THE IMPACT OF LEADERSHIP ON PERFORMANCE THE PERFORMANCE OF EMPLOYEES ON SAVE THE CHILDREN ORGANIZATION IN JIJIGA TOWN

ARESEARCH PAPER SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR BACHELAR ART OF DEGREE IN BUSINESS ADMINISTRATION AND INFORMATION SYSTEM

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ABSTRACT

Leadership is asocial relationship between two or more people in which the leader influence the social knowledge goal acceptance and actions of the follower, goals and define ways to active them, they use powers and persuading to ensure that followers have the motivation and role clarify to achieve specific goals

Leaders also arrange to work environment such as allocating resources and altering communication patterns so that employees can achieve corporate objectives more easily, it also plays role in the activity of efficient and effectiveness of performance of the employee on the organization.

The objective of this study is to investigate the impact of leadership on the performance of employee, all necessary data has been gathered from primary and secondary source of data.

The primary data was collected through interview and questionnaires because they are most appropriate instrument to collect relevant data and to identify major problems of leadership that affect performance of employee, the secondary data was collected from documents and references, it also used by non-random sampling method on type of judgemental method to select 13.3% of the employee as a sample from the total population size of 300 with in the institution.

The Research used descriptive analysis with the help of graph, chart, tables and percentage to analyse the necessary data that was collected from organization for both primary and secondary method of data collection.

Based on the findings of the study, lack of payment comparing for other NGO'S in the region, Lack of bonus or reward so ever the employee are working hard, Lack of promotion and less of training capacity for staff were the major problems related to leadership that effect the employee performance in the organization that not allowed the organization to achieve it's goal.

Finally, the researcher recommended that, the employee who perform shows very good performance review should be referred for giving reward ,this encourage the weakness of staff to be strengthened ,this may result to promote for those employee who have shown very good result for their performance like up grading of their salary or position ,then the other staffs who did not perform well should be Investigated and appropriate action should be taken through coaching and capacity building or through giving training related to their task.

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CHAPTER ONE

1. INTRODUCTION

1.1. Back ground of the study

Management is central profession and success-factor in to days competitive world, never before so many people on all organization levels had to carry out management tasks this trend is set to increase significantly in the near future, However the basic forms of management and organization exist since the beginning of management of the organized human activities for a common goal (Richard H.G. field ,1995,375)

In the process there are practices of planning, work allocation, organizing- controlling and decision making. in the progress to the modern word. business companies government, organizations and public enterprises regardless of their size and nature are facing challenges in computing for existence.

In many business leadership is welded to the performance, leadership is the process of influencing people and providing an environment for them the activities teamed the organization

In fielder's constituency theory which suggest that leadership styles must fit or match(le eg ama udhigma), the situation in order to be effective is the best known, leadership is art (hawl u baahan khibrad) of motivating a group of people to act to words achieving a goal but even more simply leadership is the inspiration director of the action (Nelson,1984,431)

The groups that possess the combination of personality and skills that makes others to follow. his or her direction, it also involves communicating inspiring and supervising.

Leadership is a winning combination of person traits and the ability to think act like a leader, Anyone can be leader even if the only persons they are leading is themselves (Nelson,1948)

Leadership is important for function of management which help to maximize efficiently and to achieve organizational goals; leadership of the organization mainly involves modeling. the vision forming team, influencing them and aligning people to achieve set goals
Leadership bears the responsibility of inspiring people and producing meaningful changes in the organization good leadership

Leadership entails the ability to articulate a vision align the people talents and efforts of the company's direction and keeping them focused on set vision by motivating and persuading them,(Richard N,G, 1995,372)

The objectives of the organization is emergency relief runs alongside long term development and prevention work to help children, their families and communities to be self sufficient to gain expertise through projects around the world and use that knowledge to educate advise others; work is under pinned by the commitment to making reality the rights of the children enshrined in the convention on the rights of the child (Richard NG, 1995, 385)

Hence this study was conducted for assessing the performance of employee by having studying the impact of leadership on the performance of employee.

1.2 – Background of the organization

Save the children(uk) is the leading UK charity working to create a better world for children. They work in over 45 countries helping children in the world's most impoverished, they are part of the international movement for children.

The Alliance is a federation of 28 members covering 125 countries those members are independent, non-sectarian (without relationships with any particular parts of society) , and voluntary *organizations* working throughout the world for children, their families and their environment, the alliance activities include programmer work, advocacy for children's rights and fond raising.

Save the children uk was founded in 1919 by eglantine jebb , who drafted the declaration of the rights of the children which forms the basis of the children. uk's work the declaration has now involved to become the united nations conversion on the rights of the child which come in to force in 1990 and was finally adopted by the uk government in 1991

Save the children uk was set up following the shortages and devastation of the frist world war and effects of the allied blockage in Europe which left families starving.

. Save the children uk was a great success in Britian and the empire, with committees formed in Canada, Australia and Newzealand, Eglantyne's ambition was to do more than this: to develop in to an international organization with a world wide responsibility. In 1920 in Geneva, Eglantyne initiated the save the children uk international union, the international union become note only a focus for the international relief effort, but also a forum for discussion the world wide needs of children. It was eglantine's belief every country should take care of its

own children as well as aiding those oversea, since 1920 save the children uk was therefore supported children in the uk.

. To be evoke a cooperation effort of the nations to safe guard their own children on constructive rather than charitable line I believe we should claim certain tights for the children and labor for their Universal recognition" with this in mind Eglantyne jebb produced a declaration five Statements of the rights of children. This document was eventually to lead to the 1991 un conversion on the rights of children, this more immediately it enables save the children uk on it's development work.
Save the children began working in Ethiopia in 1932, but did not set up a more permanent base until 1970s, our focus has changed over the years from emergency relief (notably during the big famine of 1984-5) to long term development and advocacy through we see all these as linked.

To day, save the children's main focus is challenging the root causes of poverty and helping to make sure that rural families-who face repeated drought-have enough food to last them all food aid project in Afar, others aims include safeguarding children caught up in emergencies; supporting the most vulnerable children; and making sure marginalized children (such as those from pastoralist families) can benefit from quality health care and schooling-we support young people to raise awareness about and prevent HIV/AIDS.

Our strengths include food security analysis projects making sure people have enough food to live on, and warning of impending shortages, we aim to understand and tackle the root causes of child poverty. We were one of the first NGOS to start tackling HIV/AIDS, Our many years of experience of preventing food shortages and improving basic services has made us a lead agency that is able to influence4 official thinking and public

1.2.1. VISSION

We look forward to a word

- Which respects and values each child
- Which listens to children and learns
- Where all children have hope and opportunity

1.2.2 MISSION

In the, world which continues to deny children their basic human rights

- We champion the right of all children to a happy, health and secure childhood
- We put the reality of children's lives at the heart of Every thing we do
- To gather with children, we are helping to build abetter world for present and future generation.

1.3 .STATEMENT OF PROBLEM

In business, leadership is welded to performance .effective leaders

are increase there company's bottom lines leadership is also the art of motivating a group of people to act towards achieving a common goal ,a good leader is the one who has made a lasting impact on people who is not commanding. where bad leader is a person in leadership that lacks the necessary skill, ability and overall quantities to effectively, Now a days every organization has it's own objectives one of the activity that is influencing people to corporate to ward some goals is good leadership, most organization have problems such as lack of transparency, poor performance, etc,

The factors that motivated the student researcher to study less motivation of employees for their job, the workers were complaining about the collision occurs their leader and them.

Before this study, as the manager of municipality told to the student researcher, there is no on communication of municipality were poor and not sufficient service that The factors that motivated the student researcher to study the problem the employees of the municipality provide for their customers as the researcher is one who takes service from them. Moreover, from compliant of other customers, the student researcher thinks that poor and not sufficient service may be from lack of communication on resolving conflict.

study under taken on effective communication in resolving conflict, which is a burning issue to be discussed and solved by the management of the organization.

so the researcher was tried to investigate the problems of good leadership by raising the following basic questions.

