ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

AN ASSESSMENT OF LEADERSHIP STYLE PRACTICES AT ETHIO TELECOM AND THEIR EFFECT ON EMPOYEE MOTIVATION

BY

FIKREMARIAM BEREDED

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ADDIS ABEBA, ETHIOPIA

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DECLARATION

I, the undersigned, declare that this thesis entitled "An Assessment of leadership style practices at Ethio Telecom and their effect on employee motivation" is my original work and has not been presented in any other university, and that all sources of materials used for the study have been duly acknowledged.

Fikeremariam Bereded   _____

St. Mary's University College, Addis Ababa, Ethiopia   April, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies, for examination with my approval as a University advisor.

Goitom Abraham (Asst. Professor)   _____

Advisor   Signature

St. Mary's University College, Addis Ababa, Ethiopia   June , 2020

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ABSTRACT

With fast developing economy today, motivation of employees becomes critical resource for organization success / failure. The purpose of this research is to examine the motivation of ETHIO TELECOM employees'. Actually, the main aim of this research was to evaluate the leadership styles that practiced by the Ethio-telecom management who were assigned at different managerial posts and also to examine the effect of practiced management style to motivate and contribute to their effectiveness. The research was used quantitative survey method that employed descriptive and explanatory type of research design is employed which aimed at to identify the perceived leadership style and its impact to motivate employee in the company. To address this critical issue the research was guided by the following research question: What type of leadership styles are dominantly practiced at Ethio-telecom? Which leadership styles do employees at Ethio –telecom prefer? How looks like the relationship between the leadership styles and the motivation of employees? The sample respondents were randomly 158 staff members of Ethio Telecom from core divisions at head quarter and zone officers where leadership style and motivation are highly linked using appropriate formula. A highly structured questionnaire was used to collect data and SPSS –version 24 was used to organize and analyze the data captured from the respondents. Descriptive statistics were used to explain the current expected and practiced management style in the organization. Inferential statistics such as Correlation analysis was used to explain the relationship between the four leadership style and employee motivation. A multiple regression was employed to identify the most influential predictors. The research finding showed the dominant perceived /practiced/ leadership style in Ethio Telecom was transactional and followed by autocratic, which is highly unexpected. In contrary transformational, transactional and democratic leadership are the preferred styles by the company's employees. And also the study indicated that the perceived motivation employee emanated from those perceived transformational leadership, though they were few in number and followed from perceived democratic ones. On the other hand, the findings of the investigation about the association of employee motivation and different management style, democratic, transactional and transformational leadership were positively and significantly correlated. Finally, the multiple regression reviled that the transactional leadership the most influential leadership style in producing better employee motivation. The major challenges which reviled parallel to quantitative data were the implementation of the organizational transformation process which lets the seizure of key managerial posts by inexperienced staff by non-transparent procedure that might be the cause for de-motivating the company employees.

Keywords: leadership styles, transformation, placement, core divisions, motivation

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CHAPTER ONE
INTRODUCTION

Degree of motivation of employees have been found to be a catalyst for employee's performance and therefore for organization success. In this respect many companies struggle to offer attractive benefits, salaries and incentives (Davis, 2004) to retain its human capital in a competitive market. Because in this global age the success of a company is highly depend on the degree of attracting and retaining employees in the company. As seen in different literatures multiple individual, organizational and technological factors play significant role for the success or failure of retaining employees.

Leadership is often regarded as the most critical factor in the success or failure of an institution (Bass, 1990). However, leader must understand their impact on employees, and ultimately on the organization. In particular, leadership style play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they supposed to do. As Dixon (2015) "Most large organizations… continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on…".

Earl leadership researches focused on trait and behavior theories. Traits approach emphasizes attributes of leaders such as personality, motives, values and skills. However researchers have realized that no trait would guarantee leadership success (Yukl, 2002, P.12)

Transactional and transformational leadership models began to materialize to ensure the characteristics effective leaders. Transactional leadership, which is based on exchange, uses reward or punishment as incentives to manipulate follower in to performing tasks (Avolio and Bass, 2002) and serve as the basis for development of transformational leadership (Avolio, 1999). Transformational leadership has been ascribed with effective change by influencing values, attitude and others (Avolio and Bass, 2002).

Collis and Montgomery (1995), in their research conclude that behind success of giant organization, employees play the fundamental role. High level of efficiency of individual

performer can lead the organization to achieve their targeted goals as stated by Armstrong and Baron, (2004).

The purpose of this study was to determine whether different leadership styles affect employees' motivation in Ethio-telecom. Ethio-telecom may use the results of this study to ascertain the effectiveness of leadership styles that can motivate its employee and become an input for the ongoing organization transformation project. Improving the leadership skills of managers and supervisors may result in better telecom services where individual citizens get world class services which could facilitate as a means to positively influence peoples' lives, business and other sectors by producing social and technological transformation.

1.1 Background of the Study

Organization is a complex social system and is the sum of many interrelated variables such as people, structure, purpose and exist in order to provide satisfaction for their members.

In today's competitive workplace, managers should equip themselves with leadership orientation and employee behaviors knowledge. Doing business in a competitive environment, regardless of the field of production or service, require leaders to have a clear vision and direction to maintain and develop the company. To reach business success, there are several key factors such as: leadership skills, environment impacts and the most important element are human resources.

Anderson and King (1993), concluded that with respect to the management of transformation processes in organizations, there is a strong need for leaders who are more change-centered. These leaders place value on the development of a clear vision and inspire followers to pursue the vision. In this way they provide a strong motivational force for change in followers. He also concluded that besides a participative leadership style, a clear vision or mission is most likely to foster innovation.

