The Effects of Leadership Style on Employees Performance in Case of Kaffa Zone Government Offices, South West Ethiopia

Jember Belete
Department of Management
Bonga University, Ethiopia

Abstract:
This study was conducted in twelve woreda government employees in Kaffa Zone. The main purpose of this study is to examine the effects of leadership style on employee performance. The research categorized under Descriptive and explanatory research design and mixed (quantitative and qualitative research methodology) was appropriately used in the study because; mainly primary data was used and collected through questionnaire and interview from the government employees. To do so, the researcher selected 392 employees from the total employees of 19947 as a sample based on stratified sampling technique using simple random method. However, actually, the data was collected only from 360 employees. After the data was collected, it was analyzed in qualitative and quantitative method of data analysis through the use of SPSS version 24 and the statistical analysis was made such as descriptive statistics, Pearson correlation, and reliability and validity tests. The findings of the study resulted, the democratic leadership style was not highly practiced in all of the government offices, authoritative leadership was practiced and also the laissez-faire leadership did not exist. The researcher concluded that: there was high confusion in the practice of leadership since most leaders were autocrat yet employees were practicing democratic leadership. The researcher recommends that: empowerment was needed through developing teams and measure of power and authority to the teams and should reduce the dominance of authoritative leader ship by giving training that provides professionalism and transparency.

Key words: employee performance, leadership style.

I. INTRODUCTION

CHAPTER ONE
1.1 Background of the study
Ethiopia is a landlocked country in the Horn of Africa. It shares borders with Eritrea to the north, Djibouti to the northeast, Somalia and the disputed territory of Somaliland (which is claimed by Somalia) to the east, Kenya to the south, South Sudan to the west and Sudan to the northwest with over 109 million inhabitants. According to united nation (2019) Currently, Ethiopia has nine regional states and two chartered cities from this Kaffa zone is one part of Southern Nations, Nationalities, and Peoples’ Region. Administrative authorities of Kafa Zone, has consists of 12 woreda and 2 Town Administration namely ChenaWoreda, DechaWoreda, GimboWoreda, GewataWoreda, AdiyoWoreda, Bita Woreda, Goba Woreda, Shishonde Woreda, Geshaworeda, Saylem Woreda, TeloWoreda, ChetaWoreda finally, Bonga and Wachais Town Administration. Keffa is bordered on the south by Debub Omo, on the southwest by Bench Maji, on the west by Sheka, on the north by the Oromia Region, and on the east by Konta. Gojeb River runs along part of the northern border of this zone. The administrative center of Keffa is Bonga. Based on the 2017 Census conducted by the CSA, Kaffa Zone has a total population of 2,100,000, of whom 1,317,078 are men and 783,022 women; 152,036 or 9.44% are urban inhabitants. The four largest ethnic groups reported in this Zone were the Kafficho (82.72%), the Bench (5.05%), the Amhara (3.67%), and the Oromo (3.5%); all other ethnic groups made up 5.09% of the population and Coffee has long been the main source of income, but due to the sharply declining world prices for coffee, the residents increasingly have to grow other crops. Source from Wikipedia Today’s competitive environment, organizations expand globally and face a lot of challenges to meet their objectives and chased to be more successful from others so; Leaders play essential role in accomplishment of organizational goals and boost employee’s performance by satisfying them with their jobs and it became the crux of issues in the corporate world of today. Therefore, it grasps the attention of researchers from many years, yet we are unable to focus on one definition. Many researchers have studied different aspects of leadership. According to Mintzberg (2010) leadership is the key of trust that comes from the respect of others. In a competitive environment, organizations rely on their leaders to facilitate the changes and innovations required to maintain competitive advantage. Effective leadership is helpful in ensuring organizational performance. Leadership has been altered over time, with the change in employee requirements resulting in a demand for change in the relationship between a leader and his subordinates. Leaders have been found to influence followers in many ways, including coordinating, communicating, training, motivating, and rewarding (Yukl, 1989). It is argued that effective leadership has a positive relationship on the performance of organizations (Maritz, 1995; Bass, 1997; Charlton, 2000). Behling and McFillen (1996) confirmed the link between high performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders’ behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to
take risks. Effective leadership is helpful in ensuring organizational performance (Cummings and Schwab, 1973; Hellriegel et al. 2004). As a result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced effectiveness of organizations where they have been employed through employee performance. Leadership style has influence on employees’ behavior, including their adoption of the firm’s strategy and organizational value and has been linked to both organizational outcomes and employee work performance (Ehrhart, 2004). On the other hand, managers can influence employees commitment to service quality by demonstrating it themselves (Babakus et al. 2003). While different leadership styles have the ability to influence employees’ behavior in differing ways, manager must be ready to adopt the appropriate leadership style.

1.2. Statement of the problem
Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010; Yukl, 2005). Organizational success is depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity. So, leaders play essential role in accomplishment of the organizational goals and boost employee’s performance by satisfying them with their jobs and it became the crux of issues in the corporate world of today. This is because the leader is responsible for the harmonization and integration of both human and material resources to produce the output or services. The success of an organization is reliant on the leader’s ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and motivating the employees is of paramount importance in achieving success. Previously many researchers are investigated based on the following area. It has been widely accepted that effective organizations require effective leadership and that Organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behavior facilitates the attainment of the follower’s desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al, 1999). Leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance (Cummings an Schwab, 1973). A large body of empirical evidences has demonstrated that leadership behaviors influence organizational performance that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership (Burns 1978; Bass 1990; Hater and Bass 1988; Howell and Avolio 1993). Kirkpatrick and Locke (1996) identified many studies reporting positive relationships between leadership and performance. Transformational leadership or its components have been associated with the increases in individual, unit, and/or organizational performance in a variety of meta analyses (Lowe et al. 1996), historical archival studies (House et al. 1991), laboratory experiments (Howell and Frost 1989; Kirkpatrick and Locke 1996), field experiments (Barling et al. 1996), and field studies (Baum et al. 1998; Curphy 1992; Hatter and Bass 1988; Howell and Avolio 1993; Keller 1992). Recent leadership studies have continued to affirm the positive relationship between transformational leadership and performance at various levels (Dumdum et al. 2002; Dvir et al. 2002; Howell et al. 2005). This research fill the gap in Ethiopia especially in the south west Ethiopia, Kaffa Zone. Because the researchers understand the problem existing in Kaffa Zone Government offices and offices’ turnover, complaints, source: suggestion box of the institutions. Annual and semi-annual meeting of the institutions, Source: management record agenda and human resource report, late coming to work and early go to home. Standing from this ground the researcher is aim to investigate the effects of leadership style on employee’s performance in Kaffa Zone government offices.

1.3. Research Hypotheses
H1: Democratic leadership style has a positive relationship on employees’ performance in Kaffa Zone government offices.
H2: Authoritative leadership style has a negative relationship on employees’ performance in Kaffa Zone government offices.
H3: Laissez-faire leadership style has a positive relationship on employees’ performance in Kaffa Zone government offices.

1.4. Objectives of the study
1.4.1 General objectives
The main objective of this research is to investigate the effects of leadership style on employees’ performance in Kaffa Zone government offices.

1.4.2 Specific objectives
In conducting the study, the researcher was guided by the following specific objectives:
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Hypothesis assumptions

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<thead>
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<th>Employee performance</th>
<th>Expected relationship</th>
<th>Sign</th>
<th>Sources</th>
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<tbody>
<tr>
<td>Democratic leadership style</td>
<td>+</td>
<td>Bizhan Shafie (2013)</td>
<td></td>
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<tr>
<td>Autocratic leadership style</td>
<td>-</td>
<td>Kawooya Nuhu (2010)</td>
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<tr>
<td>Laissez faire leadership style</td>
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<td>Obasan Kehinde Hassan Banjo A (2014)</td>
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1.4. Objectives of the study
1.4.1 General objectives
The main objective of this research is to investigate the effects of leadership style on employees’ performance in Kaffa Zone government offices.