- What type of leader ship style does the organizational follow
- What are the use of leadership in the organization
- Does the leader have confidence in his or her leadership ability
- What are the problems related to leadership that affect performance of employee
- What could be the solution to solve the problems that are related to the impact of leadership in the organization

1.4. OBJECTIVES OF THE STUDY

1.4.1 General Objective

- The over all objectives of this study was to asses the impact of leadership on the performance of employee on the save the children uk organization in jigjiga town.

1.4.2 Specific objectives

- To know what type of leadership style does the organization follow.
- To understand the importance of leadership with in the organization.
- to know whether the leader has confidence in his or her leadership.
- To explore the problems that affect performance of employees that are related to leadership.
- to identify the solutions of the problems related the leadership.

1.5. SIGNIFICANCE OF THE STUDY

Leadership is act of influencing and directing people in such a way that will win their obedience, confidence respect and loyal cooperation in achieving common objectives (Chester Bernard), Leadership is an important function of management which helps maximize efficiency of

managements and achieve organizational goals. .thus, The study was helpful knowing the influence of the leader in organization and was explored the ways to find out how can employees work to gather and improve leadership structure of the organization, the study is cornerstone for other researchers ,the student researcher is beneficiary on getting knowledge ,experience and advantage on conducting the different data about this study and have some the knowledge about impacts of leadership on the performance of employee for any business, also the study can be used for other organizations which are similar by taking this study and they can check them selves with identified problem and if the problem are initiate on them they can take their corrective measure.

1.6 THE SCOPE OF THE STUDY

The Researcher was assessed how a good leadership Can influence and inspire the performance of employee and decision making to ward them in order to achieve goals of the organization, the study focused on the impacts of leadership on performance of employee in save the children organization in jigjiga town, the Aim that was the researcher selected this organization is because of the student researcher faced lack of sufficient finance during the study, shortness of time that the researcher couldn't examine more employees, lack of experience on conducting broad research ,etc.

1.7 METHODOLOGY

1.7.1 Types and sources of data

The necessary data was gathered from primary sources such as employees, managers, customers, etc. and also it was gathered from secondary sources such as documents, references and

internet with in the organization, the primary data was gathered from filled questionnaire and interview which was asked the general manager of the organization, and also secondary data which were collected from documents and records that are related with the good leadership of the organization

1.7.2 Methods of sampling technique

This study was used by non-random sampling type of judgmental method to select 13.3% of the employee as a sample from the total population size of 300 with in the institution. However, the purpose that the researcher used this method was to focus only the highly educated employees or managers in the organization in order to get more information, knowledge and experience for the impact of leadership on performance of employee in the organization.

1.7.3 Methods of data collection

In this study, the data was collected by using different data collection methods, the researcher was used both primary and secondary data collection methods, In the primary data ,questionnaire were conducted from different employees in the organization and a semi-structured interview which was asked for the general manager of the organization and this is important for gathering different information from employees in addition to secondary data were collected through institution's document and references.

1.7.4 Data Processing and Analysis

After data was collected the next process was descriptive data analysis which was employed to examine the finding of the study,

it refers to produces for organizing, summarizing and describing qualitative data, which is more descriptive of words. the relevant data that collected was processed and analyzed by using tables and compute percentage to show proportion, chart, and graphs, the data processing was include editing and classifying the collected data in to homogeneous group for simplicity and clarity.

1.7.5. Data Presentation and Interpretation

After data were analyzed and processed well, it was presented by using tables, graphs, charts with their figures and interpreted in meaning full way.

1.8. Organizational Paper

The research paper included by the following chapters:

Chapter one contain background of the study ,background of the organization, statement of the problems, Objective of the study, Significance of the study, scope of the study and methodology .then Chapter two is about the review of related literatures, also Chapter three concentrates on analyzing, interpreting and contain data presentation, after that Chapter four includes summary of findings, conclusions and recommendation of the researcher based on his findings.

CHAPTER TWO

2. REVIEW OF RELATED LITRTURES

2.1 Definition of Leadership

Leadership is a social relation between two or more people in which the leader influences the social knowledge goal acceptance and actions of follower leaders affect that the followers do (Field Report; J. 1995,374) Leadership is the process of influencing people and providing an environment for then to achieve and organizational objectives (mc shane,2000,432). In corporate world leadership is undoubtedly the most important action that hands to be considered if you want to do collectively; aright man commanding the right position at the right time can do wonders. If you are working in a business environment you would certainly be knowing about the behaviors of the leaders who are generally your managers, Every leadership style has it's own way of behavior and methods for getting work done, some styles may be preferred by subordinates (mc Shane 1949,433)

Leadership occurs when one person induces others toward some predetermined objectives, is also the ability of a superior to influence the behavior of a subordinate or group and persuade than to follow a particular course of action (Chester Bernard)

Leadership is act of influencing and directing people in such a way that will win their obedience, confidence respect and loyal cooperation in achieving common objectives (Chester Bernard), Leadership is the art of motivating a group of people to act towards achieving a common goal, In business; leadership is welded to performance, effective leaders are those who increase their company's bottom lines

Leadership is a wining combination of personal traits and the ability to think and act as leader, a person who directs the activities of others for the good of all. Any one can be a leader even

if the only person they are leading in them selves.(Debral l.nelson and James capbell, quick 435)

2.2 .TYPES OF LEADERSHIP

In commercial world, leadership is the most important action that has to be considered if you want to get the work done collectively A right man commanding the right position at the right time. Can do wonders, If you are working in a business environment you would certainly be knowing about the behaviors of the leaders who are generally your managers, Every leadership style has it's own way of behaviors and methods of getting the work done.

Some styles may be preferred by subordinates where other might be considered in appropriate by others, It is believed that generally there are three primary forms of leadership namely participative, Laissez faire and autocratic. However, there are many types of business leadership styles which have come up today due to change in managerial methods at the work place(Helliereigel,338)

1. **Participatory leadership**- this is A style of leadership in which the leader permits subordinates to take part indecision making and also permits them a considerable degree of autonomy in completing work activities, the participative leader puts him self as a member of the team and discuss possible decisions with the team He seeks consensus before coming to a decision and every one is supposed to take ownership in the final decision, participative leadership involves sharing information, power and influence between managers and subordinates, when the task is clear and subordinates egos are involved

in the work, participative leader ship will likely contribute to satisfaction and performance only for highly independent subordinates ambiguous, ego-involving tasks, participative leadership will have positive effects on performance and job satisfaction regardless of a subordinates needs for self-esteem or achievement this type of leadership can induce employees to strive for high standards and build confidence in meeting challenging goals, especially among individuals who are working or unstructured tasks, this holds true regardless of a subordinate's needs for self-esteem or impendence

2. **Autocratic leadership**- It has been shown that this leadership style are likely to become dictators, also under the Autocratic leader ship style all decision making powers are centralized to the leader they do not entertain any through from them, Autocratic leadership provides strong motivation to the leader and this is shown to be true as it has been successful in the past. It is effective as it permits quick decision making as only the one person need to decide for the whole group and this individual keeps decisions to them selves until they feel the rest of the group need to know what they are. Autocratic leader do not trust any one and generally more task Oriented, they expect their task to be done and they do not consider their followers feelings in their decision- making.