The Ethiopian government has devoted a high share of its budget to pro-poor program and investments. On the document released by Ministry of Finance and Economic Development (MoFED) September 2010 GC Addis Ababa, it is stated that enhancing expansion and quality of infrastructure development expansion and maintenance of infrastructure such as road, power, water supply and telecommunication need to be seen from the standpoint of enhancing and

sustaining pro-poor growth by way of job creation, initiating domestic industrial development, expanding human capital and improving human development. In line with this the government has implemented different transformation projects in its public owned companies including Ethio Telecom.

To improve the performance of Ethio - Telecom communication service the Ethiopian government in the year 2008 GC has entered in to a huge expansion project through vendor financing which amounts more than 3.5 billion dollars. The purpose of the network expansion project was to upgrade the technology and coverage to give access to millions of prospect customers. It was believed at then the very vast network coverage and deployment of the upgraded technology need to review the incumbent company manpower structure and working process. To conduct the study, the Board has decided to invite an international consultant and entered into contractual agreement with an American based company. As per the agreement Business Process Re-engineering (BPR) was selected as the first option to be seen as attempt to enhance the company's performance.

But, the preliminary study of this consultant proved that the company cannot improve its performance to the expected level by BPR and proposed the need for total transformation as an imperative solution. The then Board of Directors, accepted the consultant's proposal and start acting accordingly but, need for huge expansion project through vendor financing including the consultant proposal for transformation was never been discussed among the staff. The governing board immediately decided to re-establish the company and entered a two years management contract with French Telecom Company, France Telecom. The company was tasked to transform the company as a change management strategy. If change implementation ultimately depends on the attitudes and behaviors of organizational members, then it is important studying change with employees' motivation attributes.

Schwaninger (2008) stated that, creating and having well informed and motivated employees is one of the most important aspects in time of transformation. But, as (Samuel and Chipunza,2009) stated the imperative need to discover, comprehend and ensure employee motivation has become a principal concern for organizations and managers because employee motivation has been, and

will be the deciding factor in work performance, success or failure of an organization and such ambitious objective to be achieved has to be attributed with high employees' motivation.

The Consultant's responsibility was to study the manpower structure and assign staff to all job positions including the key managerial posts, as well as coaching the key managers and manage the operations of the company. Although transforming the company was a noble idea and the implemented manpower structure was flatter with more centralized management, the direction of the company was orchestrated at the very top where the lower levels of management and employees are managed with a very strict and a top-down approach to execute their tasks.

But, the implementation of placement process which was carried out by inviting and interviewing three randomly selected staff members for all managerial posts has resulted in the occupation of key managerial posts by an inexperienced personnel through a non-transparent recruitment process.

The above process was arguably against the job specification requirements of any standard institutional restructuring and the flawed process could result in wrong job-fit. Expecting appropriate leadership and motivation of employees from the new inexperienced mangers could be a very unrealistic goal in any modern business management.

An organizations leadership style is considered to have a direct impact on the relations between superiors and employees, thus affecting both the performance, job satisfaction and commitment and the organizations total coherence (Wilderom, Berg and Peter, (2004).
Out of standard leadership models, anyone of the: transformational, transactional, democratic and autocratic leadership styles could be applicable to Ethio Telecom. In this paper the above models are individually reviewed to study which practices are dominant and the study tries to assess their impact on the motivation of employees. Therefore, the whole intent of this research paper is to assess the leadership style practiced by the newly appointed mangers and the motivation level of the existing employees.

By doing the assessment it is believed to fill the identified research gap and highlight the consequence of practicing wrong placement recruitment procedures and its impact on the motivation of the employees. It is the strong belief of the researcher that decision made by the Board of Directors should have been based on scientific ground and should have the capability to persuade the employees who are serving the company.

Any demotion or promotion that took place should have been backed by strong and realistic justification. The staff placement which was conducted by the French Telecom Consultants was the very reason that drives this researcher to conduct this study. The researcher's past experience shows that keeping hierarchical ladder, to gradually grow up from lower to top managerial posts would give the person the opportunity to accumulate the skills or knowledge and experience required for the consecutive posts which could be wider in their scope and deeper in their complexity as they promoted to higher levels.

If the conclusion reveals that the employees are demotivated or underutilized and negatively affected by the inappropriate leadership style exercised by the newly appointed managers, it will eventually trigger an interest in the Board of Directors or other responsible bodies to conduct a further in depth research and seek proper solution that could mitigate the problem. As the theoretical and empirical studies suggests, any business including Ethio Telecom needs to address the employees' motivation issues to meet its organizational objectives and missions.

1.2 Background of the Organization

The introduction of telecommunication services in Ethiopia dates back to 1884 GC. The initial phase was an installation of 477 kilometers long telephone and telegram lines from Harar to Addis Ababa (Tele Negarit, 2007). In the year 1945 EC through proclamation No 131/43 the telecommunication company became the sole service provider of telecommunication services. And 44 years later it was transformed as a corporation and named Ethiopian Telecommunication Corporation (ETHIO TELECOM) through proclamation No 10/89 EC.In December 2010 GC, then was restructured and rebranded as Ethio Telecom.

The company is led by a Board of Directors appointed by the government. After receiving a consultant preliminary company assessment report in year 2008 GC, the same Board of Directors

decided to transform the company which at the time was the only enabling option left to meet the mission and objectives of the newly established company.

The company as a sole telecom service provider started its initial operation by providing voice telephone service 1884 GC between Harrar and Addis Ababa, has developed into mobile, and narrow band, GPRS, broadband data and internet services with a total geographic coverage of 75% of the country and serving more than forty million customers.

The new company has a vision as to be a world-class telecom service provider with a mission to connect Ethiopian through state-of- the art telecom services and build its managerial capability and manager's talent that enables Ethio Telecom to operate at international scale. It also state as its companies values - "Lead with vision, respect customers, be committed to high level organizational excellence, integrity and accountability." (National telephone directory 2016/17)

This phenomenon which results in uncompressible job-fit mismatch from the commonly practiced logical managerial practice was the bases for this research paper in studying what type of leadership style is predominately exercised by this new appointee and its impact on the motivation of their subordinate and employees. If the practiced leadership style does not motivate its employees the need for revisiting the job designs, job specifications, organizational structure and placement and promotion practice implemented at the transformation phase will get better emphasis by the Board of directors for properly addressing the company's employee's problem.