1.4.2 Specific objectives
In conducting the study, the researcher was guided by the following specific objectives:
- To examine the relationship between democratic leadership style and employees performance in Kaffa Zone government offices.
- To investigate the relationship between authoritative leadership style and employees performance in Kaffa Zone government offices.
- To analyze the relationship between laissez-faire leadership style and employee’s performance in Kaffa Zone government offices.

1.5. Scope of the study
The study was conducted on “Effects of leadership style on employee’s performance in the case of Kaffa Zone government Offices, South Nation Nationality and people Regional state typically in Kaffa Zone 12 woreda and 3 town administration of government offices so, the study focus on Kaffa Zone
government offices department heads, team leaders and permanent employees is the focus area in exploring how democratic leadership, authoritative leadership and lassiez-faire leadership styles effects on employees performance.

1.6. Significance of the Study
The primary benefit of this study would be for the researcher. Secondly the study would be useful to leaders and managers in the institutions by employing leadership styles in relevant situations effectively. Also it provides guideline to improve relationship between leaders and subordinates. Finally the research would also useful for future researchers, students and academicians. Or it provides insight or starting point for other researchers and the findings of the study used as a reference to conduct research in similar or related fields and reduce the literature gap observed in the area of leadership style on employee’s performance particularly in Ethiopian context.

1.7. Limitations of the research
Despite the pioneering explorations of the present study, a research give a lot of contributions but it has limitations as well were encountered and should be addressed in future research. One possible limitation was the use of sample. Our study sample is delimited in 12 woreda and 3 town administrations of government offices only. The second limitation of this study is that there is no research undertaken previously, especially on effects of leader ship style on employees’ performance in Ethiopian context and limitation of related review literature and thirdly the respondents are were very busy to answer the interview and some questionnaires were not collected. The researcher distributed 392 items but it returns 360 items.

CHAPTER TWO
REVIEW OF LITERATURE

2.1 Introduction
The previous chapter comprises of introduction, statement of the problem, hypothesis, objectives, significance of the study, scope of the study and limitation of the study whereas this chapter contains a theoretical review which indicates the theory that anchored the study, a conceptual frame work showing the interplay of the key variables (i.e. independent and dependent variables) and review of related literature in relation to leadership style.

2.1. Conceptual frame work
Figure, 2.1 impact of leadership style on employee performance

<table>
<thead>
<tr>
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<th>Dependent variable</th>
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<td>Employee’s performance</td>
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<td>Authoritative leadership style</td>
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<td>Lassiez faire leadership style</td>
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Source: researcher modified and adopted from cole(1997)

The framework above indicate that leadership styles that are mostly practiced in Kaffa Zone government offices were three in nature and these styles require different situations. However, department and administrative procedures and bureaucracy were a huge hindrance to employee performance. Assume that this conceptual framework accords managers with the most suited style at a given time rather than applying these styles unconsciously. These styles are important in stimulating employee performance that would be manifested in the increased execution of duties, meeting deadlines, increasing team work and consequently achieving departmental goals. However, in Kaffa Zone government Offices, the perfect execution of the leadership styles is hugely limited by both internal and external politics which is reflected in high levels of bureaucracy, government interference and internal wrangles that have been profoundly emanate in Kaffa Zone government Office.

2.2. Theoretical literature
Fielder’s (1964) contingency theory directed the study variables by the assertion that; the leaders ability to lead is contingent upon various situational factors, including the leaders preferred style, the capabilities and behaviors of workers that depend heavily on the situational factors. This theory propounds the intimate approach to management by focusing on situation first rather than organizational means, to apply a specific leadership style that will stimulate individual performance. The first assumption here is that; an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviors. However this assumption did not cater for the inherent change in human behaviors that necessitated different approaches in management and thus this left a gap in the researcher’s field to try and bridge the gap by testing for the impact of this assumption to employee behavioral The second assumption here is that any leadership style depends on a specific situation; by this Fielder implied that; the behavioral patterns of the leader will help him / her acquire competences needed for effectiveness in using the styles in their relevant situations and thus effectiveness in performance. However the second assumption in this theory left a lot to be desired, since situations were determined by both external and internal factors that affected the way employees responded to the situations presented to them. It was believed by most respondents that approaches hugely influenced leadership styles that matched different situations but the challenge was for the team leaders to know which leadership styles to use.

2.3. What is leadership?
Leadership is of particular importance in management and in organization because the success or failure of organizations is often attributed to it. It is a widely held belief that leaders do make a difference and a significant impact on the work performance of individuals, group and the overall accomplishment of set goals and objectives.

2.3.1. Definition of leadership
Stoner (1995) says “leadership is the process of directing and influencing the task related activities of group members. It is also the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. (Krieltner and Kinicki 2002). Koontz (1999) defines leadership as the rare ability to inspire followers to apply their full capabilities to a project. Leadership is a process of
interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010; Yukl, 2005). According to Chen and Chen (2008), previous studies on leadership have identified different types of leadership styles which leaders adopt in managing organizations (Davis, 2003; Spears & Lawrence, 2003; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Hirtz, Murray, & Riordan, 2007). In so doing, transformational leaders are able to foster followers’ commitment to the organizations and inspire them to exceed their expected performance (Sivanathan & Fekken, 2002; Miia, Nichole, Karlos, Jaakko, & Ali, 2006; Bass & Riggio, 2006; Bass, 1985, 1998). With regard to today’s complex organizations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk-taking. In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers’ immediate needs (Northouse, 2010). They engage followers by offering rewards in exchange for the achievement of desired goals (Burns, 1978). Although transformational leadership is generally regarded as more desirable than transactional, Locke, et al (1999) pointed out that such contention is misleading. They argued that all leadership is in fact transactional, even though such transactions are not confined to only short term rewards. An effective leader must appeal to the self-interest of followers and use a mixture of short-term and long-term rewards in order to lead followers towards achieving organizational goals.

2.3.2. Differences between leadership and management
According to Filley et al (1976), the starting point to the understand leadership is to distinguish it from management. Management can be defined as a process, mental and physical whereby subordinates are brought to execute prescribed formal duties and to accomplish certain given objectives. Leadership in contrast, is a process whereby one person exerts social influence over the members of a group. A leader then is a person with power over others who exercise this power for the purpose of influencing their behaviors, Fielder(1959) everyone whose work involves direction and supervision of other people is in a leadership position. So managers who supervise people are leaders. However some like the managers of a stock room or a ticket officer who manage things and may not have supervision of employee are not leader. It is equally obvious that many leaders are not managers.

2.3.3. Leadership styles
Leadership styles refer to the pattern of leaders ‘behavior that characterize a given leader or various patterns of behavior favored by leader during the process of directing and influencing workers Leadership style can be divided into three main parts which are
- Autocratic or authorititarian
- Participative or democratic
- Laissez-faire or freere in.