3. **Laissez faire Leadership**- this type associated with leaders. That don't lead at all failing in supervising team members, resulting in lack of control and higher costs, bad service or failure to meet deadlines this style is

unengaged in leadership and simply lets people do their own thing with the leader exerting few controls Free rain leaders allows. Maximum freedoms to subordinates, by leaving the group entirely to itself and does not lead them every step of the way but rather motivates them by trusting the individuals to do things them selves. Subordinates are given a freehand in deciding their own policies and methods, laissez faire or free rain-leadership is considered better than the Authoritarian style but not as effective as the democratic style (Lewin, Lipitt and white, 1939)

4. **Charismatic leadership**- charismatic leader leads by infusing energy and eagerness in to their team members. This leader has to be committed to the organization for the long run , if the success of the division or project is attributed to the leader and not the team. Charismatic leaders may become a risk for the company by deciding to resign for advanced opportunities it bakes the company time and hard work to gain the employees confidence back with other type of leadership after they have committed them selves to the magnetism of a charismatic leader. Charismatic leadership has a dependency more on the actual force of the leader is personality as to appeal of the leader's vision, charismatic leaders have the ability put all their trust in other are able to take personal risks and are sensitive to other peoples needs, they also have the ability to make individuals over come .Lack of personal belief and do more than what is. Normally expected performance,

charismatic leaders have a natural ability to attack people and inspire commitment to their cause (weber;1905)

5. **Bureaucratic leadership**- is very structured and follows the procedures as they have been established, this type of leadership has no space to explore new ways to solve problems and is usually slow paced to ensure adherence to the leaders stated by the company. Leaders ensure that all the steps have been followed prior to sending it to the next level of Authority universities, Hospitals, bank and government. Usually require this type of leader in their organizations to ensure quality increase security and decrease corruption leaders that try to speed up the process will experience frustration and anxiety (Weber,1905)

6. **people-oriented leadership** - is one that in order to comply with effectiveness and efficiency, supports, train and develops his personal increasing job satisfaction and genuine interest to do a good job people-Oriented leadership is the one that in order to comply with effectiveness.

7. **Servant leadership**-facilitates goal accomplishment by giving its team member what they need in order to be productive this leader is an instrument. Employee use to reach the foal rather than an commanding voice that moves to change this leadership style in a manner. Similar to democratic leadership tends to achieve the results in a slower time frame than other styles although employee engagement is higher, this style based on a term coined by

Report Green Leaf in the 1970s this refers to any one who leads by meeting the needs of others or of his or her team, this leadership style is based on strong values and personal integrity, it's quick with out fanfare.

8. **Transformational leadership**- transformational leaders who provide individualized consideration and intellectual stimulation and who possess, there are transformational leaders like Leslie Wexner of the limited retail chain and jack Welch at general electric they pay attention to the concerns and developments needs of individual followers; they change followers awareness of issues. By helping them to look at old problems in new ways and they are able to excite, arouse and inspire followers to put out extra efforts to achieve group goals, transformation motives its team to be effective and efficient communication is base for goal achievement focusing the group in the final desired outcome or goal attainment, this leader is highly visible and uses chain of command to get the job done, transformational leaders focus on the big picture, needing to be surrounded by people who take care of the details. The leader is always looking for ideas that move the organization to reach the company's vision. (Stephen P ,Robbins 1993,391)

9. **The Environment leader-** is one of who nurtures group or organizational environment to affect the emotional and psychological perception of an individual's place in that group or organization An understanding the application of group psychology and dynamics is essential for this style to be effective, the leaders at all levels, this leadership

style relies on creating an education matrix where groups interactively learn the fundamental psychology of group dynamics and culture from each other, the leader uses this psychology and complementary language, to influence direction through the members of the inspired group to do what is required for the for benefit of all leadership associated with positions of Authority (Cermazzi;2005)

10. **Transactional leadership**- transactional leaders practice what you would call management by exception and contingent reward, they set performance standards and do performance reviews to their followers transactional leadership is the traditional management function of leading transactional leaders in essence do what managers do they classify the role of employees, initiate structures and reward or punish individuals for the teams performance, one individual is given the opportunity to lead the group and the group agrees to follow his lead in order to accomplish a pre determined goal in exchange for same thing worth while the leader is given the power to evaluate correct and train the employees when productivity is not at the appropriate level and they are able to reward effectiveness and efficiency when the outcome expected is reached. Transaction leader is given power to perform certain tasks and reward or punish for the team's performance, it gives the opportunity to the manager to lead the group and group agrees to follow his lead to accomplish a predetermined goal in exchange for some thing use, power is given to the leader to evaluate correct and train

subordinates when productivity is not up to the desired level and reward effectiveness when expected out come 15 reached (Stephen P. Robbins, 1993,392)

11. **Task-Oriented Leader**- it focuses on the job and concentrates. On the specific tasks assigned to each employee to reach goal accomplishment this leadership style suffers the same motivation issues as autocratic leadership, showing no involvement the teams needs, it requires, close supervision and control to achieve expected results, Another name for this is dealmaker and linked to first phase in managing change enhance, according to the organize with chaos approach (Rowley and Roevens, 1999)

12. **Democratic Leader ship**- A democratic leader Listen to teams ideas and studies them but will take or make the final decision team players contribute to the final decision thus increasing employee satisfaction and ownership, feeling their input was considered when the final decision was taken, when. Changes arises, this type of leadership. Helps the team assimilate the changes better and more rapidly than other styles, knowing they were consulted and contributed to the decision making process. Minimizing resistance and intolerance A shortcoming of this leader ship styles is that it has difficulty when decisions are needed in a short period of time or at the moment. Democratic or participative (some times called authoritative) this is the style that includes participation and greater equality between leader as and followers. A democratic leadership

style is in the opposite spectrum of the Autocratic leadership style also known the participative, leadership style these type of leaders are generally more people oriented and the feelings and through of their followers matter to them (Lewin. Lippit and white,1939)

2.3 THE IMPORTANCE OF LEADERSHIP

The importance of leadership is a key ingredient to successful business so understanding the importance is the key in your business success leadership has so much influence in our lives because so often it determines whether we enjoy a particular experience, years of personal experience as a career military officer showed me that the army leadership manual the important of leadership best: A leader is any one who inspires and influences people to accomplish organizational goals they motivate others to pursue actions, focus thinking and shape decisions for the greater(Mc Shane,246)

There is no such thing as a natural burn leader which is why leader ship development is no important every one can have the fundamental requirements necessary for the leadership rule. It's how they develop them that matters

Leadership development is defined as an effort to enhance a learner's ability to lead an Endeavour to hard work focused on developing the leadership ability and attitudes the individuals setting at the top of the chain of the command, successful leadership development requires a lot more ability to give orders, it also requires diplomacy top of the line people skills a certain level of trustless and an understanding of how much space there

is and there isn't between the executive suite and mailroom, A good leader doesn't just lead he or she leads by example

Leadership development with in accompany should be addressed at booth the individual and group level, individual leadership. Development can be undertaken in both hands on and a classroom environment and which method your organization chooses is entirely up to you through various. Exercises the individual learns to identify their strength and weaknesses using both the shape and meld their successful leader ship style, individual leadership development is very important is very important for individuals first entering the field and those who are having difficult time taking up the reins of command ,Group leadership development is absolutely vital in any company regardless of industry: because it teaches an executive team how to look think and act like a team, for business to run smoothly it's essential that the executive team to be able to operate a will oiled wheel cognizant of each others patterns-, strength, weaknesses and goals and able to work together and tossed in to the ring is going to fail almost instantly it takes time and practice, and leadership development offers the opportunity for both (Mc Shane,456)

The following points justly the importance of leadership in a concern

1. **Initiates action**- leader is person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts
2. **Motivation**- A leader proves to be playing an incentive role in the concern's working, he motivates the employees

with economic and nun-economic rewards and there by gets the work from the subordinates.

3. **Providing guidance**- A leader has to not only supervise but also play guiding role for the subordinates, Guidance here means instructing the subordinates the way they have to perform this work effectively and efficiency

4. **Creating confidence**- confidence is the important factor which can be achieved through expressing the work efforts to the subordinates explaining them clearly the role and giving them guidelines to achieve the goals effectively.

5. **Building Morale**- Morale denotes willing cooperation of the employees to ward their work and getting them in to confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.