1.3 Statement of the Problem

The whole objective of the re-establishment of Ethiopian telecommunication to Ethio -telecom is to upgrade its capacity and performance to meet the customer expectations which play its vital role in the ever-increasing economic growth. The success of change implementation ultimately depends on the attitudes and behaviors of organizational members, and then it is important studying change with employees' motivation attributes. In this regard, Schwaninger (2008) stated that, creating and having well informed and motivated employees is one of the most important aspects in time of transformation.

As part of the change, the management part was outsourced to meet the demands of the fast-growing telecom services in the country (Ethio Telecom company, profile, 2013). As the result

of this TEC was launched transformation of the company with the aspiration to be a world class operator. Hence, main objective of the management contract with France Telecom among others to establish a world class Telecom service provider capable of rendering international standard services. Nevertheless, according to Reporter (July 30, 2011) evaluation, 'the challenges faced by Ethio Telecom and the customer dissatisfaction are increasingly worsening and for customers, the future is highly unpredictable'.

The reporter statements were also supported by ETHIO TELECOM general meeting held at the end of 2010 company evaluation by saying that the consultant placement decision could not get acceptance by the senior management group, who were devoid of their previous posts, including the young employee who aspire for merit-based promotion (Annual general meeting proceedings, 2010). Furthermore, the French Telecom Consultants made a small survey and came up to conclusion that the former demotion or promotion that took place because of BPR should have been backed by strong justification and which was the very reason that drives this researcher to conduct this study. The researcher's past experience also showed that keeping hierarchical ladder, to step up from lower to top managerial posts would give the person the opportunity to accumulate the skill and knowledge and experience required for the consecutive posts which could be wider in scope and deepen in their complexity as they promoted to higher levels.

Though the organization transformation process is not coming to an end, ETHIO TELECOM will face fierce competition from world class operators in the near future because government of Ethiopia is allowed other international telecoms who are capable in financial and technological investment to participate in telecom services. This may causes experienced and high and middle level employees of TEC would be snatched by new coming operators easily by offering better salary, incentives and work environment.

On the other hand, an empirical study made by Rima Ghose Chowdhury, student of Doctor of Philosophy (BusinessManagement), at Padmashree Dr. D.Y. Patil University's Department of Business Management on November 2014 has proved that leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational outcomes.

In view of the above, this study has tried to explore leadership style practices at Ethio telecom and their effect on employee motivation and at the end recommends a mechanisms how ETHIO TELECOM motivate its employees to retain them and able to perform its tasks in competitive telecom service in this ever changing telecom world by keeping its contribution to the GDP.

Basic Research Questions

The basic research questions that the study tried to address include the following:

1. What type of leadership style/s is/are dominantly practiced at Ethio- telecom?
2. What is the relationship between the leadership style/s practiced and the motivation of employees?
3. Which leadership styles motivates employees to exert their level best effort to achieve the goals and objectives of the organization.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study is to assess the leadership style practices at Ethio-telecom and their effect on employee motivation.

1.4.2 Specific objectives

Specifically, the objectives of the study include the following:

1. To investigate the what dominant leadership style/s that is/are practiced at Ethio-telecom,
2. To assess which leadership style/s employees prefer to be practiced by their managers.
3. To examine the relationship between preferred and practiced leadership and employee motivation and also examine the relationship between perceived employee motivation with different perceived leadership type.
4. To examine the extent of motivation of Ethio-telecom employees
5. To examine the effect of the practiced leadership style/s on the motivation of employees

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1.5 Significance of the study

The finding of this study may help Ethio-telecom's governing body to pin point the role of appropriate leadership need to be practiced to motivate and retain its employee and utilize effectively the available human capital potential to meet the goals and objectives laid by the top management. Furthermore, the research finding contribute for developing proper strategy how ETHIO TELECOM survive in the upcoming business competition.

While the study's primary aim is to assess the impact of leadership style on employees' motivation, it could also trigger the board of directors and other pertinent parties to revisit their previous decisions in appointing management made at the transformation phase and to take an appropriate action.

It may also serve as a stepping stone for potential researchers who are interested to conduct further study in the area.

1.6 Scope/Delimitation of the Study

The scope of this study was delimited to employees working at headquarter and zone office because of financial and time constraint. And the content of the study will be delimited to issues related to leadership style of managers in Ethio telecom after it is established as rebranded company as of 2000 GC after the department of the company staff and how mangers in ETHIO TELECOM motivate their employees. And finally all efforts were highly focuses on releasing the link between practiced management style and extent of motivation of the employees.

Although the company is operating at national level by using more than 15,000 employees, this study is delimited to employees working at headquarter and zone offices because of the researcher want to investigate the perception of employees on leadership style. To compensate this limitation, the investigator intentionally included zonal offices residing in Addis Ababa

The research limit itself on examining the casual effect leadership type on employee motivation even if the dependent variable could be affected by other factors because of time constraint

1.7 Definition of Key Terms

1.7.1 Leadership: A leader in a formal, hierarchical organization, who is appointed to a managerial position, has the right to command and enforce obedience by virtue of the authority of his position.

1.7.2 Management; -Company staff assigned at managerial post to lead the company by placement procedure.

1.7.3 Motivation: - Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs.

1.7.4 Transformation: - Refers to organizational transformation, and about changes associated with structure, policy, procedures, way of operating systems, customer handling philosophy, technology implementation, benefit packages and the like.

1.7.5 Placement; - The human resource process carried out for appointing the company permanent employees on the newly organizational structure based on the job specification requirement stated and approved by the pursuant body. The process usually made in transparent way to get the best job- fit between the organizational structure and employee available in the company.

