

ST. MARY'S UNIVERSITY
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

**AN ASSESSMENT OF LEADERSHIP PRACTICES IN THE
CASE OF FEDERAL POLICE**

BY
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SMU
ADDIS ABABA

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Acknowledgment

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CHAPTER ONE

Introduction

1.1. Background of the Study

The major concern of the leadership is leading others or certain task. At every corner of life there are leaders performing leading activities. There are also leaders in human social life and in every family. So; we can say that leadership exists almost everywhere leadership has equally existed with the star of living groups, because any kind of group has leaders and followers. Leadership is defined in many ways by different authors and scholars. For example Chandra (1997) defined leadership as the ability to influence people towards the accomplishment of certain goals. Bennie (1994) defined a leadership as function of knowing yourself, having vision, Building trust among colleges and taking effective action to realize your own leadership potentials. In police department leadership, the leader has to provide direction within the department, and has a head of the force the leader must represent the force he/she leads in relations with administrative heads chairman of police, municipal council and with the public .In this study the leadership performance of the police officers with in federal police was assessed by taking the case of diplomatic protection division police officers. Federal police is one of the largest institutions in the country which was established having the name of Federal police in 1984 E.c issued by proclamation under Federal foreign affairs minister before that the name was special force. The institution is responsible in crime prevention, investigation, keeping institutions, protecting foreign diplomatic and their families. The diplomatic protection division police give the necessary care and security service for minsters, higher officials, diplomats, foreigners and also their families.

The first section of crime prevention department has three centres' of command for the diplomatic police division .So this study tries to focus on the leadership performance of Federal police. In addition to these, federal police is responsible in peace and security for east African countries and to introduce Ethiopian competency in the world by implementing anti – terrorism law

1.2. Statement of the Problem

The success of an organization depends on the leaders attributes effective leaders clarify the meaning of work help reconcile the growth need of both organization and individuals.(A Roberty,20012).Therefore, leader ship quality determines the growth and life span of the organization. Leader ship performance is the determinant factor of life span of the organization. Leader ship performance is the determinant factor of competitive position of an organization as well as the life span of leaders transform the organization and maintain its viability through continuing process of self f renewal (a,Robert,200,'19)

According to G ,yokel and Howell (1999)the concept of leaders ship involves leader ship deeply rooted in social setting requiring leader ship theory and research to integrate leader attributes and behaviours with in contextual aspects of leader emergence and effectiveness.

Kabala and vector (2008) have defined leadership organizationally and narrowly the ability of individual to influence motives and enables others to contribute towards the effectiveness and success of organization which they are members.

Leadership is complex process that results from the interactions among a leader, followers and the situation. All three of these elements are keys of the leadership process. Leaders need intelligence, sensitivity and ability to empathize with others because leaders mostly motivates their followers to strive to the achieve the group goals and objectives.(Ricketts cliff 2011)

If the leaders of the organization lack skills; the frailer of the organization is not for from its day today activities. And leaders have greater responsibility to create positive /conformable working conditions or environment between those different employees to build the good image of the organization and achieve the goal of the organization.

However by preliminary assessment and informal discussion with some staff officers of the organization significant problem are observed in Federal police commission (Williams (2005, real leadership; helping people and organization.

Therefore:-

- Employees are not satisfied by work they do.
- No participation in decision making.
- The relationship that they have with their leaders is not smooth.
- Un fair promotion system and
- Poor evaluation system.

1.3 Research Questions

This research tries to answer the following basic questions

1. What kind of leadership style do leaders exercise so as to deal with different situation?
2. To what extent employees are satisfied with the leader?
3. What are the challenges that leader face in leading employees?
4. What are leaders measuring parameters of performance evaluation system?

1.4 Objective of the Study

1.4.1 General Objectives

The general objective is to assess leader practices in Federal police and provides relevant alternatives as gives solutions for problems.

1.4.2 Specific Objectives

The specific objectives of the study are:-

- To describe a kind of leadership style that leaders of the organization follow to deal with difference situation
- To identify factors that influences leaders of organization.
- To examine employees level of satisfaction related with their leaders

1.5 Significance of the Study

- Individual Researcher:-to develop previous research and improve new findings.
- Beginning Researcher:-to develop practical research producers and methods.
- To the organization:-to improve the quality of performance and to know organizational strength and weakness.
- Identify the leader's weakness and strength:-depending to previous performance in which areas leader improves.
- Indicating the area that needed improvement:-To do better for the future performance of organizational activities.

1.6 Delimitation of the Study

Leadership is the backbone of the organizational activity so the study is addressed leadership quality of federal police which is located around the area of foreign affairs. And also this study is delimited on the data of 2003 up to 2005 because of easy to accessible when the time is early, In order to get manageable number of respondents the study was delimited by 30% of population as sample size.

1.7 Limitation of the Study

This study will be conducted only at one centre of police officers located around foreign affairs. But this division has two other centres which are not going to be covered by this study. So there is data bias resulting from suspicious, limits information gathering opportunity from many sources and limited personal budget. Therefore they are unfortunately change the place by the urgent mission.