6. **Builds work Environment**- helps in sound and stable growth there fore, human relations should kept in to mind by a leader he should have personal contracts with employees and should listen to their problems and solve them, he should treat employees on humanitarian terms,(Management study)

7. **Co-ordination**- coordination can be achieved through reconciling personal interests with organizational goals, this synchronization can be achieved through proper and

effective coordination which should be primary motivate of a leaders.

2.4. Factor to be considered for having good leadership

1) **Self-understanding** – a strong leader is honest with time self and understands his limitation by being able to gauge his own strengths and weaknesses. A good leader can better delegate responsibility of those around him (Richard. G,1995,420). Self understanding is the essential first step in interpersonal skill development, it is easy to act our selves lead from minister image. But Christ toughs us to lead from our heart, searching your heart, knowing who you are and what mission is, is the only way to communicate with honesty. Self –disclosure and purpose, this course will guide you through a self-assessment of your leadership styles. And priories and will demonstrate the importance of self knowledge in leadership and interpersonal relations.

2) **Communication**- being a good leader in business means under standing. How and when to communicate important information developing excellent communication skills is absolutely essential to effective leadership, the leader must able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others, if a leader can not get a message a cross clearly and motivate others to act on it, then having a message doesn't even matter.(gilbert Amelio). Leaders who make it a practice to draw out the troughs and idea of their. Subordinates and who are receptive even to bad new will be properly informed, communicate down ward to

subordinates with at least the same care and attention as you communicate up ward to superiors (L.B.Belker). Leader ship is a broad concept, which you use your skills to inspire people around you are hoping, to win their trust and respect leadership differs from management skills including the former management skills as well as arrange of other properties when we talk about good leadership qualities, we honesty, encourage, honesty and determination as a basic of human traits, mentions all to which tens to make the characteristics of a good leader.(james Homes).

3) **Respects**- business leader needs to give and gain respect from, multiple groups of people the leader must shoe respect to those who work for him, the way to get respect is to develop the traits in your self that you admire in others, with respect you can get others to follow you, getting people to follow you willingly is a key point to leadership, people want to be part of something special. If people admire you, they will think that have some thing special to offer and will be much more willing to lend a hand, once you get a following you can then use of people to achieve the goals of the organization great leaders will inspire respect in others be a great example, Respect is earned, it is not given freely, this. Statement has been the reason that so many people hold back respect, the truth , is that it is important to sow respect whether the person deserves it or not. A lot of employee are not on the some level as their boss, the employees of feel inferior and wonder flow they are valued, A great leader can come in and shoe people respect and admiration for their work. If the leader is genuine, the employee will feel much more willingness to work hard, the reason is that by being respected and valued employees feel happy to do. More than is expected and that is a key component to success for any

organization. Some times, leaders and managers make the mistake of finding fault with employees, the result is that the employees start looking for a new job, people want to be an optimistic environment where they feel valued.

4) **Experience-** A leader known how to react in various business situations because of he or she has been there before experience is essential to the development of a good business leader and its is even more valuable when. It is practical experience derived from real life situations, by contrast, organizations that see the learning potential in experience. Strive to equip. aspiring leaders to mine their experience continuously and intensively for insight what it takes to cultivate leadership in others (peers and superiors as well as subordinates) these organizations commit them selves to providing robust resources and durable processes faces of preparing, deploy and renew of learning from experience no matter how good its current leadership is, and organization must also have pipeline future leaders in place if it as priers to sustained high performance can go about creating depth of leadership talent motivating employee. Employees are the key to the success of nay organization they are also known as back bone of the business enterprise, if employee are effective and efficient, half the job of the company is done so it is very important for the organizations to have able work force the productivity of the employee is very determined by this motivation level and employee can be motivated by number of factors including high wages, work place environment, competition, supporting management, new challenges, responsibilities, scop0pe of growth etc. and subsequently work up on them, If staff members are motivated enough it results in to increased employee productivity which in

turn will improve company's over all status and profits, organization do realize this is important factor. That's why we find great many motivational activities initiated by them while rewarding employee, some of the key elements that are taken in to account are day to day performance, enthusiasm, punctuality willingness to accomplish a task, ability to innovate and ideate and overall fulfillment of goals.

5) **Confidence-** when a business leader makes a decision it affects every one in the company. A leader who expresses confidence in this decision can inspire confidence in those around him as well. Leaders, seem to have a confidence about them that inspire others to be confident in their leadership, self-confidence, comes from having sense of self understanding, healthy self-confidence means that a person knows where he excels and also known his limitation, to nature these traits of self acceptance and self-confidence, parents should celebrate the areas in which a child is strong and encourage him to take on leadership roles in those areas, taking on teaching or a responsible role in an activity that is a strength can encourage self-confidence and leadership initiative some studies also show that having a strong and encouraging adult role is key to building self-confidence.

2.5. List of good leadership qualities

When it comes to leadership a series of characteristic symptoms tend to stand out in a crowd person. As a leader a person is expected to motivate, inspire and lead people and to all the good leadership skills needed below.

1. **He is a character is simple**:- it is still the most important quality of a good leader should have, leaders on a person who is seen by

followers as a stimulus in such scenarios will affect the lost thing one would like to establish as a leader. More importantly attained persons leadership qualities are bound to inquire by all.

2. **He should posses good communication skills**: gold communication skills have good leadership qualities comes next in the list, one to the fact that communication such as listening and writing does not include a note' has to read on effective communication skills.

3. **He is visionary:** should then list the qualities of another feature of effective leadership-the vision of the leader helps to make it bigger future fear, leader with out vision is better than a disabled commander, leaders vision of people working under him or behind him in the foresightedness grow people.

4. **Capacity building officer**: for the best decision to travel to the top, a leader and followers from this team should have several important decisions. At this point in time, their decision making and analytical skills will be tested as a whole will decide the fate of the team takes.

5. **He could be a team player**: he is a team working under a leader and the teams success as a whole depend on the relation between its member including leader should. A leader to complete the work as a single entity should have the ability to motivate the team the leader's responsibility to create team spirit in his team

6. **He is responsible**: the success and failure are part of the life want, as a leader the one that should be ready to take responsibility success during spotlight hogging and the other member of team failures, blaming bad thing a politician possibly can (mark twain).

7. **He has a good sense of homour**:- in addition to various leader ship qualities, this one to protect you, as can people working under you need some embarrassing moments, nothing but-a joke all the time as much as can help reduce stress, after all, laugher, as they say is the best medicine (Andy stanly).

8. **For Leader, positive attitude a must:** the past, but one of the most important quality of leadership is the ability to think positively, an optimistic leader is leading his team to success with case, How ever the fair that three is s difference between optimism and over optimism is a thin line and can create more harm than the pessimism has taken note of read more about virtues of a leader (James Homes).

2.6. Problems related to leadership

Some of the common problems that related to leadership' are as follows,

i. It is not clear exactly what behavior are indicative of leadership

ii. Leader in organizational may have only small affects on organizational performance because there are selected form individuals very similar to each other because there are many situational constraints on their actions and because organizational performance is affected by many factors that are not side the leader strip control.

iii. Organizational members can promoted to leadership positions not based on their performance or ability but on relevant factors such as social status (Richard H.G,1995,372)

iv. Many problems occur because of people failing to communicate effectively-faulty communication cause problems in organizations and can cause a good plan to fail.

v. Less motivation for employees such as, not enough of monetary growth, little or no appreciation, less work or too over loaded, late working hours, groupies and some times even ragging which cause the employee de-motivated and feel like quitting or reduce productivity the organization. (Boston Harvard)

2.7. Organizational Decision Making

Traditionally, theorists have looked at decision making as the multiple process through a problem is identifies, solution objectives are defined a pre decision is made (i.e decisions about how to make a decision), alternatives are generated and evaluated, and an alternatives is chosen, implemented and than followed up. A contemporary alternative approach recognize that decisions are made in an automatic, intuitive fashion, specially, image theory claims that people will adopt a course of action that best fits their individual principles, current goals and plans for the future.