1.7.6 Core divisions: those divisions whose role and responsibility is critical to the organization business, here in this research core division only includes Marketing, Sales and Network (Operation and maintenance).

N.B. All definitions are the researcher own definitions

1.8 Organization of the Study

This study was organized into five chapters. Chapter one introduces the back ground of the problem of the study areas and research questions, the research objectives, significance of the study, scope and limitations of the study. Chapter two covers the review of the related literature. Chapter three presents the research design and methodology that used to carry out this research. Chapter four is the central theme or core of this paper where data are presented, analyzed, interpreted and discussed. Finally, Chapter five comprises findings and discussions, summary, conclusions and recommendations of the findings.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

The Concept of Leadership

Leadership is a ''social influence process that is necessary for the attainment of societal and organizational goals; it is both conspicuous in its absence and mysterious in its presence – familiar and yet hard to'' (Faeth 2010:2). Most Leaders in business organizations understand that they have power and that they understand the source of their power: their position; their ability to reward and to coerce; their expertise; and their personal appeal and charisma. They influence their followers' behavior through communication, group dynamics, training, rewards and discipline.

The above concept tells us that, leadership for it to be effective and successful, the leadership method should be practiced through a multi-pronged approach. Above all, an understanding of the subordinates to be effective and successful, the applied method should be practiced behavior and potential be it in the upper management or down at the lower ladder of the structure is beneficial to build a group dynamics and provide proper training when required.

Cole (2005) defines Leadership as a dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the goals objectives; aspiration of values of the group that is representing the essence of Leadership is to help a group or an Organization to attain sustainable development and growth. Employee commitment is defined as the degree of identification and involvement that individuals have with their organization's mission, values and goals. It is a multidimensional construct that comprises affective commitment, normative commitment and continuance commitment.

Allen and Meyer (1997) also define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organization.

Howell &Avolio, 1989: stated that leaders who enhance followers'' confidence and skills to devise innovative responses, to be creative, and to take risks, can also facilitate the changeover

processes in organizations. As promoters of change, transformational leaders elicit performance beyond expectations by instilling pride, communicating personal respect, facilitating creative thinking and providing inspiration.

Swanepoel, Erasmus, Van Wyk and Scheck (2000) : Highlighted that leadership styles that encourage employee commitment is essential in order for an organization to successfully implement business strategies, achieving their goals, gain competitive advantage and optimizing human capital. The above statement also indicates that without committed employee's implementation of any company's strategy is very difficult. Employees commitment helps the individual to share and own the vision and mission of the company.

Zeffann(2003: 979) : pined that "the answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivates such as styles of management not suited to their context and to contemporary employee aspirations". Thus, a leadership or management style that encourages employee involvement can help to satisfy employees desire for empowerment and demand for a commitment to organizational goals. The study potentiates the impact of leadership for employee commitment which this study is trying to address.

Helliegel, Slocum, and Woodman (1992) describe motivation as "the force acting on or within a person that causes the person to behave in a specific, goal-directed manner". Driving employees towards a consistent behavior in a goal-oriented manner is essential for utilizing the full potential of employees so as to ensure quality output and successful organizational out comes. The imperative need to discover, comprehend and ensure employee motivation has become a principal concern for organizations and managers because employee motivation has been, and will be the deciding factor in work performance, success or failure of an organization (Samuel and Chipunza, 2009). Ensuring employee motivation will enhance their commitment to build an innovation and creative culture. This work place culture would be difficult to be achieved through a simple top down managerial chain instructions or/and defined job descriptions.

Blickle (2003), asserts that as suggested by Drucker (1999), organizations are now evolving toward structures in which rank means responsibility but not authority, and where the supervisor's job is not to command, but to persuade. Hence, in order to be effective, it is critical

for managers to influence their subordinates, peers, and superiors to assist and support their proposals, plans, and to motivate them to carry out with their decisions.

Buchanan (1974), Defines commitment as "loyalty, identification, and involvement with some appropriate object". In an organizational setting, such loyalty involves feelings of attachment, which develops as individuals share values in common with other members of the group.

One of the common and best practices with successful businesses is that managers try to replicate themselves in many ways thereby the subordinates always have a role model and aspire to reach their potential. This approaches help companies to fill unexpected gaps when key employees leave or resign for various reasons as well as expand their structure using internal skills with a built up culture

Eisenberger et al.(2001), Emphasizes that commitment is feeling of emotional attachment with something or someone. This attachment might be mental or intellectual with a person, group or with organization.

Gaertner (2000: 487): Argues that "more flexible and participatory management styles can strongly and positively enhance organizational commitment". Organizations need to ensure that leadership strategies are aimed at improving employee commitment rather than compliance as with autocratic leadership style.

2.1.1   Leadership Theories

2.1.1.1 Skills Theory

This theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means refuses to acknowledge the connection between inherited traits and the capacity to lead effectively, but argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. A strong belief in skills theory often demands that considerable effort and resources be devoted to leadership training and development (Wolinski, 2010). While most research today has shifted from traditional trait or personality-based theories to a situation theory, which dictates that the situation in which leadership exercised is determined by the leadership skills and characteristics of the leader (Avolio, Walumbwa, & Weber, 2009).

All contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. In the more dominant theories of leadership, there exists the notion that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals (Wolinski, 2010).

Charry (2012), noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguish leaders from followers, later theories looked at other variables including situational factors and skill levels.

Good leaders are thus made, not born. Good leadership is developed through a never ending process of self-study, education, training, and the accumulation of relevant experience (Bass & Bass, 2008).This theory give emphasis on the relevance of accumulated experience which is the issue that this study tries to focus.

2.1.1.2 "Great Man" Theory

Great man theories assume that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership (See also, Ololube, 2013).

2.1.1.3 Trait Theory

The trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership.

2.1.1.4 Contingency Theories

Contingency theories of leadership focus on variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry, 2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements (Naylor, 1999). Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb, 2013).