2.3.3.1 Democratic Leadership: Meaning
The democratic leadership style is a very open and collegial style of running a team. Ideas move freely amongst the group and are discussed openly. Everyone is given a seat at the table, and discussion is relatively free-flowing. Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this learning style is usually one of the most effective and leads to higher productivity. Anderson (1959) identified the democratic leader as one who shares decision making with the other members and therefore, democratic leadership is connected with higher morale in the majority of the situations. He denied that democratic leadership is associated with low productivity and high morale and that authoritarian leadership is associated with high productivity and low morale. Hackman and Johnson (1996) supported Anderson’s explanation of the relationship between democratic leadership and productivity. Democratic leadership is related with increased followers’ productivity, satisfaction, involvement, and commitment (Hackman & Johnson, 1996). Member satisfaction and nominations for leadership are greater under democratic leadership (Bass, 1990; Stogdill, 1974). Although the significant drawbacks to democratic leadership are time consuming activities and lengthy debate over policy, participation plays a key role for increasing the productivity of leadership (Denhardt&Denhardt, 2003; Hackman & Johnson,1996). Consequently, the primary characteristics of democratic leadership signifies that group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions and members of the group feel more engaged in the process leading to encouragement of creativity. Participation is a core characteristic of democratic leadership; and the ideal of democratic leadership is friendly, helpful, and encouraging participation (Luthar, 1996). Again, Wilson, George, Wells, And Byham (1994) categorized autocratic leadership, participative leadership, and high involvement leadership by the level of participation encouraged by the leader Chemers (1984) also defined democratic leadership as emphasizing group participation. Thus, participation is the major characteristic of democratic leadership (Bass, 1990). On the other hand, Kuczynski and Kuczynski (1995) talked about the distinctiveness of a democratic leader as erudite, influential, motivating, a winner of cooperation, a provider of logical consequences, encouraging, permitting of self-determination, guiding, a good listener and respecting, and situation-centered. Gastil (1994) defined the characteristics of democratic leadership as distributing responsibility among the membership, empowering group members, and aiding the group’s decision-making process. The varied characteristics of democratic leadership contribute to the fact that there has been no clear definition of democratic leadership. Gastil (1994) argued that “the absence of a clear definition may have also contributed to the decreased amount of research on democratic leadership” John Gastil talks about research on leadership and the development of a conception of democratic leadership, reminding the roles of leader and follower in this conception and illustrating it through the example of National Issues Forums. Gastil argues that, in order to support democracy, there needs to be an understanding of the role of leaders in democratic functions. He suggests that early movements toward the goal of democratic leadership were hampered by a lack of specific criteria to define leadership.

Definitions of Autocratic Leadership
Autocratic leadership is a classical leadership approach, and the
The major criticisms levied against autocratic leadership include the following:

- Contrary to claims of close supervision with detailed instructions to reduce stress and improve productivity, research suggests that such actions actually unmotivate employees, and cause them to become tense, fearful, or resentful.
- Lack of involvement from the employee in the decision making process leads to employees not assuming ownership of their work, contributing to low morale, lack of commitment, and manifesting in high turnover, absenteeism, and works top page.
- The heavily centralized command of autocratic leadership style ensures that the system depends entirely on the leader. If the leader is strong, capable, competent, and just, the organization functions smoothly, and if the leader is weak, incompetent, or has low ethical and moral standards, the entire organization suffers for the sake of a single leader.
- All power vested with the leader leads to risk of leaders with low moral fiber exploiting employees, indulging in favoritism and discrimination, and the like.
- Weak autocratic leaders tend to take decisions based on ego rather than sound management principles, and punish employees who dare to disagree with such decisions.
- The leader reserving the right to make all decisions leads to subordinates becoming heavily dependent on the leader. The team thereby becomes useless in running operations if they lose contact with their leader, and absence of the leader leads to total collapse and shutdown of operations.
- The one sided communication flow in an autocratic leadership style restricts the creative and leadership skills of the employees and prevents their development. This harms the organization as well, for the employees remain incapable of assuming greater responsibilities, or to perform anything outside the routine.
- The autocratic leader, by taking all responsibility and involved heavily in day to day operations, remains forced to work at full capacity, leading to stress and other health problems.
- Autocratic leaders usually remain unpopular and damage working relationships with colleagues. This leadership style is unsuited to build trusting relationships.

2.3.3.2 Laissez-faire Leadership
The laissez-faire leader is one who believes in freedom of choice for the employees, leaving them alone so they can do as they want. The basis for this style of leadership is twofold. First, there is a strong belief that the employees know their jobs best so leave them alone to do their jobs. Second, the leader may be in a political, election-based position and may not want to exert power and control for fear of not being reelected. Such a leader provides basic but minimal information and resources. There is virtually no participation, involvement, or communication within the workforce. Understanding of job requirements, policies, and procedures are generally exchanged from employee to employee. Because of this, many processes are out of control. No direction is given and the laissez-faire leader functions in a crisis or reaction mode. If there are goals and objectives, employee agreement or commitment is just assumed. Even if goals and objectives are shared, rarely is there a defined plan to accomplish them. Laissez-faire management or leadership can only lead to anarchy, chaos, and inefficiency and can be dismissed out of hand as useless. Basically, the overall effect of laissez-faire leadership seems to be negative. But there may be an aspect of such a style of leadership that is very positive. Hersey, Blanchard, and Johnson (2000) propose that leaders do not have just one style of leadership, but rather have many varying styles depending upon the situation. In one situation, the employees are essentially incompetent, and lack job knowledge and skills. Here, the leader must be the key person in charge. Being an autocratic leader seems appropriate since the followers do not know enough to make any of their own decisions. Safety may also be a key factor. It is the leader’s objective to train the employees as rapidly as possible to get them to a predetermined level of competence so they can begin contributing to the department and organization. Once they have successfully reached the prescribed level, the employees pass onto the next level

2.3.4.3.1 Characteristics of Laissez-faire Leadership
- Very little guidance from leaders
- Complete freedom for followers to make decisions
- Leaders provide the tools and resources needed
- Group members are expected to solve problems on their own

Laissez-faire leadership can be effective in situations where group members are highly skilled, motivated and capable of working on their own. While the conventional term for this style is laissez-faire and implies a completely hands-off approach, many leaders still remain open and available to group members for consultation and feedback. Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders.

2.3.4 Effect of Poor Leadership Style on the Employees’ Performance
This is the outcome of poor leadership style on the employee’s performance. Gareth et al (2000), sees the role of a leader as to encourage subordinates at a high level and to take steps to train, counsel and monitor subordinates to help them reach their full potentials. A leader’s power to lead comes from both formal authority due to his or her personal qualities including reputation, skill or personality. The personal behavior of a leader off the employees’ attitude and behavior. Indeed, subordinate desire to perform at a high level and even whether they desire to be absent often, depending on how satisfied they are working for the organization. According to Fielder (1967), a leader has to combine both autocratic and democratic style of leadership and if possible, join the laissez-fair leadership style in
other to achieve organizational goal through his subordinates. But if he uses only autocratic type of leadership, the reverse will be the case. Fielder found out that insufficient or low productivity and inefficiency are some of the effects of poor leadership on the employees since the employees are not given the opportunity to participate or contribute in any decision making. It will result to low productivity and inefficiency; there are no feelings of sense of belonging in their work place. This therefore will make the employee not to put in their best for the achievement of the organizational goals. Luthans (1973) says that poor leadership style brings low morale on the part of the workers in the sense that they will feel reluctant in carrying out the job assigned to them. This is because what they get from their leader is what they least expected. Duncan (1980), in his own view, says that the effect of poor leadership style on employees will give a negative result which will lead to disharmony in the organization. It can be in the form of industrial strike action, demonstrating, poor response to management rule and regulations etc. He went further to say that when workers are being maltreated and neglected in their place of work; they will show their grievances by engaging themselves in one type of demonstration or another, and thereby hampering smooth and predetermined planned processes of achieving the organizational goals.

2.3.5. Strategies of implementing good leadership styles

Fielder (1967) pointed out four characteristics which will help a leader to implement good leadership style in an organization.

These characteristics include:

i. Position of supremacy
ii. Task structure
iii. Expertise
iv. Leader member relation

I. Position of power

Is the degree to which the power in a position is distinguished from other group members to comply with directives as can be seen in the case of manager? This is the power arising from organizational authority. Fielder pointed out that a leader who has a clear power position obtains better fellowship for the achievement of organizational goal than a leader without such power.

II. Task structure

This is another way of implementing good leadership style. According to Gareth (2000), says that the leader that is primarily concerned in ensuring that subordinates perform at a high level, focuses on accomplishment and ensuring that the job is done is a leader that is task structured. In this case, job or task is clearly spelt out and people are held responsible for them.

III. Expertise

Field pointed out that a leader must have knowledge of his job very well in order to instruct and guide his followers or subordinate on the better way to reach the expected organizational goal.