The decisions made in organization can be characterized as being either programmed, routine decisions made according to pre-existing guidelines or non programmed decisions required novel and creative solutions, Decisions also differ with respect to the amount of risk involved, ranging from those in which the decision out comes are relatively certain to those in which the out comes are highly uncertain, uncertain situations are expressed as statements of probability based on either objective or

subjective.(JeradGreeniserg,1995,37)

TYPES OF DECITION MAKING FOR THE LEADER

A leader gives direction to people to follow. He is responsible for ensuring that his decision provides the right direction to the organization. Be it in a business or in other organizations, decision making is an important component of leadership skills The different types of decision making that a leader typically encounters are

1, Authoritative: In authoritative type of decision making the leader is the sole decision maker which subordinates follow. The leader has all the information and expertise required to make a quick decision. It is important that the leader is a good decision maker as it is he who has to own up to the consequences of his decision. Though effective, in case the leader is an experienced individual, it can harm the organization if the leader insists on an authoritative type of decision making even when there is expertise available within the team.

2, **Facilitative:** In facilitative type of decision making, both the leader and his subordinates work together to arrive at a decision. The subordinates should have the expertise as well as access to the information required to make decisions. Such an approach could be useful when the risk of wrong decision is very low. It is also a great way of involving and encouraging subordinates in the working of the organization.

3, Consultative: As the name suggests, consultative decisions are made in consultation with the subordinates. However, the fact remains that unlike in the facilitative decision making style, in consultative decision making it is the leader who holds the decision making power. A wise leader tends to consult his subordinates when he thinks that they have valuable expertise on the situation at hand.

4, Declaratives: As per the term, the leader passes on the responsibility of making decisions to one or more of his subordinates. This type of decision making is usually adopted by the leader when he is confident of the capabilities of his subordinates. lives, we have to resort to different types of decision making.

A. It would have been so good had there been a universal model for decision making. However, due to the dynamic nature of conditions, be it our work place or our personal lives, we have to resort to different types of decision making.(Baston Harvard)

Chapter Three

3. Data Analysis and Interpretation

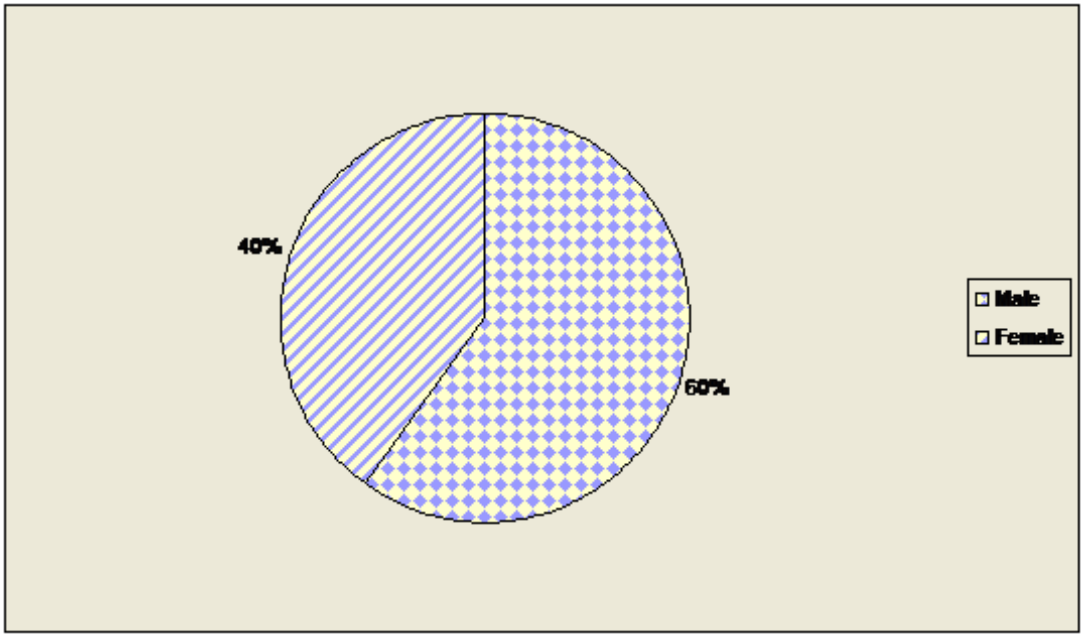
The general analysis of the study was carried out on the impact of leadership on the performance of employee in the save the children UK, the analysis was based on primary data which were collected through questionnaire and interview and secondary data. Which were collected from documents of employee.

The questionnaire were dispersed to 40 members of staff in the organization which contribute 13.3% of the total staff in the organizational those have the same levels in the organizational.

In addition to questionnaire, the research used interview questionnaire to collect information about the impact of leadership on performance of employee, the interview was conducted. With the general manager of the organization it is designed to gather relevant information about the study.

3.1. Characteristics of the respondents

3.1.1. Sex distribution of respondents

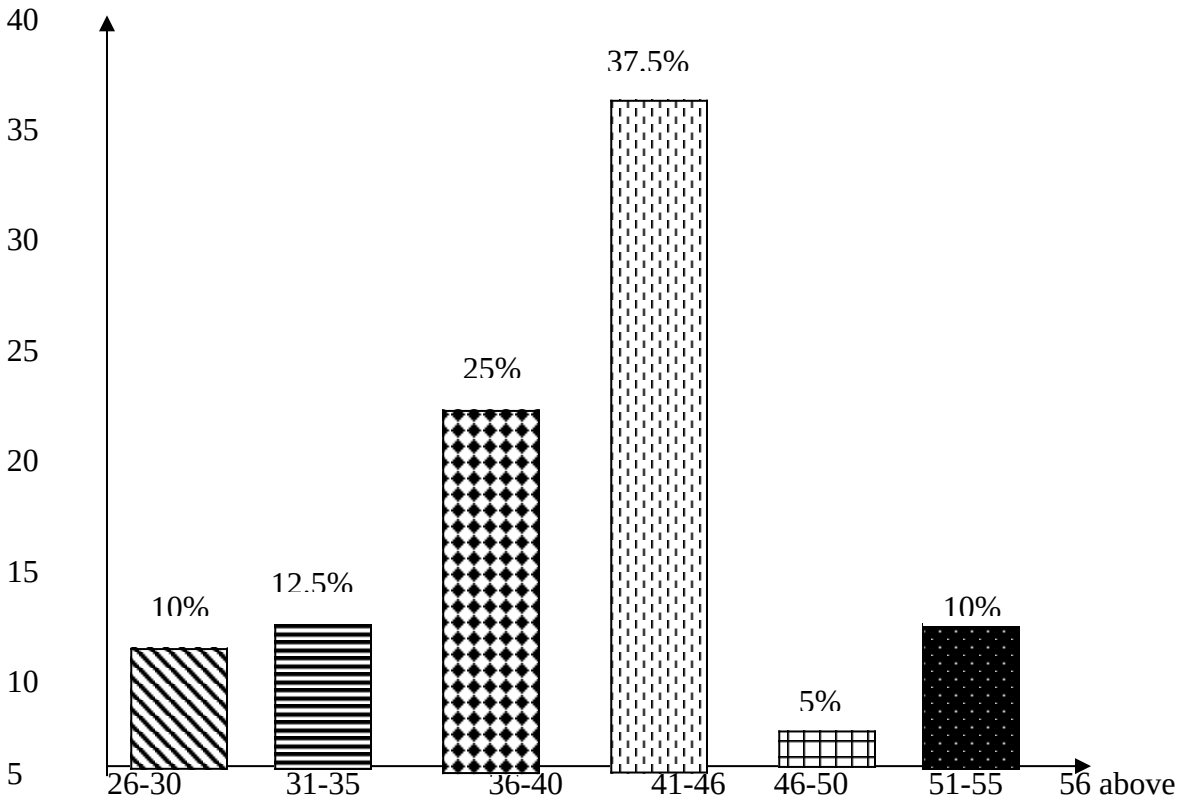


Source; questionnaire, primary data

From the above diagram it can be observed that 60% of the respondents were male while the rest 40% were females. As a result, there is difference between male and females which implies that there is scarcity

of female employees in the organization because of in Somali region women enrolled school is low and that is why their competency of higher position is become lower. thus, in this situation it my reduce the ri

3.1.2. Age distribution of the respondent



As shown the above bar graph, 10% of the respondents were the age between 26-30 years, 12.5% of them were the age between 31-35 years, 25% of the respondents where also the age between 36-40 years, 37.5%

of them were 41-46 years old, and 5% of the respondents were the age between 46-50 and the rest 10%, were 51 up to 55 years old. However, most of the respondents are 36-46 years old so this is very importance for leadership to have matured people.