Situational Theory

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances, where group members are skilled experts and expect to be treated as such, a democratic style may be more effective.

2.1.1.5 Behavioral Theory

Behavioral theories of leadership are based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioral theory, people can learn to become leaders through training and observation. Naylor (1999) notes that interest in the behavior of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently: Autocratically led groups will work well so long as the leader is present. Group members, however, tend to be unhappy with the leadership style and Democratically led groups do nearly as well as the express hostility. Autocratic group. Group members have more positive feelings, however, and no hostility. Most importantly, the efforts of group members continue even when the leader is absent.

2.1.1.6 Participative Theory

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. Participative leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process. A manager who uses participative leadership, rather than making all the decisions, seeks to involve other people, thus improving commitment and increasing collaboration, which leads to better quality decisions and a more successful business (Lamb, 2013).

2.1.1.7 Transactional/Management

Transactional leadership theories, also known as management theories, focus on the role of supervision, organization and group performance and the exchanges that take place between leaders and followers. These theories base leadership on a system of rewards and punishments (Charry, 2012). The theory states that a leader's job is to create structures that make it abundantly clear what is expected of followers and the consequences (rewards and punishments) associated with meeting or not meeting expectations (Lamb, 2013). When employees are successful, they are rewarded and when they fail, they are reprimanded or punished (Charry, 2012). Managerial or transactional theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures (Lamb, 2013).

2.1.1.8 Relationship/Transformational Theory

Relationship theories, also known as transformational theories, focus on the connections formed between leaders and followers. In these theories, leadership is the process by which a person engages with others and is able to "create a connection" that result in increased motivation and morality in both followers and leaders. Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb, 2013).

2.1.2 Principles of Leadership

In addition to leadership theories, the principles of leadership are a commonly studied phenomenon. The United States Army (1983) has identified eleven basic principles of leadership and the means for implementing them:

➢ Be technically proficient: As a leader, you must know your job and have a solid familiarity with the tasks of your different employees;

➢ Develop a sense of responsibility in your workers: Help to develop good character traits that will help them carry out their professional responsibilities;

➢ Ensure that tasks are understood, supervised, and accomplished: Communication is key. A leader must be able to communicate effectively. Leaders should spend most of their day engaged in communication. Older studies, in fact, noted that organizational leaders (managers) spent 70 to 90 per cent of their time each day on communication and related activities (Barrett, [n.d]);

➢ Keep your workers informed: Know how to communicate with not only junior staff, but senior staff and other key people as well;

➢ Know your people and look out for their well-being: Be well versed in basic human nature and recognize the importance of sincerely caring for your workers;

➢ Know yourself and seek self-improvement: In order to know yourself, you have to understand what you are, what you know, and what you can do (attributes). Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal education, workshops, reflection, and interacting with others;

➢ Make sound and timely decisions: Use good problem solving, decision making, and planning tools;

➢ Seek responsibility and take responsibility for your actions: Search for ways to guide your organization to new heights. When things go wrong, do not blame others. Analyze the situation, take corrective action

2.1.3 Leadership Styles

Leadership styles are the approaches used to motivate followers. Leadership is not a "one size fits all" phenomenon. Leadership styles should be selected and adapted to fit organizations, situations, groups, and individuals. It is thus useful to possess a thorough understanding of the different styles as such knowledge increases the tools available to lead effectively.

The concept of leadership in the global financial crisis has resulted in a wave of unprecedented challenges to the world's economic & political order. In a situation of turbulence, the one key factor that can make a difference, through foresight and dexterity, is Leadership. The search for the right definition has been age-old. According to Bass and Avolio (1997), a single specific

definition of leadership is a very complex task as literature and studies on this topic are varied and there is no definition which is widely and universally accepted. Some definitions describe leadership as an act of influence, some as a process and yet others have looked at a person's trait qualities. Nel et al. (2004) define leadership as the process whereby one individual influences others to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organizational goals.

.Bass, Waldman, Avolio, and Bebb (1987) discovered that leaders scoring higher on Transformational Leadership factors have followers who display greater levels of transformational behaviors. There is nothing enduring about their relationship; no actual engagement has occurred. Whereas transactional leaders on the other hand expect certain work behaviors from their subordinates who are compensated for these behaviors by both monetary and nonmonetary rewards. Laissez-faire leadership, also known as delegation leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. The concept of Employee commitment which has direct relationship with leadership style followed by the managements defined as the degree of identification and involvement that individuals have with their organization's mission, values and goals. It is a multidimensional construct that comprises affective commitment, normative commitment and continuance commitment. Allen and Meyer (1997) define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organization. This statement shows how that the leader and his or her followers should develop a healthy relationship where trust, confidence and aligned to the same destination play a pivoting roll in achieving the set goal. Therefore, proper leadership which create employee's motivation could be taken as a key factor in business performance.

2.1.3.1 Autocratic Leadership Style

Autocratic leadership is an extreme form of transactional leadership, where leaders have complete power over staff. Staff and team members have little opportunity to make suggestions, even if these are in the best interest of the team or organization. The benefit of autocratic leadership is that it is incredibly efficient. Decisions are made quickly, and the work to implement those decisions can begin immediately. In terms of disadvantages, most staff resent

being dealt with in this way. Autocratic leadership is often best used in crises situation, when decisions must be made quickly and without dissent.

2.1.3.2 Bureaucratic Leadership Style

Bureaucratic leaders follow rules rigorously and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (Shaefer, 2005). The drawback of this type of leadership is that it is ineffective in teams and organizations that rely on flexibility, creativity, or innovation (Santrock, 2007).

2.1.3.3 Democratic/Participative Leadership Style

Democratic leaders make the final decisions but include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and are productive because they are more involved. This style also helps develop employees' skills. Team members feel a part of something larger and meaningful and so are motivated to by more than just a financial reward. The danger of democratic leadership is that it can falter in situations where speed or efficiency is essential. During a crisis, for instance, a team can waste valuable time gathering input. Another potential danger is team members without the knowledge or expertise to provide high quality input.