IV. Leader member relations

The degree of confidence, trust and respect subordinate has in their leader. Fielder pointed out that not all leaders possess the entire trait. He went further to say that many non-leaders ‘possess of all of them. From the sequential presentation of Fielder’s ideal, it will be of great advantage if a leader adopts it. The constructive idea will lead to the achievement of an organization goal in the most effective and efficient ways thereby increasing productivity and motivating workers to perform their job efficiently and effectively.

2.3.6 Relationship between leadership style and employee performance

2.3.6.1 Democratic leadership and Employee Performance

Performance effectiveness derives from human aspirations and human values that are invisible roots of organizational values, they determine the rational for which organizations exist. The task of a leader in the organization in this case will be too nurture the roots of organizational values, which consists of nothing but a basic human aspiration, that is the will to give Maurik (2001). The essence here is that democratic leadership is the methodology to be used in according responsibility however the challenge that lays in this aspect is that, only giving power to the subordinates may not be wise enough since delegation, empowerment and specialization are calculated risks. Therefore in the perspective of this study such elements as what types of situations require the use of democratic approach were not satisfactorily explored hence the necessitation of this study. Democratic approach is needed to have efficiency and proper employee management that will lead to improved performance. In the other perspective, Henderson (1998) identified supervision as a democratic strategy to promoting a positive organization. He contended that the opportunity of supervision provides to promote not only performance but also personhood. However the researcher thought that it is ideally important to focus on empowerment rather than just personhood. In the local government settings, transparency and openness are as much part of leadership as leading to performance and effective evaluations. The roles of recognition, training, employee involvement, and communication have been demonstrated to promote both organizational and employee effectiveness as noted by Nkata (2005). With this in mind, managers are expected to: communicate clear expectations and boundaries; involve employees in decision-making, goal setting, and project development provide training both for growth and remediation; and recognize employees for their contribution to the organization. However one may question the process of employee supervision for Kaffa Zone government offices the actual practice of democratic structures in such still remains a challenge in Kaffa Zone government offices.

2.1.1 Authoritative leadership style and Employee Performance

In this style, the leader has absolute power over his staff or team workers have little opportunity for making suggestions, even if these would be in the team or organization's interest, (Armstrong 2002). The leader tells the workers to come along with him and should be a change catalyst. And Cole (2000) also asserts that, it works in situations where change is needed to be fostered, sometimes in doing away with conflicts like strikes, application of self-confidence and many more. It is unfortunate that the above authorities focused on the use of authoritative style in dilemmas like strikes, since this will create a mind set in individuals that will automatically reject the style. It is not known to the researcher when exactly does the authoritative
leadership style affected performance, hence the need for carrying out research in this respect, administrative functions where the leader operating from the authoritative organizational perspective focuses on how the organization’s policies and procedures ensure that there is work done in the most positive and most effective approaches possible to induce better performance. The study noted that most employees in Kaffa Zone government Offices agreed that their organizational culture was hugely affected by the authoritative approach to leadership which had more negative effects than the positive ones, however the above was not known by the researcher during this literature review of this stage and thus the need for the investigation. Since leadership styles, and transformational leadership in particular, play an important role in building and sustaining strong corporate and administrative cultures, it is highly encouraging that the Study findings show that today’s supervisors and managers appear to be more aware of and willing to use democratic leadership behaviors rather than authoritative ones to achieve results.

2.3.6.2. Laissez-faire and Employee Performance
The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style. Contingency theories to leadership support a great deal of empirical freedom to leadership, (laissez-faire style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. The problem with the above in the African context is that laissez-faire has been hardly practiced in totality due to the interference of politics. Kerns (2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the laissez-faire style in bridging the gap between the employer and employee where his concern was solely on the fact that laissez-faire would create a positive environment through which employees and employers felt like a family regardless of their positions. Dutton and Heaphy (2003) outlined the power of what they term high quality connections. They suggest that such negative relationships built on effective leadership in organizations, promote the exchange of resources, the development of organizational identity and meaning, promote the growth of the employees, and to promote learning in the organization.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3. Introduction
The major objective of this study was to identify relationship between leadership style and employee’s performance in Kaffa Zone government offices. To conduct the study it is essential to plan and formulate appropriate study area and period, research design, research methodology includes sampling design, target population, source of data, data collection instrument, data analysis, ethical consideration, and reliability and validity test were incorporated.

3.1 Study Area and Period
This study entitled ‘Effects of leadership style on employee’s performance in the case of Kaffa Zone government offices. And the study was undertaken in South Nation Nationality People Regional state, Kaffa Zone. It found in southwestern Ethiopia, at distance of 449 Km from the capital Addis Ababa. The study was conducted from September 2019 to December 2019.

3.2. Research Design
After formulated the research problem, the researcher develop the research design as part of the research design stage. A research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information from both institutions. A research design provides a framework or plan of action for the research. Objectives of the study determined during the early stages of research are included in the design to ensure that the information collected is appropriate for solving the problem. So, this research categorized under descriptive and explanatory research design. According to C.R. Kothari (2004) Descriptive research studies are concerned with describing the characteristics of a particular individual, or a group and can acquire a lot of information through description useful for identifying variables & hypothetical constructs and conducted after the researcher has gained a firm grasp of the situation being studied and it’s explanatory

3.3. Research methodology
Depending on the nature of the research problem and the research perspective, researcher guided by mixed research design that is qualitative and quantitative approaches. Qualitative approach is concerned with subjective assessment of opinion, attitude and behavior of the employees in Kaffa Zone government offices and quantitative approaches were used to analysis the data that collected by questionnaires. According to Creswell (2003) described qualitative approach as it uses the philosophical assumption of social constructivism worldview that provides an understanding of social reality based on the subjective interpretation. Besides, this mixed research approach that seeks a pragmatic knowledge claim philosophy that consists of both quantitative and qualitative approaches. Thus, in order to achieve the objectives stated in the previous section, bearing in mind the nature of research problem, this study employed mixed research approach.

3.3.1. Sampling design and techniques
To avoid arbitrary generalizations, the study was conducted by drawing representative samples from the study population. Amin (2005), who suggested that sampling, is important in selecting elements from a population. The researcher used probability sampling design and the techniques were stratified sampling using simple random method. It is important to minimize bias and to give equal chance to the respondents. So the researcher was taken a sample of 360 respondents drawn from the total population of 19947 permanent employees in the 12 woreda and 3 town administration of Kaffa Zone government offices. From the total population of (9947) males are 13610 and females are 6337 from this researcher take 392 were 265 males and 127 females as a sample from department heads, supervisors, leaders, permanent employees and the reasons why the researcher choose Kaffa Zone government offices. Because of am a part of institutions so, I observe lot of dissatisfactions from employees in the leadership style of the institutions. in our study, for selection of samples, stratified random sampling technique has been adopted. There are 12 woreda and 3 town administration in Kaffa Zone with different Government offices categories were considered as the fifteen strata. The sample from each stratum is taken through simple random sampling technique. The stratification is done to produce a gain in precision in the estimates of characteristics of the whole population.
The stratification was done following the principles that –
i) The strata (i.e., categories of woreda) are non-overlapping and
together comprise the whole population.

ii) The strata (i.e., categories of woreda) are homogeneous within
themselves with respect to the characteristics under study

All the fifteen woreda and town administration of government
office employees of Kaffa Zone formed the population of the
study. Initially, we estimated the size of sample from a total of
19947 employees at 95% confidence level with 5% level of
precision which was found to be 384. Thus, the sample size of
392 government employees is selected from Kaffa Zone to
evaluate the effects of leadership style on employee’s
performance.