1.8. Research Design And Methodology

1.8.1 Research Design

The method gives the possible solution for problems and helps the researcher to find the facts associated with the current situation as well as indicates the area of leadership performance that needs improvement. Descriptive research method was employed to assess leadership practices of federal police. Because it describe to solve current problems.

1.8.2 Population and Sampling Technique

The population of this study were employees of federal police workers, there are 260 employees out of these the study has taken 30% as a sample size. In this study employees at different level were included. It was made by using stratified sampling technique based on their rank position.

Population

%	%	sample size
Higher level	30%	10
Middle level	30%	18
Lower level	30%	20
Member	30%	30

78

1.8.3 Types of Data

To conduct the research both primary and secondary data was used. Primary data were gathered through interview and questionnaire. Where as a secondary data were gathered through documents, manual and other relevant materials.

1.8.4 Method of Data Collection

Questionnaires, interview and observation were used for researcher collect data from primary data source and document analysis were used as secondary data source. In interview the researcher was used semi-structured and open and closed quationaires.

1.8.5 Method of Data Analysis

In order to analysis and interpret the facts obtained from respondent through questionnaire and interview. The researcher used to qualitative and quantitative method analysis. Because to use observation and numerical data.

1.9 Organization of the Study

This study is organized in to four chapters. The first introductory chapter covers back ground of the study, statement of problem, objectives, other study and significances of the study, scope of the study, limitations of the study . And finally origination of the study. The second chapter presents review of related literature. The third chapter presents and analysis the data collected. The fourth and last chapter concentrates on summarizing findings drawing conclusion and giving recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. LEADERSHIP DEFINITIONS AND CONCEPTS

According to Gary (yolk) defines leader ship as the process of influencing others to understand and agree about what needs to be done and how to do it and the process of facilitating individual and collective efforts to accomplish shared objectives (p.8). Peter nor house (2007) defines leader ship as process whereby an individual influences a group of individuals to achieve a common goal. The definitions suggest several component central to the phenomenon of leader ship. Some of them are as follows :(Ethiopian Civil Service University UN published: 2011)

- Leader ship is a process involves in flouncing others
- Leader ship happens with in the context of a group
- Leader ship involves goal attainment and
- These goals are shared by leaders and their followers leader ship as a process suggest that leader ship is not characteristics or trait with only few. Certain people are endowed with at a birth. Defining leader process means that leader ship is transactional event that happens between leaders and their followers. Both leader ship and leader have been given different definitions by different people. Chadian has defined leader ship as the ability to influence people towards the accomplishment of goals. It is associated with determination of goals. It is a vision for the future and the process of change to reach the goals and the future.

According to **Max Well** (2001) leader ship is influence nothing less. Hence leader ship is primary influencing other towards the goals. But in police leader ship providing leader ship within department and at the head of the force he/she must represent the department in

relations with administrative heads of the city and any other upper administrative and the public (O,W,Wilson,1950)

2.2 Leadership Style

There are styles of leadership process. Any leader falls in one of these categories

1. **Autocratic Leadership:** in this style the leader holds as much authority as possible to make decision subordinates are expected to obey others without any explanation and chance of asking questions:

2. **Bureaucratic Leadership:** Everything is done strictly following procedures. This style of leadership sticks to the standards and procedures.

3. **Charismatic Leadership:** leading others with grace and charms is the major assumption of the style.

4. **Democratic Leadership:** this style encourages employees to participate a decision making and share problem of solving responsibilities.

5. **Laissez-Fair Leadership:** leaders of this style have no interest in production or people. It is also known as head off- style. All authority is given to employee.

6. **Transformational Leadership:** It is style seen on leaders having exceptional impact on organization and people or followers through their value, vision, energy, imagination and ambitions. (Timm and Peter Son p 170-17)

2.3 Leadership Qualities

Leader exists wherever, there are followers. If there are no followers, there will not be any leader.

It is qualities of the leaders that help to have followers increase their number and keep them. fairness exercising the right authority ,high ability of heading people giving credit to those should be given ,keeping employees informed and readiness whom to discuss problems are

ability. John Gardener, after studying number of organization has come up with the following qualities that leaders in one site can perform (Williams' 2005:pg 4and 5)

- . Intelligence
- . Physical vitality
- . Action oriented judgement
- . Task competence
- . Understanding of followers with their needs
- . Skill dealing with people
- . Need for achievement
- . Capacity to motivate people
- . Trust worthiness
- .Self confidence
- . Decisiveness
- . Flexibility
- . Adaptability

According to Edward (1995) leadership aspects are reflected in management literature. These are:

1. Leader ship involves peoples (employees or followers)
2. Leadership involved unequally distribution of power.
3. Leadership is the ability to use different forms of power to influence follower's behaviour.
4. Leadership is about value that combines the above aspects.