3.1.3 Educational back ground of the respondents

Education refers to the process of learning and acquiring information, it is important for learning basic life skills as well as learning advanced skills that can make a person more attractive in the job, being educated person Means you have access to optimal stated of mind, regard less the effectively to achieve self-selected goals and aspirations. It is also the process of cartography mapping your experience and findings variety of variety of reliable routes to optimal states when you find your self in non-optimal states.

3.1.3.1. Educational background of the employees

Item	Respondents	
	No	Percentage (%)
• High school certificate	-	-
• Collage certificate	5	12.5
• Collage diploma	5	12.5
• first degree	21	52.5

• Second degree	9	22.5
Total	40	100

Source: questioners, primary data

With regard to their educational back ground, 52.5% of the respondents were first degree holders,22.5% of them were second degree holders and 12.5% of the respondents represent they were collage certificate holders, the remaining 12.5% of them were diploma holders, as it is indicated above, most of the respondents were first degree and above holders, thus it is significant for leadership to have well experienced and educated

people because of, as being educated people we can have more knowledge , better thoughts and wide understanding for our employment and people for their demand and impression , this facilitates us how to become a good leader .

3.1.4. Marriage Distribution of the Respondents

Marriage is uniquely beneficial to society because it is the foundation of the family and basic buildings block of society, it brings significant stability and meaning to human relations, It plays an important role in transmitting culture and cavitations to the future generation.

3.1.4.1 Marriage distribution of the respondents

Item	Respondents	
	No	Percentage (%)
• Married • Single • divorced	30 10	75% 25% -
Total	40	100

Source: questionnaire

As it demonstrated the above table 75% of the respondents were married while the rest 25% were un married or single. there fore, most of the respondents were married which is important for leadership because a person feels responsibility at house hold level on managing his or her family so they have more experienced than those are un married about to manage the people and how to set a goals.

3.1.5. Monthly income distribution of the respondents

3.1.5.1. Income distribution of the respondents

Item	**Respondents**	
	No	**Percentage (%)**
• 5000-7000	2	5%
• 7000-10000	5	12.5%
• 10000-12000	5	12.5%
• 14000-15000	9	22.5%
• 15000-17000	7	17.5%
• >17000	12	30%
Total	40	100

Source: questioners, primary data

Regarding monthly income of the respondents, the study shows 12.5% of the respondents were found the income range between 7000-10000birr, and 12.5% of them were also found the income range between 10,000-

12000birr, the largest income share of the respondents (30%) and (5%) which is the smallest share of the respondents were found above 17000birr and 500-700birr respectively, where as the remaining 22.5% and 17.5% of the respondents fall in the range between14000-15000 birr and 15000-17000birr. Therefore, As we can understand above the employee gets well income monthly so increasing salary in organization encourages employee to take on responsibilities and in turn increase their job satisfaction. On the other hand they invite their competent friends to gain in the organization because of well income and good leadership. How ever, this helps the organization to achieve it's goals due to effective work.

3.2. The ways of leader work done

3.2.1. The ways of the leader is work done in organization

	Item	Respondents	
		No	Percentage (%)
1	How does the leader control performance of the employees in the organization?		
	• By giving encouragement	27	67.5
	• By punishment	13	32.5
	Total	40	100
2	Based on the above question if your answer is 'B' what is The reason?		
	• Reduce wage or salary	7	53.8
	• no promotion	2	15.3
		1	9

	• Decrease learning opportunity • degrading position	3	23
Total		13	100

Source: questionnaire, primary data

As it is indicated on the above table, item 1, 65.5% of the respondents said that the leader persuade his workers to do their performance well, while the remaining 32.5% of the respondents also replied that the leader control the employee performance by punishment , so as it explained above, the majority of the respondents believes by encouragement. so, due to existing leadership system in the organization, the leader allows the staff to use their best judgment with less or no pressure, built team spirit through supervision findings and give training to the employee.

From the above table, item 2, 53.8% of the respondent stated that the leader punished them by reducing salary, 23% of them explained there is low status in position and 9% of the respondents confirmed by decrement of learning opportunity, the remaining 15% believe that there is no promotion given to the employee. There fore, the majority of the respondents said the leader punishes them by reducing salary. so, this may happen in monthly, yearly, or transference from higher position to lower thus, in order to earn the employee well income they do their work effectively and this is importance for the leaders to control the worker's exertion.

3.3. Participating equally in decision making

3.3.1. Participation in decision making

1	Item	Respondents	
		No	Percentage (%)
•	In organization are all people participating equally in decision making ?		
•	• Yes	30	75
	• No	10	25
	Total	40	100
2	If your answer is 'Yes' what is the Reason?		
	• To identify problems more effectively	15	50
•	• To improve decision quality	6	20

•	• and acceptance • To persuade participation.	9	30
	Total	30	100

Source: questionnaire, primary data

As shown the above table, item 1, 75% of the respondents informed that they equally participate in decision making and the rest 25% equally participate in decision making. however, most of the respondents were informed that they equally participate in decision making, there fore participatory decision contributes to a good leadership and very important for employee incentive.

From the above table, item 2, 50% of the respondents compromised that participating equally in decision making facilitate them to identify problems more effectively while 30% of them helps to encourage participation, the remaining 20% used to improve decision Quality and acceptance. As we understand the above data, most of the respondents participate equally to identify the problem effectively so sharing ideas is important to solve effectively and this is important to facilitates the leader to get the best solution to solve the problems

3.4. Methods of decision making

3.4.1. Respondents attitude toward the method of decision making

	Item	Respondents	
		No	Percentage (%)
1	How are decisions made in the organization? • Top-bottom • Bottom-up	 15 25	 37.5 62.5
	Total	40	100
2	If your answer is top-down what is the Reason? • Problems are only solved by the	 8	 46.6

•	• leader • Employees usually feel that making • Decision is manager's job. • Managers' have lack of self-confident • to their subordinates	5 2	33.3 20
	Total	15	100
3	If your answer is bottom-up what is the Effect? • Encourages employee participation. • New ideas and changes proposed by • group welcomed • Creates accountability	15 3 5	60 12 20
•	• Total	25	100

As we can see from the table, item 3, 62.5% of the respondent had informed that decision are made from bottom-up while the rest 37.5% of them said that decision are made from top-bottom decision making. As indicated above, most of the respondents make the decision from bottom-up. thus, the problem should identified and decision should make the leader, by putting the pressure to the bottom level, there should be more consultation, the leader can't unravel the problem unless the bottom involvement .

From table, item 2, from those who made decision from top-bottom, 46.6% was stated problems are only solve by one leader, 33.3% of them believed that employee usually feel that making decision is managers responsibility and the remaining, 20% were said managers have lack of self-confidence to their subordinates, as explained above most of the respondents informed that leader is a dictator and made all

decisions in the organization ,this may cause the employee not to participate in decision making,

As shown the above table, item 3, from those who made the decision bottom-up, 60% of the respondents said that it encourage employee participation, 8% of them believes that it also encourages employee decisions making and assumption of Authority, 12% of the respondents informed that new ideas and changes proposed by the employee welcomed, the rest 20% of the respondents believe that it creates accountability, as the most of the employee said it encourages employee decision making, it is important for staff motivation, make the staff feel free, staff capacity building for participatory leadership.