Sample size through proportional allocation method:
The proportional allocation method was originally proposed by
Bowley (1926). In this method, the sampling fraction, n is same
in all strata. This allocation was used to obtain a sample N that
can estimate size of the sample with greater speed and a higher
degree of precision. The allocation of a given sample of size n to
different stratum was done in proportion to their sizes. i.e. in the
ith stratum,

\[ n_i = \frac{N_i}{N} \times n \]

Where \( n \) represents sample size, \( N_i \) represents population size
of the ith strata and

\( N \) represents the population size. In our study, \( N = 19947; n = 
384 \)

Distribution of sample government employees by category
of woreda and town administration

Table 1. Employees by category of woreda and town
administration

<table>
<thead>
<tr>
<th>Categories of employees by woreda and town administration</th>
<th>Ni</th>
<th>ni (Prop)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gimbo</td>
<td>2270</td>
<td>44.6</td>
</tr>
<tr>
<td>2 Gewata</td>
<td>1659</td>
<td>32.6</td>
</tr>
<tr>
<td>3 Geshä</td>
<td>1829</td>
<td>35.9</td>
</tr>
<tr>
<td>4 Saylem</td>
<td>1288</td>
<td>25.3</td>
</tr>
<tr>
<td>5 Decha</td>
<td>1736</td>
<td>34.1</td>
</tr>
<tr>
<td>6 Chena</td>
<td>1094</td>
<td>21.5</td>
</tr>
<tr>
<td>7 Bita</td>
<td>1517</td>
<td>29.8</td>
</tr>
<tr>
<td>8 Cheta</td>
<td>967</td>
<td>19</td>
</tr>
<tr>
<td>9 Telo</td>
<td>1608</td>
<td>31.6</td>
</tr>
<tr>
<td>10 Adiyo</td>
<td>1880</td>
<td>36.95</td>
</tr>
<tr>
<td>11 Shishinda</td>
<td>1257</td>
<td>24.7</td>
</tr>
<tr>
<td>12 Goba</td>
<td>477</td>
<td>9.3</td>
</tr>
<tr>
<td>13 Bonga town administration</td>
<td>864</td>
<td>16.9</td>
</tr>
<tr>
<td>14 Wacha town administration</td>
<td>181</td>
<td>3.55</td>
</tr>
<tr>
<td>15 Zone Sector</td>
<td>1320</td>
<td>25.9</td>
</tr>
<tr>
<td>Total</td>
<td>19947</td>
<td>392</td>
</tr>
</tbody>
</table>

Source: survey, 2019

3.3.1.1 Target population
The target population included in the study was Kaffa Zone

government offices from department heads, supervisors, leaders,
and permanent employees were the study target.

3.3.1.2 Data type and Data source
In the study of this research the researcher used primary and
secondary type of data. The Primary data was obtained from
respondents of Kaffa Zone 12 Woreda and 3 Towon
administration of government offices from 392 permanent
employees, supervisors, department heads and leaders of the
organization selected as a source of data and Secondary Sources
of data from files, pamphlets, office manuals, circulars and
policy papers will use to provide additional information where
appropriate. Besides, variety of books, published and/or
unpublished government documents, websites, reports and
newsletters will review make the study fruitful.

3.3.1.3 Sample size determination
Regarding to this the sampling is calculated as follows.

\[ N_0 = \frac{(z)^2*(p)(1-p)}{d^2} \]

Where \( z = \) value for selected alpha level of 0.025 in each
tail (for 95% degree of confidence) = 1.96

\( p = \) estimate of variance = 0.25

\( d = \) acceptable margin of error for proportion
being estimated 5% = 0.05

\[ N_0 = \frac{(1.96)^2*(0.5)(0.5)}{(0.05)^2} = 384 \]

Here as the initial sample size is greater than 5% of the total
population Cochran’s (1977) correlation formula was used to
calculate the final sample size as follows.

A simplified formula for finite proportions
Yamane (1967:886) provides a simplified formula to calculate
sample sizes. This formula was used to calculate the sample
sizes in 95% confidence level and \( P =0 .5 \) are assumed

\[ n = \frac{N}{1 - N(\varepsilon)^2} \]

Hence: \( n = \frac{19947}{1 + 19947(0.5)^2} \approx 392 \)

3.3.2. Data collecting instruments

3.3.2.1 Survey method
Questionnaires were chosen as study instruments because of
their ability to reduce bias and to collect genuine data. The study
was used closed ended questionnaires aimed at testing the
effects of leadership styles on employees’ performance in the two Kaffa Zone government offices. The questionnaire consists of three parts. The questionnaire was designed to get relevant information from the respondents. In the first part of the questionnaire respondents were asked their personal background. The second part was designed to get information regarding the leadership style of the organization and on the third part, respondents were asked to rate their performance in relative to the three types of leadership style. In order to increase the reliability and effectiveness of the questionnaire and to get specifically relevant information to the study, the questionnaire was tasted prior to conducting the survey study. In order to measure the independent and dependent variable a four-point Likert-Scale response format was used for the sake of asking respondents to indicate the degree or level of leadership style on employees’ performance. A four-point Likert Scale ranging from “Strongly disagree = 1” to strongly agree = 4” used to measure the effects of the three leadership style. A four-point Likert- Scale was chosen, to reduce bias of respondents while responding to the questionnaire.

3.3.2.2 Interview method
Structured interview was used to interview leaders of the organizations and the researcher was interviewed each leader of the supervisor and department head which exercise leadership at each institution. The purpose of this research interview is to explore the views, experiences, beliefs and/or motivations of individuals on specific matters. In qualitative methods interviews are believed to provide a ‘deeper’ understanding of social phenomena than would be obtained from purely quantitative methods. Interviews are most appropriate where detailed insights are required from individual participants. They are also particularly appropriate for exploring sensitive topics, where participants may not want to talk about such issues in a group environment.

3.3.3. Data analysis methods
The analysis part of the study was carried out in clear and better manner as much as possible to determine the effects of leadership style on employee’s performance. After the data was collected using the appropriate instrument; it properly edited, coded and analyzed to reach at feasible finding.

3.3.3.1. Quantitative data analysis method.
The quantitative data that collected by questionnaires are analyzed in figure by frequencies, tables, percentage, graphs whereas

3.3.3.2. Qualitative data analysis method
The qualitative data that collected by the interview concerned with subjective assessment of opinion, attitude and behavior of the respondents from both institutions was analyzed by word expressions. Finally, the data was analyzed using statically package for social science (SPSS version 24) and the researcher was used Pearson’s correlation co-efficient.

3.4. Ethical considerations
The researcher is taken the ethical considerations as in order to keep the confidentiality of the respondents to do so, participation in surveys and in-depth interviews are voluntary, falsification, fabrication and misinterpretation of data avoided and works of other researchers and authors used in research are referenced using Harvard referencing system, finally any type of communication in relation to the research was done with honesty and transparency and also exclude misleading information, as well as representation of primary data findings in a biased was avoided.

3.5. Data Quality control
This section is important in assuring the validity and reliability of the instruments and controlling data generated through questionnaires and interviews.

3.5.1. Validity
Validity is important in determining whether the statements in the questionnaire instrument and interview manuals are relevant to the study. According to Amin (2004), validity can be assured by use of the content validity index (C.V.I) (for both the interviews and questionnaire)

Formula of CVI= \( \frac{\text{Agreed items by all judges as suitable}}{\text{Total number of items being judge}} \)

Table 3.2 Showing the validity of questionnaire and interview items.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Number of items</th>
<th>Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Questionnaires</td>
<td>Interviews</td>
</tr>
<tr>
<td>Respondent 1</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 4</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 5</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 6</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 7</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 8</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 9</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Respondent 10</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>320</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey, 2019

1. Hence C V I for Questionnaire
\[
\frac{30+31+31+32+30+31+30+30+32+31}{10*32320} = \frac{308}{308} = 0.96
\]

2. Hence C V I for interviews= \( \frac{10+9+7+9+7+10+9+9+9+10}{10*10} = \frac{89}{100} = 0.89 \)

Validity is important in determining whether the statements in
the questionnaire instrument and interviews are relevant to the study. According to Amin (2005), validity can be assured by use of the content validity index (C.V.I) for both the interviews and questionnaires.