According to Ludwig (1988) has put guiding principles as Ten Commandments of effective leadership for public leaders to develop effective leadership. These are

- . Know yourself
- . Be role model
- . Be honest to yourself and others
- . Be team player
- . Do not avoid calculated risk
- . Belief yourself
- . Be productive
- . Be willing to accommodate and compromise

. Learn through your ear open

. Be good follower

There are also many other literatures about what qualities leader should have the website of department of defence of USA posted the following principles to have leadership quality for a leader.

- Know yourself and seek improvement
 - Be technically and tactically proficient's
 - Know your subordinates look out for their welfare among
 - Keep your followers informed accordance capabilities.
 - Set the example responsibility
- Train your subordinates as a team
 - Make sound and timely decision
 - Develop a sense of responsibility Your subordinates.
 - Employee your subordinate in With its
 - Seek responsibility and take With its capability.

According Kufes and Poser (2007) someone has to lead him/herself in order to lead others not leaders have only themselves. The instruction of leadership is self and mastery of self.

2.4 Significance of Leadership

The importance of leadership from four factors Divined (2004; pg265)

1. Incompleteness of organization design:-The future in competence of organization design because evident when one compares the real organization with the organizational chart, every knows that actual behaviour is more complete inclusive and variable than as soon as an individual joins a company and receive the duty crucial facts of organizational life. Thus ,leadership is required to compensate for these organizational short comings.(Barton.J.2005 pg151)
2. Changing environmental condition:-The significance of leadership also arises from the fact it operates in a changing environment .An organization is influenced to a great extent by its environment. Since this environment is contently changing in respect of technological, legal, cultural, climatic and several other condition. It becomes imperative on the part of the organization to change itself accordingly. The effective change over requires leadership, because, their existence built in establishing devices in organizations for coping with such altered requirement.
3. Internal dynamic of organization:-The need for leadership arises from the internal dynamics of the organization itself. At organization level as a whole, we find growth dynamics and at the level of organizational sub-structure there prevails the internal tendency to ward in balance and recovery. These conditions require constant organizational change, both internal and relation to the environment, with a view to obtain a new balance and working structure leadership is required to make such objectives change.
4. Nature of human membership in organization:-The significance of leadership also stems from the nature of human membership in organizational settings people forming organization are member of several organizations. Human membership in an organization involves only part of individual. Numerous extraneous activities and afflictions take-up the bulk of his/her time and satiate his needs. These extra

5. organization activities influences human behaviour art work and changes in these activities necessitate changes in work settings. If these change come in to conflict with the describe behaviour in an organization. These arises UN urgent needs to make some change within the organization itself. More over there is individual change and development stemming from maturity, age, and are simulation of expensive which, in turn causes changes in members nature and level of needs and motives. Furthermore there is turn over and replacement introducing unique experience and personality in the organization.
6. Willingness to take risk: - they must accept and seek new challenges.
7. Dedication to organizational:- A leader must demonstration his/her dedication and commitment of the organization mission.
8. Skill on the part of compromise:-Setting differences in a vital part of leadership and genuine differences must be solved by compromise and consensus. Building leadership Team :Comprehensive study of American managerial application (3rd ,ed)

2.5 Factors that Affect Leadership Effectiveness

Different factors. According to Alito (1999; 42) the factors that affect the leadership effectiveness are Leaders play a great role for the organization productivity. However they are operate under:-

- A. **Arrogance**:-The most important contribute to leadership failure is pride and arrogance leaders invariably faller when they step over the line between passionate commitment to a great and ostensive monomania or excessive ambition autocracy, false, heroism, and excessive egotism all contributes to failure.
- B. **Less of focus**:-complacency and failure to keep an eye on the all
- C. **Lack of character, integrity, ethics, and value** –are cardinals in world in which competitors show no mercy and the pace.
- D. **Providing moral leader ship**:-it just a important as providing strategic leader ship. Counterfeit leaders those who have assumed positions of authority without understanding what leaders do, how they must be have and how they must relate their followers .

2.6 Characteristics of Leadership

In the word of Jogo, quoted in Jago (2003; 490) a leader has inherent qualities and traits which command influence over others. Some of these traits are energy, drive, appearance, and personal ability, sense of cooperativeness, judgment, self-confidence, sociability and knowledge of human relation. The leadership behaviour is directly related to individual and group work activity, loyalty of the group and employee morale. These are some of the indicators which to some degree reflect the effectiveness of leadership.

2.6.1 Personal Characteristics of Leadership

Leadership is an intangible quality and its effectiveness can be best judged by the behaviour and attitudes of followers. However, some behavioural characteristics may be common to most of the successful and effective leaders. As revealed by Singh (2003; 454) some of these include the following changes in leadership personal development and career success (3rd ed.).

2.7 Performance of Leadership

According to Robert's Behn (2004) performance of leadership is a better practice

1. Creating the performance framework

- Articulate the organization's vision:-Proclaim, clearly and frequently what the organization is trying to accomplish.
- Identify the organization's most consequential performance deficit:-Determine what key failure is keeping the organization from achieving its mission.
- Establish specific performance target:- Specify what new level of success the organization needs to achieve next.