3.5 Types of leadership

The are known types of leadership style used at present businesses. A leader might have to use a particular team leadership style in a specific work setting where others may not be effective.

3.5.1. Types of leadership

Item	Respondents	
	No	Percentage (%)
• What type of leadership style is obtained in the organization?		
• Participative leadership?	32	80
• Autocratic leadership	2	5

• Bureaucratic leadership • Laissez fair leadership	3 3	7.5 7.5
Total	40	100

Source: questionnaire, primary data.

Based on the above 80% of the respondents said that they follow participative leadership, 7.5% of them of the respondents demonstrate they follow by Autocratic leadership, 7.5% of them were bureaucratic leadership followers, the remaining 7.5% said that they followed by laissez-fair leadership, As it indicated the above data most of the employee follow by the participative type of leadership, which the leader puts him self as a member of the employee and discussed possible decisions with them, he seeks consensus before coming to a decision and every one is supposed to take ownership in the final decision.

3.6. Importance of leadership in organization

Understanding the importance of leadership is the key for the business success, leadership has much influence in our life because it determines whether, we enjoy a particular experience leadership is about communicating and building teams, so that every one works together, important of leadership is also key ingredient to successful business and teams.

4.6.1. Importance of leadership in organization

Item	Respondents	
	No	Percentage (%)

• What are the importance of leadership in the organization? • Motivation • Creating confidence • Providing guidance	 7 8 28	 17.5 12.5 70
Total	40	100

As we can see the above table 17.5% of the respondents replied that, motivation is one of the merits the got, 12.5% also have the satisfaction for the creation of confidence, the remaining 70% have providing guidance. There fore ,as it is indicated above the most of the employee have the advantage of providing guidance. so, the leader has not only supervise but play the guiding role for the subordinates

OPEN ENDED QUESTION ANALYSIS

There are open-ended questions prepared by the researcher for the employee which is about the major problems of the organization related to leadership that affect performance of employee, the respondents that the researcher got were summarized as follows.'

- Less salary payment.
- Lack Payment comparing for other NGO'S in the region.
- Lack of bonus reward, So ever the employee are working hard.
- Lack of direct promotion.

- National staff is greater than international staff.
- lack of training for staff.

On the other hand the researcher examine the general managers of the organization as he replied the problems related to leadership that affect performance of employee were also summarized here.

- Lack of individual staff work plan.
- It is difficult for staff supervision.
- Less training for the employee capacity.
- Lack of bonus for the employee .
- Low payment comparing from the other NGO'S.
- Lass promotion for employee referring to their position.

After the student researcher asked the employee what ways should be solve those problems they faced before, the respondents responses were summarized as follows.

- To create transparency among staff
- Through discussion in higher level and assessment of salary payment in the other NGO's salary of the staff should be dejected.
- By implementation solving problems and decision making a team
- Training on good leadership
- Staff motivation like making participatory plan.

The respondents were suggested about the experience they had for the motivation of the organization to do their job properly and the responses were summarized as follow,

- By annual salary increasing
- To review staff performance
- Staff training minds to give assessment then according staff is given training in the country or a broad.
- Supervision by scoring according to their performance
- By bottom-top decision, participatory decision, staff supervision, individual work plan and technical supports as required as it is .

On the other hand the researcher were asked the general manager about how can he keep each of employee motivated, then his respondents were as follows.

- To avoid communication barriers
- More participatory
- He had deferent consultations and discussions on matters that hinders out success as result each member feels that he or she contributing for the common goals.
- Firstly to put the organizational values, objectives and strategic direction. So, they could clearly seen what they could contribute then, set personal goals both to meet the objective of the organization and professional development, last but not least constant feed back is also very important for motivation staffs.

Interview Results

The student researcher was also asked interview questions for the general manager, the responses he gives regarding different questions are described as follows.

- **Confidence of the leader**

Leaders seem to have confidence about them selves, that inspire others to be confident in their leadership, self-confidence comes for having sense of self understanding.

As personal manager said about the confident of his ability of leadership were described as follows.

- The leader has self confidence for his ability of leadership.
- As he gets support from the directors and subordinates
- The leader attends training on leader ship to built their capacity of leadership.

From this we conclude that the leader has self-confident for his occupation so good leaders are organized, they seem to know how to de prioritize to get task started and help it progress to it's conclusion, people turn a leader on dividing up the work and getting it done.

Leadership traits

A good leader is innovator of good things and problem solving. what practices he implement During conflict situations and if they were successful are described as follows

- He consult different people and try to see the root cause of the problem
- He will try to be un based and get information from both sides and critically analyze.
- He try to learn from those problems so that it will not to be related.
- Besides he try to use those opportunities for team building.

So as it expressed above, leadership traits that are easily identifiable include self-confidence, organizational skills, problem solving, creative thinking and being able to motivate others.

CHAPTER FOUR

4. SUMMURY , CONCLUTION AND RECOMMENDATION

4.1. SUMMURY OF FINDINGS

- From the responses of the respondents to the questionnaire and the manager's answer for the interview are summarized as follows
- From the total study of population ,majority(60%) of the employees are males which implies the existence of male are greater than females in the organization .

- As we gain from the findings of the study ,most of the workers(62.5%) in the organization were the age between 36-46years
- When we see the educational level of the employee, the majority (75%) of the respondents were first degree and above.
- Based on the martial status of the workers , the majority(75%) of the respondents were married.
- According to the monthly income salary of the respondents, at most(30%) of the employee were earned the income range above 17000.
- According to the respondents response of table 4,item 1, the leader control performance of the employee by giving encouragement.
- As indicated in table 4,item 2,implies that the majority of the respondents (53.8%)were informed that the leader control the employee performance by punishing them reducing salary in order to control their exertion.
- When we see the respondents response of the participation decision making In the organization, table 5,most of the respondents (75%)equally participate in decision making,
- Based on table 5, item 2,most of the employee(50%)equally participate in decision making so as to identify problems more effectively
- According to table 6,item1,the greater part(62.5%) of the respondents were bottom-up decision makers in the

organization .were top-down decision makers, due to the leader solve all the problems

- Table6, item2, the majority of the employee were top-down decision makers, due to the leader solve all the problems and made all the decisions.
- As indicated the information on table 6, item 3, the majority of the respondents made the decision by bottom up decision making method because of, it encourages employee participations.
- Regarding the information in table 7, most of the respondents(80%) informed that the type of leadership that the organization follows is participative leadership style.
- According to the information observed on table 8, the majority of the employee (70%) have got one of the importance of leadership such as providing guidance.
- Based on the responses of the employee about the problems that related to leadership on performance of employee. as they were informed that there were some problems like la lack of reward, lack of promotion , less salary payment ,less capacity of training for staff, lack of payment comparing for other NGO'S in the region.
- From the general manager and the employees responses about the problems that related to the leadership on performance of employee were lack of individual staff work plan and it is difficult for staff supervision, less promotion for the position of the employee, low payment comparing from the other NGO'S,

lack of bonus for the employee, less training for the employee capacity.

- Based on the respondents response about the solutions of the problems that they faced above, they were said that to create transparency among staff, through discussion in higher level and assessment of salary payment in the other NGO'S salary of the staff should be dejected, by implementation solving problems and decision making as a team, staff motivation like making participatory plan and training on good leadership

- According to the answers of the employee about the experience they had for the motivation of the leaders, that make them to do their job properly were by increasing annual salary, to review staff performance, Staff training and to give them assessment then to give the staffs training in the country or a broad, supervision by scoring according to their performance, by bottom-top decision making, participatory decision, staff supervision, individual work plan and technical supports as required as it is.

- As the manager were suggested about how he keep his employee motivated were To avoid communication barriers, More participatory decision making, He made different consultations and discussions on matters that hinders out success as result each member feels that he or she contributing for the common goals.