**Chapter Four**

**Data Analysis and Interpretation**

**4. Introduction**

The previous chapter deals with the research design and methodology, sampling design, data collecting methods, the source of data, data analysis, ethical consideration and validity and reliability test used to undertake the study. This chapter was concerned with presentation, interpreting and analyzing of data using Statistical Package for the Social Scientists (SPSS) Version 24 Software was used to process &analysis the data that were collected from the sample of 180 employees of two Kaffa Zone government offices. From total of 392 questionnaires distributed, 360 (92%) of questionnaire were completed and returned. Accordingly, analysis and interpretation of data has been made in this part of the study based on 360 returned questionnaires.

**SECTION ONE**

**4.1. Demographic characteristics of the respondents**

On the basis of respondents’ background information’s, a number of variables were investigated. The researcher’s interest here was to measure the level of attachment of the respondents to their organization. The results on the demographic information of the respondents are indicated in the following presentation.

**4.1.1. Age Distribution of Respondents:**

As observed from Table 4.1 above, it is clear that the majority of respondents, 204 (56.7%) were in the age range of 20-30, this was followed by 100 (27.8%) in the age range of 31-40, while 42(11.7%) of the respondents are categorized under 41-60 and above 60 which was represented by only 14 (3.8%). This meant that the majority of respondents were under the ages of 20-30. During the interview sessions, it was noticed that employees in the age of (41-60) had more attachment to their organization and had experience in their respective departments and employees were more motivated to perform.

**4.1.2. Distribution of Respondent by Sex.**

The researcher interest here was to establish a correlation of the
sex of a respondent with performance. As observed from Table 4.2, it is clear that the majority of the respondents, 260 (72.2%) were males as opposed to females who were 100 (27.8%). This presupposes that generally, the margin between males and females are maximum. This implied that there was unequal representation of the male and female employees’ distribution correlation in Kaffa Zone government offices. During the face to face interviews, the researcher found out that gender biasness was significant employees’ distribution in Kaffa Zone.

### 4.1.3. Distribution of Respondents by level of Education

Table 4.3. Respondents level of Education

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>10th completed</td>
<td>42</td>
<td>11.66%</td>
<td>11.67%</td>
</tr>
<tr>
<td>Diploma</td>
<td>124</td>
<td>34.45%</td>
<td>45.11%</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>106</td>
<td>29.45%</td>
<td>75.56%</td>
</tr>
<tr>
<td>Masters MSC/MA</td>
<td>82</td>
<td>22.77%</td>
<td>98.33%</td>
</tr>
<tr>
<td>Ph.D</td>
<td>6</td>
<td>1.66%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>360</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Source: survey, 2019

The researcher’s interest here was to establish any link between competence and performance in Kaffa Zone government offices and the best way to do so was to correlate educational levels of employees in Kaffa Zone government offices. As observed from Table 4.3, it is observed that the majority of respondents 124 (34.45%) were diploma holders and yet 106 (29.4%) were graduates, and masters holders were represented with 82 (22.77%) while 42 (11.66%) represented by 10th completed holders and 6 (1.666%) is Ph.D holders from the total respondents. This implied that most respondents in Kaffa Zone government offices are average qualifications to attain government offices and indeed there was an observation made by the researcher during the interviews that there were high levels of incompetence attributed to low levels of education in Kaffa Zone government offices.

### 4.1.4. Distribution of Respondents by marital status

Table 4.4. Respondents by Marital Status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>182</td>
<td>50.5%</td>
<td>50.5</td>
</tr>
<tr>
<td>Married</td>
<td>178</td>
<td>49.5%</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>360</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Source: survey, 2019

The researchers’ interest here was to investigate correlation between stable employees and the unstable ones in an effort to establish whether there could be any problems arising from the status distribution. As observed above, Table 4.4 clearly shows that 182 (50.5%) of the Respondents were single as compared to 178 (49.5%) who were married. This indicates respondents in the study had high levels of maturity and integrity used in the execution of duties at in Kaffa Zone government offices. And therefore the question of low maturity and instability in the execution of duties did not apply. Because almost half of the respondents were married means they stable at work.

### 4.1.5. Distribution of Respondents by work experience

Table 4.5. Respondents working experience

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10</td>
<td>214</td>
<td>59.4%</td>
<td>59.4</td>
</tr>
<tr>
<td>11-20</td>
<td>98</td>
<td>27.2%</td>
<td>76.6</td>
</tr>
<tr>
<td>21-40</td>
<td>48</td>
<td>13.4%</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey, 2019

This distribution was intended to answer the question of experience in Kaffa Zone government offices. As seen in the table above, most respondents of the study, 214 (59.4%) had 1-10 years’ experience, yet 98 (27.2%) had in 11-20 years’ experience and 48 (13.4%) were in the category of 21-40 years of experience. The highest representation was (59.4%), which implied that most employees in Kaffa Zone government offices had not enough experience at their work stations to help them and execute their duties satisfactorily.

### Section Two

**Verification of Research Hypotheses**

Before dive into verifying research hypotheses for the study, it is important to establish how respondents rated themselves on job performance. Employee performance was dependent variable which was affected by leadership styles. There may be critical problems/elements arising from Employee performance that may be important to note: Therefore, the following are descriptive statistics showing how Employees rated themselves on performance.

### Table 4.6 Frequency distribution of employees' performance

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I always report at work in time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>20</td>
<td>5.6%</td>
</tr>
<tr>
<td>Disagree</td>
<td>42</td>
<td>11.7%</td>
</tr>
<tr>
<td>Agree</td>
<td>194</td>
<td>53.9%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>104</td>
<td>28.9%</td>
</tr>
<tr>
<td>It is not necessary to come early</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>56</td>
<td>15.6%</td>
</tr>
<tr>
<td>Disagree</td>
<td>218</td>
<td>60.6%</td>
</tr>
<tr>
<td>Agree</td>
<td>50</td>
<td>13.9%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>36</td>
<td>10.0%</td>
</tr>
<tr>
<td>I am motivated to creativity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>36</td>
<td>10.0%</td>
</tr>
<tr>
<td>Items</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>I act without consulting my supervisor</td>
<td>22</td>
<td>6.1%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>36</td>
<td>16.1%</td>
</tr>
<tr>
<td>Disagree</td>
<td>184</td>
<td>46.7%</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>11.1%</td>
</tr>
<tr>
<td>My performance/appraisal is accessed daily by my supervisor</td>
<td>220</td>
<td>61.1%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>180</td>
<td>50.0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>88</td>
<td>24.4%</td>
</tr>
<tr>
<td>Agree</td>
<td>66</td>
<td>18.3%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>40</td>
<td>11.1%</td>
</tr>
<tr>
<td>My performance is limited by poor leadership of my supervisor</td>
<td>180</td>
<td>50.0%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>88</td>
<td>24.4%</td>
</tr>
<tr>
<td>Disagree</td>
<td>64</td>
<td>17.8%</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>11.1%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>22</td>
<td>6.1%</td>
</tr>
<tr>
<td>My supervisor encourages delegation</td>
<td>230</td>
<td>63.9%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>90</td>
<td>25.0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Agree</td>
<td>218</td>
<td>60.6%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>I am friendly and approachable to my fellow employees</td>
<td>230</td>
<td>63.9%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>90</td>
<td>25.0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Agree</td>
<td>218</td>
<td>60.6%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>I am consulted before my employer takes action</td>
<td>246</td>
<td>68.3%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>6.1%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>36</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

**Source:** survey, 2019

The aim of presenting this kind of data was to record how employees rated their performance, given the different aspects of performance presented to them in the instrument. As illustrated in Table 4.6, respondents agreed that most of them reported earlier at their work stations, with 194 (53.9) and 104 (28.9) of the respondents agree and strongly agree respectively this implies that most employees in Kaffa Zone government offices report at work on time. The second statement supports the researcher’s argument that most employees, 218(60.6) disagree to the statement that “it is not necessary to come early”. When it came to actual performance, most employees were reluctant to agree that they were motivated to perform. Indeed most of them, 98 (52.1%) disagreed to that statement, implying that the majority of employees were not motivated to perform. The employees demotivation was caused by low motivational rewards employed by the leaders. This implied that reduced employee morale to work which has been noticed in the low collegial partnership since most respondents 86 (36.2%) and 66 (35.1%) and also killed teamwork in the institutions indeed, 132 (70.2%) of respondents believed there was no teamwork in their respective departments. The researcher observed that effective teamwork was noticed only during crucial work, but during normal performance, most departments lacked proper organized teamwork. It was however noted that supervisors were team players, 54 (23.4%) meant that most supervisors on the contrary were not team players since most respondents believe that their supervisors were team players. because most respondents believed that their performance was accessed daily by their supervisors, 74 (39.4%). And most respondents believed that their skills and abilities were not fully utilized since 86 (45.7%) believed so.