-Clarify theoretical link between target and mission:-Define (for yourself at least) your mental model that explains how meeting the target will help to accomplish the mission.

2. Driving performance implement:-It is how can mobilize people

- Monitor and report progress frequently, personally and publically:-publish the data so that every team knows that you know and how well every team is doing.

-Build operational capacity:-provide your teams with that they need to achieve their target.

-Take advantage of small wins to reward success:-finding lots of reasons to dramatize that you recognize and appreciate what teams have accomplished.

-Create esteem opportunities:- ensure that people can earn sense of accomplishment and thus gain both self esteem and the esteem of their peers.

3. Learning to enhance performance:-It is how we must change to do better.

- Check for distortions and mission accomplishment:- verify that people are achieving their targets in a way that further more the mission (actually under mines this efforts).

-Analyse a target number and wide variety of indicators:-examine many form of data both quantitative and qualitative to learn how your organization can improve.

- Adjust mission, target, theory, monitoring and reporting, operational capacity, rewards, operational esteem opportunities and analysis. (Fenzel. H 2007

2.8. Leadership Models

The development of the curriculum and assessment criteria for PHD concentration in managerial leadership in the information profession is divided by two key models. A leadership model adapted from the leader ship competency model of the national centre for health care leadership and curriculum model which outline the domains and contexts addressed by the program (2006)

1. Leadership competency model:-in this model there areas are

- Transformation:-visioning and stimulating change process that coalesces communities, patrons and professional around new models of managerial leadership.

-Accomplishment:-translating vision and strategy in to optima l organizational performance.

-People:-creating an organizational climate that value employees from all back grounds and provides an energizing environment for them. It also includes the leader ship responsibility to understand his/her impact on others and to improve his/her capabilities, as well as the capabilities of

2. Curriculum model

The curriculum model for the MLIP program outlines the intersecting relationships between management leadership and library and information science that are addressed by the curriculum. It also illustrates that the curriculum is crafted to recognize and integrate the disciplinary, temporal, spatial, and political contexts in which liberal and informational enterprises operate, more specifically, the model will be used to ensure that courses.

-contextualizes topics in local, regional, national and global levels.

Demonstrate principles at local, regional, national and global levels.

Discuss impacts for organizations, institutions and society.

Engage and consider the perspectives of other disciplines (relevant and practical Collaborators) web site at: www.businessofgovernment.gov

2.9 Challenges of Leadership

leader The concept of leadership has acquired extraordinary importance to work organizations concerned with developing a strong work place culture and building high performance sustainable work practice. Extensive research works has acknowledged that leadership is one of the most observed and least understood phenomena on earth. Thus leadership is a social activity embedded in a community of practices and faced by enormous challenges. For example, effective leadership is not a list of inept skills and competencies or how much charisma you have or whether you have vision or strategy for achieving that vision but whether you have capacity to learn from your followers. So the basic challenges of leadership are the problem associated with the connection between leadership learning and creativity. (Barton 2005pg.151) similarly, leadership is the like that the good leaders can be destroyed by precautions leaders fail to take the most common pit falls of leadership are delegation dictatorship in decision making communication success without successors failure to focus on the future and take oriented leadership these mistakes and had examples have helped identify some common patterns in the mistakes leader to take. Therefore creating vision and

direction towards the future; involve in decision making delegate authority properly and focus on people oriented leadership of the primary tasks of leaders. Fetter (H 2007:pg 37, 81, 97) every leadership challenge is unique in some way. But there are basic types of domains that recur with frequency that they constitute identifiable categories. The most common domains of leadership challenge are activist challenge, development challenge, transition challenge maintenance, creative challenge and crisis challenge. Each one of them possesses distinct set of problems for the leader and group. Each requires useful diagnostic framework must help the leader determine which of those domains is the one in which he/she must operate and what type of leadership will offer best chance for advancement. They therefore can form the practical diagnostic framework that can increase the chance of success in getting people to face their problematic realities and

do the adaptive work that adds and protect value (William D 2005: pg 33-34).

According to Batten organizations are not solely by managers. They are based on the accumulated efforts of individual followers. An effective manager needs to be competent social are direct. To be effective the organizational manager must directly major issues associated with task team and individual. In the main those will be team related with emphasis can behavioural aspect such as team structure trust and respect or barriers to team development and so on organizational task and resource related to goal and objective planning and scope management and organizational at large.

2.10 Leadership and Team Building

According to there are five things that team member of successful team need from their leaders exception opportunity feedback give any and reward given those prerequisites both the followers producing prospect activities in which the idea is for the team to become self director work team. This will only occur as a result of careful team development and typically advances inter activity through three distinct stages of team building and evaluation.

According to George Green there three stages of team development initial mentoring and normalization.

In the stages the role and task of the leader team information and team to familiarize the team which the skill needed to undertake the task in this situation the leader must focus on the wider issues and adopt telling leadership style.

During those process leader should always maintain a high profile and in value team members in the division process in the normalization stage the monitoring to concentrate a relationship.