2.1.3.4 Laissez-Faire Leadership Style

Laissez-faire leadership may be the best or the worst of leadership styles (Goodnight, 2011). Laissez-faire, this French phrase for "let it be," when applied to leadership describes leaders who allow people to work on their own. Laissez-faire leaders abdicate responsibilities and avoid making decisions, they may give teams complete freedom to do their work and set their own deadlines. Laissez-faire leaders usually allow their subordinate the power to make decisions about their work (Chaudhry & Javed, 2012).

2.1.3.5 Transactional Leadership Style

This leadership style starts with the idea that team members agree to obey their leader when they accept a job. The transaction usually involves the organization paying team members in return

for their effort and compliance. The leader has a right to punish team members if their work doesn't meet an appropriate standard. The minimalistic working relationships that result (between staff and managers or leaders) are based on this transaction (effort for pay)

2.1.3.6 Transformational Leadership Style

Transformational leadership links with positive outcomes on individual as well as organizational levels. Transformational leaders embolden followers to attain higher-order needs like self-actualization, self-esteem (Bass, 1985), and are influential in surging followers' motivation in the direction of "self-sacrifice and achievement of organizational goals over personal interests (Bass, 1995). Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking" (Jung et al., 2008). Inspirational Motivation affords a cradle of encouragement and challenges followers to achieve the set goals, whereas, Intellectual Stimulation inspires followers to be more creative and innovative in their problem-solving skills.

This is the leader who is the path maker. This is the leader who is the visionary. This is the leader who motivates, uplifts, inspires, and empowers people to perform at levels far beyond anything they've ever done before.

Throughout Ethiopia be it public or private business, some of the above leadership styles have been practiced. The dominant and typical styles observed by the researcher are Autocratic, Democratic, Transactional d transformational types; and this study tried to address the mismanaged Transformational leadership style which was practiced at the Ethio Telecom.

2.1.4 Factors That Determine Leadership Style

There are a number of factors that can help to determine which type of leadership style is most effective and/or when to draw on a different or combination of leadership styles. Listed below are a number of these factors as outlined by (Ibara, 2010, pp. 74-76).

2.1.4.1 Size of an Institution/Organization

Many organizations have the tendency to grow, and as they grow, to divide into subgroups where the real decision-making power lies. As institutions or organization grow, problems arise which may become more difficult to address at a macro or senior management level. At the same time, as institutions and organizations grow larger and become more multifaceted, there is a propensity

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for decision making to be centralized (Naylor, 1999). This situation leads to limited employee participation or no participation at all.

Old and traditional organizations like Ethio Telecom have decades of built culture whereby the management practices and cultures are carried over to the generations where individuals became repository of knowledge and change management is usually resisted. Modern technology companies always operate with a slimmer structure and defined processes and flexibility. It is difficult to implement change to bigger organizations like Ethio Telecom within a shorter period of time. This is mainly because effective changes happen with the readiness for change in the mindset of the employee first.

2.1.4.2 Degree of Interaction/Communication

Organizational interaction or communication in this paradigm refers to a relational approach between two or more individuals on the basis of social and organizational structures aimed at achieving goals (Ololube, 2012). Given that uncertainty surrounds many situations in organizations, leaders need to be involved with their staff. In this way, leaders can keep focused on key issues and ensure that organizational learning takes place. The quantity and quality of interaction in an organization tends to influence the style of organizational management with the main issue being that employees must work together in order to accomplish tasks. According to Naylor (1999), for organizations to be effective managers must have open channels. Managers must constantly share information; If the employees are denied from critical information, which determine the futurity of their company. including the placement of staff in non-transparent manner that have a direct effect on their carrier employee's commitment will remain in vain.

2.1.4.3 Personality of Members

The personality attributes of employees and other managers/leaders can influence the leadership style of an organization. Some people tend to react more to certain styles of leadership than others. Individuals who like to depend on others generally do not like to participate in organizational affairs since their need for security and direction is better served by a rigid organizational structure. Those with an understandable sense of direction wish to advance in their careers and enjoy participating in organizational decision-making processes tend to be more inclined towards open and collaborative leadership styles. Leaders should adapt to such

situations by providing opportunities for participation to those who desire them and directing those who find it more difficult to participate in organizational decision-making (Ibara, 2010).

2.2 Motivation

2.2.1 The Concept of Motivation

Huczynski and Buchanan (2007) argued that "Motivation" is "A combination of goals towards which human behavior is directed; the process through which those goals are pursued and achieved, and the social factors involved". Luthans (1992) says, "Motivation is a combination of needs, drives and incentives. Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive". Mullins (1999) says, "The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation". Mullins also distinguishes between extrinsic motivation related to tangible rewards such as money; and intrinsic motivation related to psychological rewards such as the sense of challenge and achievement. Intrinsic motivation from the above definition seems to fit for the targeted employee since they are highly professionals who are graduated from universities and working at communication industry that needs high technical competency which dynamically changing globally.

2.2.2 Content and process theories

The motivation theories seen above have been divided into two contrasting groups: Content theories: place emphasis on what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they pursue in other to satisfy these needs. Main content theories include: Maslow‟s hierarchy needs model; Alderfer‟s modified need hierarchy model; Herzberg‟s two factor theory and McClelland‟s achievement motivation theory (Koontz and Weihrich, 1990; Child, 1984). Process theories: place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables which make up motivation, and with how behavior is initiated, directed and sustained. Major approaches under this include; expectancy –based models, equity theory goal theory and attribution theory (Koontz and Weihrich, 1990). Extrinsic and intrinsic the various needs and expectation at work can be categorized in a number of ways for example the simple divisions into physiological and social motives or into intrinsic and extrinsic motivation.

