organization understands providing reward and motivation can initiate employees to performs their activities, as a result we provide long term training for our employee depending on their performance, the problem is the incentive mechanisms difference time to time due to lack of clear reward platform, last year we have prepared a manual which can act us reward mechanism and motivation mechanism, but still it is not implemented. However one in other way we are motivating our employee, in the future I think our organization will have a clear frame work to reward our employees.”

- **Leadership style and TVET sector**

During interviewee respondents were asked about the impact of leadership style on employee performance, their leadership style currently following and which leadership style has negative impact on employee performance. Hence most leaders believed that leadership style has potential impact on employee performance. According to most interviewee different leadership style has different impact most of time democratic and motivational leadership which provide natural freedom that help employee to use the potential and that give priority to their moral and value can help to use their positive energy to enhance their effectiveness. According to their opinion participative leadership style is the most commonly used leadership style. They believed that currently they are invites to participate in decision making process and invited to share responsibilities about the future of the organization in addition they have confirmed that they solve problems to gather during implementation phase. According to those respondents transformational and servant leadership are among the common leadership style which rarely implemented in TVET agency in Addis Ababa city Administration. Transactional leadership and supportive leadership style are among the least leadership style implemented in TVET agency. Most respondent have argue that if they would happy if transformational leadership would have implemented in TVET agency. They have advised that in the future TVET agency should show progress in leadership performance by transforming its leadership style toward the most modern and recent leadership style like transformational leadership style. According to most interviewees transactional leadership style which mainly focus more on outcome neglecting the internal moral , values and motivational nature of employee commonly affect employee performance. According to those respondents TVET sector has unique characteristics so it is difficult to lead this sector by transactional leadership style which mainly focuses on reward and punishment. However few interviewees still do not agree on this idea they mostly need to use transactional leadership style. According to these respondents in order to enhance employee performance employees who do not achieve their responsibilities should be punished and those who show progress in achieving the objectives of the organization should rewarded. According to those respondents they advise TVET agency to use outcome based leadership style (transactional leadership style).

One respondent have said that:

“Employee need to participate in our decision making process, they need to know every steps before they start implementing. TVET need s the involvement of professional leaders and staffs so it is important to use participative leadership style than other leadership style. But still there is leadership skill gap. But we are exercising using participative leadership style, in the future. I think it is better to show progress and follow transformational leadership style, though there is problem of consistency we sometimes use transformational leadership and servant leadership. The problem is we do not use it in a sustainable manner. But participative leadership is showing progress, since the political plan form has been guiding us to use collective decision making process. But accept that still there is undeniable gap in our leadership style. I personally believed that transformational leadership; participative leadership and servant leadership has positive impact on employee performance. ”

General interviewee argues that leadership style has impact in employee performance. Most respondents confirmed that participative leadership style is the most commonly used leadership style in TVET agency in Addis Ababa city administrative. These respondents have also confirmed transactional leadership styles have in significant impact in employee performance. So this research has revealed that participative leadership style is the most commonly used leadership style, like wise servant leadership style, transformational leadership style and servant leadership style have positive impact on improving employee performance. Transactional leadership style has insignificant effect in TVET agency in Addis Ababa city administration.

CHAPTER FIVE

SUMMAR,RECOMMENDATIONS,ANDCONCLUSION

5.1. Introduction

The general objective of the study was to investigate the effect of different leadership styles on employee's performance of Technique and Vocational Education and Training Agency in Addis Ababa City Administration.

This chapter summarized and discussed the main findings obtained from each research questions. It also dealt with the decisions that were derived from the analysis, as well as recommendations that can be applied or used for future research, for each of the main research objectives.

5.2. Summary of major findings

The main objective of this study was to examine the relationship between leadership styles and employees commitment with a mediating variable of employees trust towards their leader in TVET agency in Addis Ababa city administration. Mixed research approaches were employed. 164 were involved in the quantitative research and 10 respondents were involved during interview. Through triangulation of qualitative and quantitative data the following finding were presented.