2.11 Leadership Communication definitions of Communications

Communication is a process of beginning with sender who encodes the message and passes it through some central to the receiver who decodes the message.

Communication is fruitful if and only if the message sent by the receiver. If any kind of disturbance blocks any step of communication the message will be destroyed. Due to such disturbances managers in an organization face serious problems. These managers must locate such lyrics and take to get rid of them.

2.11.1 Communication Barriers

There are several barriers that affect the flow of communication in organization.

These barriers interrupt the flow of communication from the sender to receiver. It is essential for managers to overcome these barriers.

1. **Perception and language difference perception.** Generally how each individual interprets that world around him. All generally what to receive message which are significant to team but any message which is against their own is not accepted.

2. Information over load

Managers are surrounded with a great deal of information. It is essential to control this information flow else information is likely to be misinterpreted or forgotten or overlooked as a result communication is ineffective.

3. Inattention

At times we do not listen but only hear. For example a traveller may pay attention to one "no parking" sign, but if such sign is put all over the city, he no longer listens to it. Thus, repetitive signs should be ignored for effective communication.

4. **Time pressure**; often in organization the targets have to be achieved within a short time period the failure which has adverse consequences. In a haste to meet deadlines the formal channels of communication are shortened.

5. **Distraction Noise**; communication is also affected by noise to distraction .Physical distractions are also there are such poor lighting.

6. **Uncomfortable sitting**; similarly use of loud speakers are some of barriers of communication.

St Mary's university

Business faculty

Department of management

Questionnaire to be filled by diplomatic police officer s

Dear respondents

Thank you in advance for your indispensable cooperation

Purpose:-this questionnaire designed to collect data on study entitled

An assessment of leadership and institutional productivity in case of federal police .the aim of the study is to assess the performance of the police officer and leadership.

Part 1:-personal information

You do not need to write your name.

Instruction:-put tick(x) mark in the box of your choice

1. Gender:-male age 18-22 23-27 28-32 33-37 above 37

2. Female 18-22 23-27 28-32 33 above

3. years of service in the police

Below 5 years 5-8 years 9-12 years 13-16 years

17-20 yrs above 20

4. Educational qualification

Below grade 5 grade 6 grade 7 grade 8 12

Diploma 10 deg if other, please specify-----

Part 2:-

1. To what extent is your immediate supervisor competent enough to properly lead subordinates?

- (a) Very great extent
- (b) great extent
- (c) some extent
- (D) less extent

2. There is health relationship beteewen the leaders and subordinates at different levels of the institution

- (a) strongly agree
- (b) agree
- (c) disagree
- (d) strongly disagree

3. to what extent are the leaders at different level of the institution faire in giving equal treatment to their subordinates

- (a) very great extent
- (b) great extent
- (c) some extent
- (d) strongly disagree

4. To what extent do you participate in meeting institution?

- (a) Very great extent
- (b) great extent
- (c) Less extent
- (d) some extent

5. To what extent are you involved in decision making activity?

- (A) Very great extent
- (b) great extent
- (c) un decided
- (d) less extent

6. How much is the degree of interests you have towards your leader?

- (A) Very high
- (b) high
- (c) low
- (d) very low

7. if your answer to question no 5 above could what are the reasons, please note that you can have more than one answers

- (a) lack of knowledge
- (b) low salary
- (c) uncomfortable working condition
- (d) un healthy reliable
- (e) other please specify

8. What extent do leaders at different levels of the institution initiate their subordinates?

- (a) Very great extent
- (b) great extent
- (c) UN decided
- (d) some extent
- (e) less extent

9. What is the degree of leader's ability to come destined their subordinate

- (A) Very high
- (b) high
- (c) neutral
- (d) low
- (e) very low

10. To what extent do leaders at different level in the institution closely monitor schedules to ensure the completion of tasks?

- (A) Very great extent
- (b) great extent
- (c) un decided
- (d) some extent
- (e) less extent

Factor	Excellent (5)	Very good (4)	Good(3)	Fair(2)	Poor(1)
Your immediate supervisor share you his /her experience					
You immediate super vision shows good deal of motivation and commitment in accepting changes in technology and working situation					
How do you evaluate the motivation of your immediate super vision					
Your immediate supervision has ability to solve problems proactively					
You belief that the criteria for promotion in your institution are clear and fair					
Your immediate supervision up dates his /her knowledge and skill through reading from other experience					

Open ended question

- 1 .what reasons do you sense for the defection and turnover of members?
2. What does your relationship with your immediate supervision look like?

Interview questions

1. What you participate subordinates in decision making process?
2. What criteria do you use in order to promote your subordinate?
- 3 .what wear the issues raised in the evaluation system?
- 4how d o you feel the reason for high turnover of members?
5. In institution what are the challenges facing to leadership?

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CHAPTER THREE

3. Data Presentation, Analysis and Interpretation

This chapter deals with data presentation analysis and interpretation gathered through questionnaires, and interview. The questionnaires were distributed to 78 selected respondents through stratified sampling. Out of those 62 of the respondents from different rank gave their response.