2.2.3 Theories of Motivation

There are numbers of motivation theories that influence the way organizations manage employees and can help for managers to understand how to motivate their employees to have a motivated work force. These theories attempt to explain why people behave the way they do and advice on factors and strategies to motivate and get the best out of employees (Kwasi D).

2.2.3.1 Early Theories of Motivation

Those theories are important because they laid down a foundation from which contemporary motivation theories were developed and many practicing managers still use them. Maslow's Hierarchy of Needs: This theory's central theme revolves around the meaning and significance of human work in which behavior dominated by the unsatisfied needs and when one need is satisfied people aspires for the next higher one. According to him motivating a worker at different position, job type and conditions needs different mechanisms. Lower level needs are predominantly satisfied externally while higher order needs are satisfied internally. Maslow theory says that once a need is substantially satisfied, an individual is no longer motivated to satisfy that need. Therefore, to motivate someone, you need to understand what need level that person is on in the hierarchy and focus on satisfying needs at or above that level (Robbins, S.P., 2001).

2.2.3.2 ERG Theory

Alderfer (1969) said there are three groups of core needs: existence, relatedness, and growth. It was called ERG theory. The existence group is concerned about providing the basic material. The relatedness group is concerned about personal relationships and the last group is growth needs concerned about intrinsic desire for personal development. ERG theory is similar to Maslow'shierarchy of needs in many ways. However, there are important differences such as Alderfer said sometimes multiple needs could also be operating as motivators and sometimes people need the higher level before the lower level depending on each situation and each situation is different (Wren, 1995).

2.2.3.3 Theory X and Theory Y

This theory is about managers' and supervisors' attitudes toward employees, and that attitude's effect on workplace motivation.

Theory X believes that employees naturally dislike work, responsibility and are lazy averagely. Here, managers must closely control and direct their activities by using threats and punishment i.e. the stick and carrot management approach. On the other hand, Theory Y, which is a sharp contrast to theory X, believes that employees naturally enjoy working and want to be productive. They do not need control, managers must trust them to get the job done, as motivation for these employees is the harder they work, the more pay or promotion. Hence, Theory X and Theory Y are different from basic assumptions regarding human needs and behavior. Therefore, understanding people's needs and behavior becomes an important skill all managers need to develop (Pattarinee P., 2002).

2.2.3.4 Herzberg's Theory

Herzberg's two-factor theory also called motivation-hygiene theory proposes that intrinsic factors are related to job satisfaction while extrinsic factors are associated with job dissatisfaction. Robbins, S.P. (2001)),stated that, according to Herzberg's theory people works first and foremost in their own self-enlightened interest, for they are truly happy and mentally healthy through work accomplishment. Herzberg's theory is based on two distinct sets of factors that influence motivation: Basic factors influencing job dissatisfaction, which include pay, organization policies, working environment, job security and the satisfaction with supervision as well as motivating factors influencing job satisfaction, which include recognition, promotion, achievement, and the intrinsic nature of the work and responsibility.

2.2.3.5 Three- Needs Theory

This theory is proposed by David McClelland and his associates, which says there are three acquired (innate) needs that are major motives in work. These three needs are the need for achievement, -which is the drive to succeed and shine in relation to a set of standards; the need for power, -which is the need to make others behave in a way that they would not have behaved otherwise; and the need for affiliation -which is the desire for friendly and close interpersonal relationships (Robbins, S.P., 2001).

2.2.3.6 Contemporary Theories of Motivation

There are new theories that are being adopted in today's contemporary and modern workforce. Goal-Setting Theory In 1960's, Edwin Locke put forward the Goal-setting theory of motivation. This theory states that goals indicate and give direction to an employee about what needs to be

done and how much efforts are required to be put in. Goal setting theory is a technique used to raise incentives for employees to complete work quickly and effectively and leads to better performance by increasing motivation and improving the feedback quality. Reinforcement theory Reinforcement theory of motivation states that individual's behavior is a function of its consequences. Individual's behavior with positive consequences tends to be repeated, but individual's behavior with negative consequences tends not to be repeated. Managers use Positive and negative Reinforcement as well as Punishment and lay off. Reinforcement theory explains in detail how an individual learns behavior. Managers who are making attempt to motivate their employees must ensure that they do not reward all employees simultaneously. They must tell the employees what they are not doing correct. They must tell the employees how they can achieve positive reinforcement.

2.2.3.7 Expectancy Theory

This theory stresses and focuses on outcomes, unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the relevance of the outcome to the individual. Here, employees' motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Thus, the expectancy theory concentrates on the following three relationships:

2.2.4 Type of motivations

There are two types of motivation as originally identified by Herzberg et al (1957):

➢ **Intrinsic motivation** – the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated.

➢ **Extrinsic Motivation**-De-motivators (extrinsic or hygiene factors): - Factors characterizing on the job context and led to extreme employees' de-motivation (factors

that are extrinsic and related to dissatisfaction or de-motivation which include company policy, relationship with peer, relationship with boss, job security, salary and working conditions

According to Armstrong (2009), People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants.

Hence, the purpose of this study is to identify and critically evaluate how the leadership style influencing the motivation of the employees and draw the attention of the pursuant body find ways to take care of its employees' motivation and achieve its objectives.

2.3 Empirical Literature Review

2.3.1 Empirical Literature Review Made Out Side Ethiopia

Previous studies reveal that leadership style affects employee's performance in many ways. Vries, Roe, and Taillieu (1998) explained that leadership style, which is more human oriented, tends to increase the job satisfaction among employees. Likewise, the research findings of Packard and Kauppi (1999), Yahya and Ebrahim (2016) and Spano-Szekely (2016) indicated that different leadership styles, when adopted by leaders result in different levels of job satisfaction. For instance, leaders' support and recognition bring higher level of job satisfaction among employees. However, everything is not same across cultures (Bhagat& Steers, 2009).