- From the result of interview with the manager of the organization, he had self confidence for his leadership ability as he gets support from the directors and subordinates and he attends training on leadership to built their capacity of leadership.

- As the personal manager said about the practices he implement during conflict situation were, he consult different people and try to see the root cause the root cause of the problem, He will try to be un biased and get information from both sides and critically analyze, he will try to learn from these problems .so, that it would be repeated in the future, Besides he try to use those opportunities for team building and it is successful to solve all the conflicts he faced .

4.2 CONCLUTION

This research study aimed at exploring leadership role on employees performance, the study attempted to examine flow the leaders in an organization affect the employees performance and the job roles, it also tried to find out leadership styles in which the organization is following.

- The empirical inferences that we can draw from this study is the availability of educated workers which is 78% of the

organizations employees holding first and second degree level of education, this is an indication of employee capability in shaping the integration between leaders and employees.

- Interestingly, the study show that 70% of the employees receives more than 14000birr of monthly salary, so that it creates and increases employees satisfaction and this helps the organization to achieve its objectives and goals as well.
- Notably, the study explained that the increased use of encouragement allows leaders to achieve improved employee performance and thus facilitate participation in internal consultancy. This disclosure implies that leaders will more or less need to rely on employee motivation and encouragement to promote their performance.
- As per types of leadership in the organization, most of the employee were responded that the leader followed participatory leadership which implies that the leader gave opportunity to his subordinates on participating in decision making and built their confidence in meeting for challenging goals of the organization.
- As the response of majority respondents , they were gained the benefit of providing guidance. this implies that the leader was not only supervise employees but also play the guiding role for his subordinates.
- According to the response of the manager, he had self confidence for his ability of leadership as he got support from the directors and subordinates and the leader attends training on leadership to built his capacity of leadership . there fore, we

can conclude that the leader had self confident for the ability of his occupation.

- payment comparing for other NGO'S in the region, Lack of reward so ever the employee are working hard, Lack of promotion and less capacity of training for staff were the major problems related to leadership that effect the employee performance in the organization.

- The common understanding of over all the study is that the a leader plays a key role in employee performance but the degree of the role is also very much dependent on the type of leadership in the organization. How ever caution should be exercised in generalizing the results of the study due to the small size of the sample, Nevertheless the results provide basis for future research.

4.3. RECOMMENDATION

Based on the findings obtained and the conclusion drawn, in addressing the problems identified the researcher forwarded the following recommendations as a possible solution to be considered by respected body.

- According to the ways the leaders enhances his or her employees performance few of the respondents shows that leaders use punishment, in this situation even though the majority of the employee are treated and encouraged in a good manner for minority also, it is recommended not to react through punishment to any of the workers, rather than it is preferable to adopt other positive mechanism like training to motivate them and built their capacity to do the assigned jobs as per the requirements.

- As per methods of decision in the organization based on the feed back from the respondents, some of the respondents were indicated that the type of decisions making during problem solving is mostly made by single leader, in this case the researcher recommended that it is better to be participative and shared with the employees of the organization.

- As the majority of the employee were informed that the leader follows participatory type of leadership which have positive effects on performance of employee and job satisfaction. there fore, the leader of the organization is advised to continue supervising the employee by participating type of leadership.

- The leader of the organization had self confident, this inspire others to have a confident in their leadership. there fore, the leader advised to encourage the workers and give to them strengthens in order to built their self-confidence .

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- Individual interviews and secondary data have indicated that SCUK organization applies performance appraisal to its employees and conducts performance review with the whole staff biannually. The results are not used properly as there is no rewards given to those employees who have shown excellent performance, this has discouraged most of the staff even caused staff overturn, therefore it is recommendable that the organization should arrange and provide bonus, promotions or any rewards that motivate the employees to show better performance

- Now a days living cost is increasing from time to time and SCUK organization does not review the staff salary payment, this mostly discourage the strong staff and leave the organization, therefore the organization should give consideration to this and assess what other NGOs in the region pays to their staff then should increase the salary fairly to retain the strong staff.

- There is a gap of the staff skill and knowledge to implement the development activities in some areas like report writing skill for field staff, however the organization should assess the individual or group training needs and give appropriate training related to their work, this will build the capacity of staff for proper implementation of the project and their highly encouragement.

- SCUK organization is one of familiar NGO in the region, it has a lot of staff who are working for it, but they are complaining about internal staff promotion, means from lower to upper

grades, therefore the organization should give priority to internal staff and promote them referring to their performance, this would encourage the staff to serve for the organization for long.

- However, What makes a good leader depends on the organizational context Developing leadership, potential involves matching individual talents with organizational need, and building skills that both enhance performance and play to individual strengths
- Finally the impact of leadership becomes on increasingly vital component for employee performance there fore researchers must expand their efforts to understand the opportunities and threats that it fosters, good leadership system may be a key enabler allowing organizations human resource to balance performance successfully, as well as completing roles of administrative experts employee champion etc.

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APPENDIX

APPENDIX

JIMMA UNIVERSITY

COLLEGE OF BUSSINES AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEM

The seeks to solicit your view regarding the impact is crucial. So please give us your experiences as honestly and as openly as you can, the information that you provide will be treated in the strictest confidence

- no need of writing name and also please , put " ✓ " or " ✘ " mark for the correct answer inside the box and write short answer on the blank space.

1. Sex

a) Male ☐ b) female ☐

2. Age

A) 26-30 ☐ B) 31-35 ☐

C) 36-40 ☐ D) 35-45 ☐

E) 46-50 ☐ F) 50-55 ☐

G) Above 55 ☐

3. Educational back ground

A) high school certificate ☐

B) College certificate ☐

C) College diploma ☐

D) First degree ☐

E) Second degree ☐

4. Marital status

A) Married ☐ B) single ☐ C, divorced ☐

5. Monthly income

A) 5000-7000 ☐ B) 7000-10000 ☐

C) 10,000-12000 ☐ D) 14000-15000 ☐

E) 15000-17000 ☐ F) above 17000 ☐

6. How does the leader control performance of the employees in the organization?

a) By giving encouragement ☐

b) By punishment ☐

7. Based on the above question if your answer is B, what is the effect?

A) Reduce wage or salary ☐

B) No promotion ☐

C) Decrease learning opportunity ☐

D) Low status in position ☐

8. In the organization are all people participating equally in decision making?

A) Yes ☐ B) no ☐

9. Based on question"8", if the answer is "yes" what is the reason?

a) To identify problems and opportunities more effectively ☐

b) To improve decision quality and acceptance ☐

c) To encourage participation ☐

d) If any other ☐

10. How are the decisions made in organization?

a) top-down ☐ b) bottom-top ☐

11. Based on the above question, if your answer is "B" what is the effect?

A) Encourage employee participation ☐

B) New ideas and changes proposed by group welcomed ☐

C) Create accountability ☐

D) Encouragement of employee decision making and assumption

12. If the answer is “A” what is the reason?

A) Problems are only solved by manager ☐

B) Subordinates usually feel what making decision is the manager ☐

C) Manages has lack of self-confidence in their subordinates ☐

13. What is importance of leadership in the organization?

A) Motivating ☐

B) Greeting confidence ☐

C) Providing guidance ☐

14. According to the leader what type of leadership style obtain in the organization

a) Participative leadership ☐

b) Autocratic leadership ☐

c) laissez faire leadership ☐

d) Bureaucratic leadership ☐

15. What are the major problems of the organization that related to leadership effect employee of performance?_____

_____

_____.

16. What could be the solution to solve the problems that are the related to the impact of leadership in the organization?

_____

_____

_____-.

17. based on your experience does the organization motivate employee to do theirjobproberly?

_____

_____

_____

18. What ways could be solve those problems? _____

_____

_____

19. Based on your experience does the organization motivate employee to do their jobs properly?

_____

_____

_____

20.if you have any other comments _____

_____

THANK YOU VERY MUCH.