In this part of the study the data were collected through questionnaires and interview are tabulated, analysis and interpreted. It consists two parts. The first part presents the detailed analysis and discussion of data collected through questionnaires and the last part of the chapter discusses the information obtained through the administration of interview and from documents as well.

3.1. General Characteristics of The Respondents

No	Item	Respondents			
		Male		Female	
		No	%	No	%
1	Sex				
	A. Male	52	83.9		
	B Female	10	16.1		
	Total	62	100		
2	Age				
	18-22	14	26.9	6	60
	23-27	11	21.2	2	20
	28-32	10	19.2	1	10
	33-37	9	17.3	1	10
	Above 37	8	15.4	-	-
Total	52	100	10	100	
3	Years of service				
	Below 5	17	32.7	5	50
	5-8	21	40.4	2	20
	9-12	1	1.9	1	10
	13-16	7	13.5	2	20
	17-20	4	7.10	-	-
	Above 20	2	3.8	-	-
Total	52	100	10	100	
4	Educational qualification				
	Below grade 5	-	-	-	-
	Grade 5-8	-	-	-	-
	Grade 9-10	21	40.4	5	50
	Grade 11-12	23	44.2	3	30
	Diploma	5	9.6	2	20
	Degree	3	5.8	-	-
Total	52	100	10	100	
5	Rank				
	Constable	28	53.8	7	70
	Sergeant	18	34.6	1	10
	Inspector	5	9.6	2	20
	Commander	1	1.9	-	-
Total	52	100	10	100	

(Source primary data)

The above data in table 1 item 1 from 62 of respondents 83.9 are male and 16.1 are female. It shows that the number of female police officers in the institution is less than that of male.

It implies that the institution belief that males are by the nature competent enough for the police work rather than female. But in principle female and male are equal competent in any job.

In item 2 of the above table 26.9 of the respondents are between the age of 18-22 and 21.2 of them are between the ages of 23-27 age group. The rest of respondents rated 19.2 are between the age of 28-32. It clearly indicates that most of the respondents are well experienced for their work. It helps to the institution to operate adequate work force.

As far as educational qualification of the respondent is concerned as shows in item 3 of the table 80.1 of the respondent have secondary, 14.1 of the others diploma holders and 5.8 of the respondents have degree holders. This male indicates that the institution as criminal operation works force to operate the institutional activity.

This is due to the fact that the institution needs more operational force and also the institution requires at least above diploma graduate in managing fields and office activities.

3.2. Analysis of the Major Findings

Table 2 Supervisor Competency to Properly Lead Work

Item	Alternative	No of Respondent	%
How do you rate competent of your leader	A. To very high	3	4.8
	B .High	37	59.7
	C. Neutral	-	-
	D. low	22	35.5
	E. very low	-	-
Total		62	100

(Source primary data)

In table 2 above show that the majority of the respondent 59.7 are highly stratified with the leader ship competency of their immediate supervisors, but 35.5 of the respondent's response is low. The rest of the respondent that is 4.8 is very highly stratified and others are abstaining from giving comment.

According to 59.7 respondents the institution has competent leader at supervisory level. And also remember that significant number of respondents is not that much happy by their leaders.

Table 3 Employee Relationship with their Leaders and Equal Treatment

Item	Alternative	No of respondents	%
There is healthy relationship b/n the leaders and followers at different level	A. Strongly Agree	10	16.1
	B. Agree	33	53.2
	C. Un Decided	-	-
	D.Dis Agree	16	25.8
	E. Strongly Disagree	3	4.8
Total		62	100
To what extent are the leaders at different level of the institution fair in giving equal treatment to their followers	A. Very Great Extent	-	-
	B. Great Extent	16	26
	C. Undecided	-	-
	D. To Some Extent	34	56
	E .To Lesser Extent	12	19
Total		62	100

(Source primary data)

As can be seen in table 3 above 53.2 of the respondents pointed out that the relationship between leaders and followers at different level of the institution hierarchy is smooth or healthy relationship .In contrast not that much healthy relationship that is 25.8. There fore, according to majority of respondents the relationship is high.

This is likely to create confidence to initiate employees to work towards the achievement of the institutional goals and objectives. From the response portrayed in

the above table 56% of the respondents confirmed that it is to some extent that leaders at different level of the institution treat their followers equally. In the other hand 26% revealed that the leaders at different levels of the institution treat their followers equally. Thus, we can say that there is biased or discrimination in the institution. Such institution is likely to hamper the institution between employees and the leader and this is in turn may affect the productivity of the institution.