### 4.1.1 Verification of Hypothesis One

The first hypothesis of the study emerged from the research objective which stated that: the relationship between democratic leadership style and employee performance in Kaffa Zone government offices, consequently the hypothesis that: The democratic leadership style has a positive relationship on employee performance. To verify this hypothesis, the researcher analyzed data by use of S.P.S.S and the following products were presented as observed below:

**Table 4.7. Responses on democratic leadership**

<table>
<thead>
<tr>
<th>Items</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am friendly and approachable to my fellow employees</td>
<td>18</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>22</td>
<td>6.1 %</td>
</tr>
<tr>
<td>Disagree</td>
<td>230</td>
<td>63.9%</td>
</tr>
<tr>
<td>Agree</td>
<td>90</td>
<td>25.0%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>I am consulted before my employer takes action</td>
<td>26</td>
<td>7.2%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Disagree</td>
<td>218</td>
<td>60.6%</td>
</tr>
<tr>
<td>Agree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>22</td>
<td>6.1%</td>
</tr>
<tr>
<td>My supervisor encourages delegation</td>
<td>34</td>
<td>9.4%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>246</td>
<td>68.3%</td>
</tr>
<tr>
<td>Disagree</td>
<td>58</td>
<td>16.1%</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>6.1%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>36</td>
<td>10.0%</td>
</tr>
</tbody>
</table>
Disagree 150 41.7%
Agree 134 37.2%
Strongly agree 40 11.1%

I dialogue with my supervisor on a daily basis
Strongly disagree 38 10.6%
Disagree 206 57.2%
Agree 62 17.2%
Strongly Agree 54 15.0%

I am involved in performance appraisals to my department and decision making
Strongly disagree 20 5.6%
Disagree 56 15.6%
Agree 202 56.1%
Strongly agree 82 22.8%

Source: survey, 2019

As indicated in Table 4.7, the highest response rate was noted on the first item, with frequency 230(63.9) respondents believed that they were friendly and approachable to fellow employees. This was noticed through the friendlier atmosphere in Kaffa Zone government offices. Most of employees practiced better relations in the office. But not mean that democratic leadership exist in the office since employees were reluctant to dialogue with their supervisor on a daily basis (as noted with 206(59.2%) is disagree.

Table 4.8. Pearson’s correlation between democratic leadership and employee performance

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Employee Performance</th>
<th>Democratic Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Democratic leadership</td>
<td>Pearson Correlation</td>
<td>0.221</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.003</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
</tbody>
</table>

Source: survey, 2019

Table 4.9. Responses on authoritative leadership

<table>
<thead>
<tr>
<th>Items</th>
<th>frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>My performance is limited by poor leadership from my supervisor</td>
<td>Strongly disagree</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>230</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>40</td>
</tr>
<tr>
<td>My performance is not limited by leadership</td>
<td>Strongly disagree</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>176</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>46</td>
</tr>
<tr>
<td>Leadership rules are designed by superiors</td>
<td>Strongly disagree</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>226</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>48</td>
</tr>
<tr>
<td>My performance is assessed by my supervisor alone</td>
<td>Strongly disagree</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>160</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>56</td>
</tr>
<tr>
<td>Performance requirements are designed according to the leaders needs</td>
<td>Strongly disagree</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>192</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>80</td>
</tr>
</tbody>
</table>

Source: survey, 2019

As indicated in the above table 4.9, 230(63.9%) of respondents agree that performance is limited by poor leadership from my supervisor. it is true that employee performance is determined by leadership style and 192(53.3%) respondents are replied that employees performance requirements are designed according to this data also implies that employees believe that they would want to experience aspects of improved responsibility, improved employee relations, increased consultation, dialogue between them and their supervisors, involvement in appraisals and consultations in decision making.

4.1.1 Verification of Research Hypothesis two

In the second research hypothesis, the research objectives states that: Autocratic leadership ship style has a negative relationship on employee performance. Following this research objective, the following are frequencies of responses and means generated from the respondents’ answers in the questionnaire.

4.1.1 Verification of Research Hypothesis two

In the second research hypothesis, the research objectives states that: Autocratic leadership style has a negative relationship on employee performance. Following this research objective, the following are frequencies of responses and means generated from the respondents’ answers in the questionnaire.

Table 4.8. Pearson’s correlation between democratic leadership and employee performance

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Employee Performance</th>
<th>Democratic Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Democratic leadership</td>
<td>Pearson Correlation</td>
<td>0.221</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.003</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
</tbody>
</table>

Source: survey, 2019

As indicated in the above table 4.9, 230(63.9%) of respondents agree that performance is limited by poor leadership from my supervisor. it is true that employee performance is determined by leadership style and 192(53.3%) respondents are replied that employees performance requirements are designed according to
the leaders needs and employees highly believed that their performance was assessed by their supervisors alone. most respondents/managers believed that performance measurement was conducted the authoritative way where a few or no employees are consulted when the supervisors are conducting performance appraisals.

The above can be supplemented/ supported by looking at the other itemthat was highly answered with the 226 (62.8%) The statement that leadership rules are designed by supervisors was evident enough for the researcher since majority employees believed so. Therefore employees lacked the liberty to know where they went wrong since supervisors only returned with compliments. This was authoritative to the extent that employees who were taken as poor performers would be surprised with letters of termination of work. Therefore authoritative leadership really affected employee performance. Following the above, the authoritative leadership was correlated with employee performance using Pearson’s correlative and the following table presents.

Table.4.10. Pearson’s correlation between authoritative leadership and employee performance

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Employee Performance</th>
<th>Autocratic leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.074</td>
<td>360</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
<tr>
<td>Autocratic leadership</td>
<td>Pearson Correlation</td>
<td>-.074</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.322</td>
<td>360</td>
</tr>
<tr>
<td>N</td>
<td>360</td>
<td>360</td>
</tr>
</tbody>
</table>

Source: survey, 2019

The Pearson’s correlation between authoritative leadership and employee performance produced 0.322 Which is greater than 0.05. This implied that the hypothetical assertion that: Authoritative leadership style has a negative relationship on employee performance was accepted.

The researcher believed that on this hypothesis, the data presented was employees would be coerced to perform for the organization. During the interview sessions, most employees believed that authoritative leadership affects employees’ performance.

4.2.2. Verification of Hypothesis Three
The Third research hypothesis came from the third research objectives which stated that: to analysis the relationship between Laissez-faire leadership styles and employee performance. This research objective was hypothetically answered by stating that: laissez-faire leadership style has a positive relationship on employee performance. To prove this assertion, the employees’ answers were presented in table4.11.