The result of the descriptive statistics indicated that participative style has the highest mean score of 3.0412, which is the highest mean among the leadership styles. Likewise through qualitative data collection tool respondents were confirmed that participative leadership style is the most commonly used leadership style in TVET agency in Addis Ababa city administration. This result directed that most respondents verified their leaders follow participative leadership style; the second most popular leadership style perceived by the respondents is servant leadership style which has a mean score of 2.84455 followed by supportive leadership style and transformational style respectively. Lastly, the least popular leadership style perceived by the respondents is transactional leadership style which has the lowest mean score of 2.0690 as indicated during qualitative data respondents would happy if their leaders use transformational leadership style in addition to participative leadership style showing that their performances at this time is not as expected as they wish. In other way respondents shown that the leadership

style is not permanent it difference due to turn over of leaders due political intervention which the source of reshuffling of most leaders. Likewise the correlation result of study showed that:

- Participative leadership style is positively and significantly related to employees' performance at ($r=0.831$, $p=.001$) and servant leadership style at ($r=0.810$, $p=.001$). Whereas, transformational leadership style at ($r=.519$ and $p=.000$). Supportive leadership style positively and least significantly related to employees' performance ($r=0.453$, $p=.001$), transactional leadership style at ($r=0.269$, $p=.000$)

Form regression analysis of the study revealed that independent variables can affect (explained) the dependent variable 75.8%. However, 24.2 % of the performance of TVET agency in Addis Ababa city Administration employee performance can be affected by other factors which are not addressed by study. Finally Thus participative leadership is the predictor variable contributes the highest to the variation of the dependent variable (employee performance) with highest Beta value of (0.470) indicating that participative leadership style appears to have strongest exceptional influence to describe the variation of the independent variable (employee performance) as the other predictor variables in the model is controlled.

5.3. Conclusion

According to this research, participative leadership style is the most commonly used in TVET agency in Addis Ababa city Administrative. Servant leadership style, transformational leadership style is commonly used leadership style, and transactional and supportive leadership styles are the least used leadership style. Based on this research result employee performance of would increase as participative leadership style applied. Likewise this Research has revealed that, servant leadership style, supportive leadership style and transformational leadership style has also significant effect on employee performance, indicating that if these leadership style would functional employee performance would increase in TVET agency in Addis Ababa city administration. In other way transactional leadership style has no significant effect in employee performance, indicating that employee performance would no never show progress in effectiveness and efficiency in their day to day activities.

From triangulation of both qualitative and quantitative research this research revealed that participative leadership has the strongest effect in employee performance than the other

leadership style. However except transactional which has no significant effect on employee performance the other leadership styles have significant effect on employee performance. Therefore, TVET agency leaders is encouraged to adopt participative leadership style and involve leadership level and team members in the decision making process as it is confirmed that performance of employees is the exceptional under this style of leadership. Consequently TVET agency leaders should inspire innovation, team work and creativity that lead to job satisfaction, increased productivity and subsequently increased performance. Transactional leadership style, however, shows in significant impact on employee performance. This indicates that performance of employees would not increase when transactional approach is applied.

Servant leadership style and transformational leadership has positive impact on employee performance, which indicates that employee performance would increase when these leadership styles is applied. According to most respondents during interview in addition to participative leadership style they confirm that transformational leadership style is best if they are applied well through time. According to these employee leaders should show progress to have knowledge of all leadership style to know the best suited leadership for their organization. But they confirmed that currently participative leadership, and a servant leadership style has strong positive effect on employee performance respectively.

It is valuable to understand that employee are the most vital asset of institution, and since employee performance are significantly depend on leadership style which are applied in the institutions, this research seriously advice TVET agency to look back towards its leadership style to show progress on improving performance of leaders by providing leadership skill training and finally this research recommend adopt the suggested leadership style in the organization

5.4. Recommendation

Organizations are expected to have potential and highly capable leaders that can initiate and motivate employee to be effective in achieving over all organizational objectives through holistic leadership direction. Based on the findings of this research, participative leadership, servant leadership and transformational leadership style have significant effect on employee performance than transactional leadership styles. And supportive leadership style also has moderate significant effect on employee performance though they are least applied in the organization.