Table4; Employees Participation in Meeting and Involvement of Employees in Decision Making

Item	Alternative	No Respondents	%
To what degree do you participate in meeting organized in the institution	A. Very Great Extent	7	11.3
	B. Great Extent	15	24.2
	C. Un Decided	-	-
	D. Some Extent	37	59.5
	E. Lesser Extent	3	4.8
Total		62	100
To what extent are you involved in decision making	A. Very Great Extent	3	4.8
	B. Great Extent	12	19.3
	C. Un Decided	-	-
	D. Some Extent	32	51.6
	E. Lesser Extent	15	24.2
Total		62	100

(Source primary data)

In the table 4 the students research also tries to assess the participation of employees in meeting organised by the institution. Accordingly 59.5% and 24.2% of the respondents said that they participate to some extent and to great extent respectively. The remaining 16.1% on the other hand respond that they participate lesser extent and very great extent .By considering the majority of the respondents we can say that most of the times the employees are not participate in the time of meetings. As the result they may not have awareness about actions takes place in the institution.

Leaders are expected to make sound decision and it needs well understand of situation which arises a problem .The above data on tabel6 shows that 51.6% of respondents felt, that is to some extent that they participate in decision making .24.2% of the others said that participation is lesser extent .However the result shows that leader s of the organization this findings is not coincide with the response of employees stated in the above two tables that is table5&6. Therefore it is to say that the leader of the institution not fully apply democratic and participative leadership style . According to Ludwig(1988) this style of leader ship encourages employees to participate a decision making and share problem of solving responsibilities.

Table 5; How Much is the Degree of Interest you have to Towards your Job

Item	Alternatives	NO Respondents	%
How much is the degree of interest you have to towards your job	A. Very High	33	53.2
	B .High	20	32.2
	C .Neutral	-	
	D. Low	7	11.2
	E. Very Low	2	3.2
Total		62	100

(Source primary data)

As indicated in table 5 above 53.2% and 32.2 of the respondents stated that the degree of interest they have toward their job is very high and high respectively .The rest of 14.4% of the respondent’s response low and very low. From the above information it is possible to say the majority of the employees are assigned to the position they held based on their interest.

Table6; Respondents Views on the Extent to which Leaders Initiate their Followers.

Item	alternatives	NO Respondents	%
To what extent do leaders at different level of the institution initiate their followers	A. Very Great Extent	3	4.8
	B. Great Extent	20	32.2
	C .Un Decided	-	-
	D. Some Extent	35	56.4
	E .Lesser Extent	4	6.4
Total		62	100

(Source primary data)

Leaders should have the ability to inspire others and should influence to get job accomplishment in the best way .The above data in the table 6 shows that 56.4% of the respondents confirmed that it is to some extent that leaders initiate their followers. On the others claim that leaders initiate their followers to great extent the least are not able to decide. Unlike employee’s response the interview findings shows that they initiate employees to achieve their objectives by means of creating sprite between employees, giving the right reward for their performance, giving recognition, provide different benefits and so on. This may imply that the leaders are not properly influence their followers as expected. As result of these are not motivated to accomplish their work effectively and efficiently

Table 7; The Degree of Leader’s Ability to Understand their Followers.

item	Alternatives	No Respondents	%
What is the degree of leaders ability to understand their followers	A. Very High	-	-
	B. High	15	24.2
	C. Neutral	9	14.5
	D. Low	25	40.3
	E. Very Low	13	20.9
Total		62	100

Table 7 tries to indicate the degree of leader’s ability to understand their followers. Accordingly about 40.3 % of the respondents said that leaders have low ability to understand their followers and 14.5% of the respondents remained neutral .The rest of the respondents that is 24.2% are said that high .This shows that the leaders may not show respect such desires and need of their subordinates .Furthermore, there is less communication between leaders and employees and there is gap between them.

Table 8; Views of Respondents on the Behaviours Demonstrated by the Immediate Supervisors.

No	Item	Alternative	No of respondents	%
1	Your immediate supervisor share for you his/her experience	A. Very Good	21	33.9
		B . Good	17	27.4
		C .Fair	4	6.4
		D .Poor	11	17.7
		E .Very Poor	9	14.5
2	Your immediate supervisor shows a good deal of motivation and commitment in accepting changes in technology and working situation	A. Very Good	12	19.3
		B .Good	25	40.3
		C. Fair	8	12.9
		D. Poor	13	20.9
		E. Very Poor	4	6.4
3	How do you evaluate the motivation of your immediate supervisor	A. Very Good	-	-
		B. Good	10	16.1
		C. Fair	13	20.9
		D. Poor	21	33.9
		E .Very Poor	18	29.1
4	Your immediate supervisor has ability to solve problems proactively	A .Very Good	-	-
		B. Good	25	40.3
		C .Fair	23	37.1
		D .Poor	9	14.5
		E. Very Poor	5	8.1
5	You belief that the criteria for promotion in your institution are clear and fair	A. Very Good	-	-
		B .Good	27	43.5
		C .Fair	21	33.9
		D. Poor	9	14.5
		E. Very Poor	5	8.1
6	Your immediate supervisor updates his/her knowledge and skill through reading and learning from others	A. Very Good	-	-
		B. Good	25	40.3
		C. Fair	18	29
		D. Poor	18	29
		E. Very Poor	1	1.6
	Total		62	100

As shown in item of table 8 above 33.9% of the respondents are said that their immediate supervisor is share his/her experience on the other hand 27.4% of the others sharing experience is good .And 17.7% of the rest are poor. From the information obtained above we understood that the majority of the leaders share their experience it helps them to understand every situation very carefully.