Table.4.11: Responses on Laissez-faire Leadership style

<table>
<thead>
<tr>
<th>Items</th>
<th>frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor does not impose policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>124</td>
<td>34.4%</td>
</tr>
<tr>
<td>Disagree</td>
<td>146</td>
<td>40.6%</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>14.4%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>38</td>
<td>10.6%</td>
</tr>
<tr>
<td>There is leadership freedom in my department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>74</td>
<td>20.6%</td>
</tr>
<tr>
<td>Disagree</td>
<td>178</td>
<td>49.4%</td>
</tr>
<tr>
<td>Agree</td>
<td>62</td>
<td>17.2%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>46</td>
<td>12.8%</td>
</tr>
<tr>
<td>My department performs with no leadership barriers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>52</td>
<td>14.5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>216</td>
<td>60.0%</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>14.4%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>40</td>
<td>11.1%</td>
</tr>
<tr>
<td>I share my own ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>26</td>
<td>7.2%</td>
</tr>
<tr>
<td>Disagree</td>
<td>48</td>
<td>13.3%</td>
</tr>
<tr>
<td>Agree</td>
<td>198</td>
<td>55.0%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>88</td>
<td>24.4%</td>
</tr>
<tr>
<td>I encourage others to do things my way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>24</td>
<td>6.7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>56</td>
<td>16.1%</td>
</tr>
<tr>
<td>Agree</td>
<td>248</td>
<td>68.9%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>30</td>
<td>8.3%</td>
</tr>
<tr>
<td>My supervisor relies on his /her own judgment when passing on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>performance requirements</td>
<td>Strongly disagree</td>
<td>20</td>
</tr>
<tr>
<td>Disagree</td>
<td>54</td>
<td>15.0%</td>
</tr>
<tr>
<td>Agree</td>
<td>84</td>
<td>23.3%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>202</td>
<td>56.1%</td>
</tr>
</tbody>
</table>

Source: survey, 2019

The responses in Table 4.11, represented the fact that most employees 178 (49.4%) disagreed that there was leadership freedom in their departments. The response is replied that in most departments, there was less liberty to have laissez faire leadership prevailing in the different departments. And most respondents 146(40.6%) disagreed that supervisor does not impose policies. That means leaders are make policies without
participating employees. The researcher assessed responses on whether their respective departments performed with no leadership barriers, 216 (60%) the majority respondents strongly disagreed. Additionally 202(56.1%) respondents strongly agree that supervisor relies on his/her own judgment when passing on performance requirements without looking others ideas. During the interview process, most employees narrated numerous problems associated with leadership in Kaffa zone government offices. It replied that most employees in the departments agreed that their bosses were either very arrogant or did not care about important performance measurements. Simply the supervisors want to satisfy their needs. However the researcher wanted to further test whether there was any relationship between the laissez-faire style of leadership and employee performance, to do so, the researcher used Pearson’s co-relation co-efficient Alpha to test for the hypothesis as seen below:

### Table 4.12. Correlations between Laissez-faire leadership and Employee Performance

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Employee Performance</th>
<th>Laissez</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.048</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>360</td>
</tr>
<tr>
<td>Laissez</td>
<td>Pearson Correlation</td>
<td>.048</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>360</td>
</tr>
</tbody>
</table>

Source: survey, 2019

As indicated in table 4.12, the correlation between laissez-faire leadership and employee performance produced the significance value of 0.522 which is greater than 0.05. This implied that the hypothetical assertion that: laissez faire leadership style has an appositive relationship on employee performance was not accepted. The researcher was further convinced beyond reasonable doubt that this kind of revelation tallied with the interviews. In fact there was some departments that supervisors or managers were naturally approachable, friendly and not arrogant at employees.

### 4.3 Conclusions

Under this chapter the researcher discuss the result of employee leadership style on employees’ performance in accordance with three leadership style as the result when democratic leadership was correlated with employee performance the significance value produced was 0.003. The significance value of 0.003 was lesser than 0.05, the research hypothesis is accepted: that means democratic leadership style has a positive effect on employee performance. In the second correlation between authoritative leadership and employee performance result was 0.322 which is greater than 0.05. This theoretical assertion of Authoritative leadership style has a negative relationship on employee performance was accepted. The authoritative leadership affected employees’ performance and the third correlation between laissez-faire leadership and employee performance produced the significance value of 0.522 which is greater than 0.05. This implied that the hypothetical assertion that: laissez-faire leadership style has a positive relationship on employee performance was not accepted. In fact there was some departments that supervisors or managers where naturally approachable, friendly and not arrogant at employees. Generally the researcher concluded that in Kaffa Zone government offices are applying more of autocratic leadership style than other.

### CHAPTER FIVE

#### SUMMARY OF FINDING, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Summary of Finding

The finding section is sub-divided into three sub-sections that originate from the three hypotheses. The researcher put the findings of the study in guidance with the research hypotheses of the study as following:

#### 5.1.1 Summary of Finding on research Hypothesis one

Hypothesis one stated that democratic leadership style is important and used in the performance of employees in Kaffa Zone government offices. Following analysis of the results on research hypothesis one, it was found out that democratic leadership does not influence employee performance and few employees really understood the practice of democratic leadership. This consequently meant that hypothesis one is accepted. It was further noted by the researcher through interviews with supervisors, department heads and team leaders at the different Kaffa Zone government offices. So, the administrative structure put in place is not flexible to the extent where the democratic culture can breed freely. It was further noted that due to the influx of dean, supervisor and department heads of Kaffa Zone government offices do not practice democratic leadership because of the phobia to challenge them by employees. When interviewed, most of were reluctant to Similarly, Nkata (2004) notes that the importance of democratic leadership by having team work and team building require the creation of a climate in which productive and harmonious relationship can thrive and be maintained through partnership between management and employees team to flourish. In Kaffa government offices, democratic leadership does not exist but it is important in fostering changes management through the use of strategic approaches.

#### 5.1.2 Summary of Finding on research Hypothesis two

The research hypothesis which originated from the researcher objective that: the authoritative leadership has a negative relationship on employee performance. The hypothesis produce there was a negative relationship between authoritative leadership and employee performance was accepted. This meant that authoritative leadership affected individual performance efficiency to work, individual innovation and creativity in Kaffa Zone government offices. In line with the above study findings through interviews, the researcher noticed rampant internal conflicts and tensions and the colleges developed authoritative-based management strategies in ensuring departmental and administrative autonomy, in Kaffa Zone government offices.
encouraged authoritative approach to management in the use of authoritative leadership to employee performance yet have significantly reduced collective performance in Kaffa Zone government offices.

5.1.3. Summary of Finding on research hypothesis Three
This research hypothesis originated from the research objective that stated that: to analysis relationship between laissez-faire leadership style and employee performance. Thus the research hypothesis was tested and not accepted that laissez-faire leadership negatively affects employee performance. This kind of revelation was also reflected in the interviews conducted at the different departments, where the researcher noticed that most employees enjoyed less authority from their supervisors but not fully, however compromise employee performance in the departments that had supervisors and managers who practiced laissez-faire leadership is important. As well as employees enjoyed this kind of leadership, Mulins (2002) argues that during the past four decades, the impact of leadership styles on employee performance has been a topic of interest among academics and practitioners working in the area of leadership, Perhaps the most prominent reason for this interest is the widespread belief that leadership can affect the performance of organizations.

5.2. Conclusions
The researcher drawn the following conclusions based on the result of the data analysis and the objectives set in the very beginning of the study. Thus, the researcher reached on the following conclusions. The first conclusion echoed the first objective and it was concluded that employees expressed the desire to execute duties under the democratic leadership style rather than the existing autocratic leadership styles. Second, the researcher further concluded that authoritative leadership created dislike to work and reducing the inherent motivation to work freely. Further still, in respect of the third objective, the researcher concluded that laissez-faire leadership was leads to departments that had no formal work procedures of employee performance and demarcation of authority.

5.3. Recommendations
In respect of the above conclusions, the use of democratic leadership style in Kaffa Zone government offices would further empower their employees by developing teams and according some measure of power and authority to these teams. In this way, employees would ignite their potentials, feel part of the organization and perform maximally for the organization. Following the second conclusion, the college would immediate reduce the practice of authoritative leadership, hence the institutions would advocate for better leadership styles that suite different situations so as to reduce the dominance of authoritative leadership. Finally the researcher further recommended that the mere use of laissez-faire leadership is important in designing performance procedures that promote professional performance guidelines that create a sense of responsibility to employee.

5.4. Future Research Directions
The research was conducted on Kaffa Zone government offices, it better the research conducted in other parts of Ethiopia. In future research, the other researcher better to use wider range of samples from different types of public institutions.

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