Based on qualitative and quantitative research respondents this research participative, servant leadership style and transformational has strong significant effect with employee performance of TVET agency than the other leadership style. So this research advices the TVET agency to adopt participative leadership style, servant leadership style, and transformational leadership style than the other leadership styles.

In addition this research recommended that TVET leaders should be provided intensive training on the leadership styles so as to know their difference and their organizational impact and to adopt the recommended leadership styles rationally. Staff awareness and provision of training for employee in TVET agency about leadership style and their direct and indirect impact with their performance and success of their organization is other essential factor this research recommends. Finally this research recommends for TVET agency to assess its leadership style annually and take mitigation measure according to survey achievements as to improve its leadership style to have sustainable and effective staff that address strategic goals of the sector.

5.5. Limitations

This section defines the limitations that are possible in accomplishing the research in a successful way. There are various aspects that may lead to limit the accuracy of research outcomes. The first point of concern is regarding sampling. As selecting a sample cannot access the complete population, there can be differences in assumptions made on the part of complete population. Further other limitations involve the interest of respondents in answering the questions. They might be influenced to answer it without concerning over its seriousness and fill it so as to save their time. As the sample selected is from 167 respondents, it cannot justify the impact of leadership style on employee performance issue on the base from the same organization because of large number of population cannot be studied with a sample. Also the respondents might involve in biasness while answering as they might not feel comfortable in agreeing to the problems they face in the organization. The sample of the study might be another limitation. The organization is a governmental sector company, which governmental agency might have limiting the impact they could have on their surroundings. Thus these limitations explain the hurdles that researcher might face in completing the investigation and fulfilling all the aims and purposes with better accurateness.

5.6. Future research Direction

This research tried to investigate the relationship between leadership style and employees' in TVET agency in the future other research may focus to study the effect of leadership style at poly technique college or at college level to understand the effect of leadership style on employee performance of each college to recommend best leadership style according to the characteristic of each colleges, in other way this research uses mixer research approach other research may use either of qualitative or quantitative research approach to show other perspective of this research title. Or the upcoming research may be conducted with inclusion of less and different variables with different research methodology to look on other way of investigating impact of leadership style on employee performance in TVET sector. Future researches should study the impact of leadership style in TVET institution contained in both private and public so to show the best leadership style to have quality technical, vocational, training education leadership system so as to generate innovative man power to real world market.

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Appendix A: MLQ English Version Questionnaire for agency leader, employees, deans and consultant in college and polytechnic college (Bernard M. Bass and Bruce J. Avolio 1990 with some modification by researcher)

SAINT MARRY UNIVERSITY
DEPARTMENT OF MANAGEMENT

MBA Program

Dear Sir/Madam,

This questionnaire designed to collect information for the study I am carrying out on the topic: “EFFECTES OF LEADERSHIP STYLES ON EMPLOYEE’S PERFORMANCE IN ADDIS ABABA CITY ADMINISTRATION TECHNIQUE AND VOCATIONAL EDUCATION AND TRAINING AGENCY”, which is required to partial fulfill the requirement for MBA program I am attending in the above-named institution. All the information obtained through this questionnaire will remain confidential and utilized for academic consumption only. Besides, your responses will be handled in strictly confidential manner and information obtained from this research will be reported in aggregate. The questionnaire has two parts. Part I deals about demographic characteristics, whereas part II deals with the behaviors of the FIVE leadership styles and employee performance.

2.1.1.1.1 Please note that:

- No need of writhing your name;
- Read each statements carefully
- Multiple responses are not possible.
- Please indicate the following by ticking (√) on the spaces in front of the response

Options:

Thank you for your cooperation!