Furthermore it enables them to reduce conflict among employees and built good relationship. It can be the good behaviour of leader ship.

As can be seen in item 2 of the same table employees asked the commitment of their leaders to the change 40.3 % of the respondents are happy by commitment of their leaders to the change in technology. However the rest of the respondents rated 20.9% are opposed these ideas. Furthermore the interview finding shows that leaders are believed that they are always committed.

In item 3 of table 8 we observe that 33.9 % and 29.1 % of the respondent's response poor and very poor evaluation system of their leaders. However 20.9 % of the rest are fair for evaluation they hold to position.

And also in item 4 of table 8 ;40.3 % of the respondents are good ability to solve problems. However 37.1 % of the rest are fair from any of the comment.

As can be seen in item 5 of the same table the criteria for promotion 43.5 % of the respondent are happy by the criteria for promotion and 14.5 % are opposed it.

The last item of the table show that 40.3 % of the respondents are agree to good with the statement expressed in table above 29 % and 29 % of the others are fair and poor knowledge and skill for reading and learning from others respectively.

The findings to conclude that the leader at different level in the institution is not committed to their responsibility .This means they are not achieve the proposed goal efficiently and effectively.

In addition the above findings, the rest of the two interview check list conducted with management are summarized as follows. According to the leaders response they evaluate the performance of employees based on task accomplishment corresponding to quality, quantity and time. However this is not solving the problem of productivity. Therefore the institution focuses group perform area and carer development of employees.

As far as considered the factors that affect the productivity of the institution is that leaders are not committed to change with the technology and update their knowledge and skill. Based on the response of leaders to enhance the productivity of the institution and to improve employee satisfaction the leader suggests making the environment conducive initiative. The employees assign the right person at right job. Developing skill of employees and building the capacity of leaders. To conclude this finding institution focuses on training and development.

CHARTER FOUR

4. Summary of the Major Findings, Conclusion and Recommendation

In today's competitive environment to the of leader play a great role. It is known that without proper handling of the human resources of the organization .organization ca not move as such as long journey of success .in this chapter the researcher summarized the findings based on the data analysis that was presented in chapter three .and also provide conclusion and recommendation .the conclusion is based on the theories, concepts and assumption which are used in the previous chapter and lastly recommendation will be forwards on the bases of the conclusion.

4.1. SUMMARY of the Major FINDINGS

According to the data interpreted, the data preferred that was analyzed in the given study has come with the following findings .

- 83.9 % of respondents are male and their age is between 18 and 37
- Majority of respondents that is 44.2 %have secondary school in educational qualification
- As of 53.2 % of respondents response the relationship between leaders and followers seem to be high
- Leaders do not give equal treatment to their follower as confirmed by 56% of the respondents
- 53.2% of the respondents have very high degree of interest towards their job
- 32.2% of respondents agree that leaders are initiating their followers as expected from them
- 40.3 % of respondents respond the leaders ability to understand their followers is low
- 40.3 of respondents said that leaders ability to seek new challenges

- 59.5% of the respondents response leaders participate their followers properly and 4.8 % of leaders participation is low
- 51.6 % of the respondents said that employees involvement in decision making was low

4.2 Conclusion

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

- The response of the manager does not concede with the response of the employee .According to the study majority of respondent stated that there is close relation between employees and managers .Thus ,the strong relationship between employees and managers may increase the group and individual performance and the institution as well.
- From the finding one can understand that leaders give un fair treatment for their followers .As result employees may be hampered and also they are less inter towards their job .The result is increasing of turnover and defection.
- The finding shows that there is high communication gap between leaders and followers .Thus may result in slow information ,misunderstanding employees and delay of decision of institution .Therefore, the institution aims and goals are not achievable in the manner of the mission and vision of the institution .
- According to the response of respondents leaders lack the ability to understand employees .This shows the attention given to employees by the leaders are not appreciated .This may bring low commitment towards institutional goals
- The study shows that leaders lack the ability to seek new challenge .Thus the environment is not conducive and peaceful to encourage employee for better performance .As a result employees work initiation towards creativity becomes demoralized what is ordered to do their job .

4.3 RECOMMENDATION

Based on the findings of the study and conclusion drawn on the student, reasearcher forwards the following recommendation.

Hoping that they may contribute to a better and to improve a leadership practice of federal police.

- It is strongly recommended that the managers of the institution should improve the relation they have with their subordinates .Through free discussion ,by making approach finding and free communication
- Without effective communication leaders cannot come out their role .Therefore ,the leaders have to improve their communication with employees effectively through formal and informal communication to build a good relation
- Leaders should give equal treatment for their followers through promoting ,giving equal benefit and including all employees to build a good performance
- Leaders should be improve their personal characters in order to understand and come out their roles as expected from them. Through accepting human membership in the institution, giving a chance for them to speak and express their feeling about any activities of the institution .