Part I - Demographic Questionnaire

1. Name of Core process / support unit you are currently working-----

2. Gender: Female Male

3. Age

18-30 years 31-40 years

41-50 years 51-60 years

4. Please indicate your highest level of education

Diploma First degree

Second degree Other-----

5. Service years in the Authority

0-3 years 3-6 years

6- 10 years 10 and above

6. What is your marital

A. Single

Married

divorced

Part II – Leadership Style

2.1 commonly practiced leadership styles in the agency

No	Statements	Most commonly used	Commonly used	Least commonly used
1	Participating Leadership			
2	Transformational Leadership			
3	Transactional Leadership style			
4	Servant Leadership			
5	Supporting Leadership			

2.2 perception towards different leadership style

Key for Scales: - 0 = strongly disagree; 1 = Disagree, 2 = neither agree nor disagree

3 = agree 4 = strongly agree

S. N	Questions /Descriptive Statements	Scaling Rate				
		0	1	2	3	4
	Participating Leadership					
1	My manager creates an environment where I take responsibility ownership of my work					
2	When there is difference in expectation my supervisor work with me to solve the					
3	My supervisor encourages staff to participate in decision making.					
4	My supervisor gives staff an opportunity to be active in determining the future success					

	organization.					
Servant Leadership						
1	My Supervisors, communicate a clear vision of the future and receptive listeners of the organization.					
2	My Supervisors are open to learning from those who are below them in the organization					
3	My Supervisors use persuasion to influence others instead of coercion or force.					
4	My Supervisors, seek to influence others from a positive relationship rather than from the authority of their position					
5	My Supervisors provide opportunities for all workers to develop to their full potential					
Supporting Leadership						
1	My supervisor encourages innovation and creativity of staff members.					
2	My supervisor encourages staffs' careers growth and development.					
3	My supervisor demonstrates respect for staff, treat everyone equal, and has concern for staffs' well – being.					
4	My supervisor creates a friendly environment that recognizes staffs' achievements.					

Transformational Leadership						
1	My supervisor makes others feel good to be around him / her					
2	My supervisor expresses in a few simple words what we could and should do					
3	My supervisor provides appealing images about what we can do					
4	My supervisor enables others to think about old problems in new ways					
5	My supervisor gets others to rethink ideas that they had never questioned before					
6	My supervisor helps others develop themselves					
7	My supervisor gives personal attention to others who seem rejected.					
8	My supervisor helps me find meaning in my work					
9	My supervisor helps others develop themselves					
Transactional Leadership style						
1	My supervisor tells others what to do if they want to be rewarded for their					
2	My supervisor provides recognition/rewards when others reach their goals.					
3	My supervisor is always satisfied when others meet agreed-upon standards					
4	As long as things are working, my supervisor do not try					

	to change anything					
	Employee performance					
1	I always report at work on time					
2	I kept in my mind the results that I had to achieve in my work					
3	I was able to perform my work well with minimal time and effort					
4	Organization provide training to improve workers' performance					
5	I worked at keeping my knowledge and skill up to date					
6	Employees are rewarded for meeting agency goals					
7	Workers promoted in response to their efforts and contribution					
8	You collaborate with others to carry out duties.					
9	Your ability to effectively interact with their coworkers and boss					
10	How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					

SAINT MARRY UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear Respondents!

The interview questions are aimed to explicating findings on the leadership styles of leaders at Addis Ababa technical and vocational education training agency as perceived by them, by their subordinates and the overall association between the leaders, their subordinates and their effect on employees' performance. You are thus expected to describe the situation based on your personal view and experience. I will be asking each question and I could add probing questions when there is a need to clarify the situations further.

Your participation is based on your rich experience and position in the agency. Participation for this interview is accorded to your willingness.

I thank you

2.1.1.1.2 Part 2. Interview Questions

Thank you for the willingness to be interviewed. Name of Core process / support unit you are currently working -----

1. How do you manage decision making in your organization/department?
2. How do you manage reward to your staff?
3. How do you delegate duties?
4. How do the leaders in your organization motivate/ initiate employee for enhancing employee and organizational performance?
5. What is role of leaders and employee to achieve organizational mission, vision and goals of your agency?
6. How do employees cooperate in executing their duties?
7. To what extent are employees motivated in your organization?
8. How do you evaluate your subordinates and organization performance?
9. What is the appropriate leadership style that will improve employee performance in your Office?
10. Which leadership style is practiced in your agency?
11. Which leadership style is has negative impact on employee/ organizational performance in the agency?
12. Do you think that, Leadership has an impact on the employees' performance? How?
13. Any additional comments will be appreciated