On another study the findings by Allah &Nawaz, Feb, 2017 are similar to the conclusions of previous studies showing that transformational style of leadership is effective and thus common in banks. Following Khan and Nawaz, (2016), the findings of the current study also have a plausible explanation that transformational leadership expresses trust in subordinates that encourage and motivate them to extend their full support for an organization in shape of productivity. The findings show similarity to many previous studies(Abba et al. 2016; Chamika and Gunasekara 2016; Mwongeli and Juma 2016; Rahimi, Khezrib, et al. 2016; Solomon 2016).

An empirical study titled as Behavior on organizational Commitment in Plantation Companies in Malaysia made by Omar Rabeea Mahdi a, Erzan, Shafizan, BinGulam Mohdb, Mahmoud Khalid Almsafirc(a,b,c Graduate Business School, College of Graduate Studies, Tenaga Nasional

University (UNITEN), JalanIkram-Uniten, 43000 Kajang,Selangor, Malaysia.)Which was carried out with the intention of examining the impact employees' perceptions of their immediate and directive leadership behavior and different types of organizational commitment in plantation companies. The statistic results found that there is significant strong relationship between the leadership behavior and the organizational commitment. More importantly, there are significant impacts of the leadership behavior on organizational commitment. In addition, supportive and directive leadership behaviors do play important roles in determining the levels of employee's commitment. Leaders should consider in matching both leadership behaviors based on the situation of their subordinate.

2.3.2 Empirical Literature Review Made In Ethiopia

Haile Mengesha (2015) has been conducting a survey Impact of leadership approaches on employee motivation: An empirical investigation in Haramaya University. Finally he came up to conclusion that the impact of transformational leadership approach on the motivation of Haramaya University employees in Ethiopia is more effective than the transactional leadership and Laissez-faire approach. This is consitent with Birhane Meskel Tena(2015), Mekasha Kassaye (2014).

MICHAEL ASSEFA (2019) conduct a research on the effect of employee motivation on organizational performance: a case of federal civil service commission, Ethiopia and he found that lack of adequate motivation results in low performance and vice versa. The overall result showed that employee motivation has a significant effect on organizational performance.

Mohamed Esse (2016) conducted a survey on 159 employees of Dashen Bank at Head Quarter, Addis Ababa that excluded Top level managers and security guards on the Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia. The findings of the survey have shown that the type of leadership would have no significant influence on achievement of organizational goals and objectives in Dashen Bank. However, decision-making of leaders in Dashen Bank was not in right tracks.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter discusses the research design, the population and sampling plan, instrumentation, data collection procedures and the methods of data analysis. Finally, the chapter presents an evaluation of the research methodology regarding reliability and validity.

3.1 Research Method

Descriptive and explanatory type of research design is employed as a main research design to realize and meet the intended objective. Descriptive research design is most appropriate when the research focuses on detailed description of the characteristics and features of the issue under investigation (Howitt and Cramer, 2011). The reason behind using descriptive research design is because the researcher is interested in describing the existing situation under study.

Research Design

Research design is an overall framework of the research that explains the direction and method to be used in the study to gather the information needed, either from primary or secondary sources (Malhotra, 2007).

Quantitative research method was used to describe the affect leadership type on employee motivation. This rational behind it was, the strong beliefs' of the researcher that this method could be appropriate for getting the research questions which is based in describing the current status of employee motivation and their relationships with the practiced leadership styles at ETHIO TELECOM. Hence, the study employed a quantitative data collection method within the descriptive survey research design.

3.2 Population and Sampling Techniques

3.2.1 Population

According to Hair and Bush (2006), target population is said to be a specified group of people or object for which questions can be asked or observed to develop required data structures and information. The target population for this study were all employees working at six zone and head office at core divisions found in Addis Ababa.

3.2.2 Sample and Sampling Techniques

3.2.2.1 Population

According to (Zikumund, 2003) The definition of population is identifiable total set of elements of interest being investigated by a researcher. The target population is defined as the entire group a researcher is interested in. Thus, the main respondents of the study were the employees who were working at the head office and zone offices in Addis Ababa.

3.2.2.2 Sample population

Ethio Telecom has one Head Quarters and six Zonal offices in Addis Ababa and seventeen Regional offices as of August,2019. Due to financial constraints, Addis Ababa was selected to be convenient for collecting data. To make the study manageable and representative of the total population staff identified by simple random sampling method. In this technique all sample units will get equal probability to be selected. The study population consisted of all the employees of the Head quarter offices and zonal offices in Addis Ababa by taking a representative of the research study.

The researcher used stratified by core division and random sampling technique in six divisions and headquarters. This sampling technique give equal chance to all member of ETHIO TELECOM staff. As the result, the researcher believed that the sample is well representative of the intended study group. Therefore, the result could be generalized to all ETHIO TELECOM employees who are working in the company. Robson (2002) tell us that sampling theory supports stratified random sampling as an efficient choice because the means of the stratified samples are likely to be closer to the mean of the population overall.

For this study, the sample size was determined based on sample size calculating formula of (Yamane, 1967) at 95% confidence level. the formula is;

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

Where: n is the sample size and N is the population size & e = the error of sampling. To have better representative from the target population the study used stratified sampling technique to identify how many respondents should be approached from each category.

Accordingly, $n = 260/1+260^{(0.05)^2}$

n = 158 (therefore, 158 respondents were selected as respondents of this study)

Table 3.1   The sample population per six divisions and the head quarter

Table 3.1: Summary of the Respondents (Source: Own Survey)								
	Work Station							Total
	Head Quarter	SAAZ	WAAZ	NAAZ	EAAZ	SWAAZ	CAAZ	
Target	53	32	30	38	34	38	35	260
Sample	18	21	22	25	23	25	24	158

3.3 Sources of Data and Data Collection Tools/Methods

3.3.1 Source of Data

Primary and secondary source of data were used in the current study. Primary source of data was collected through questionnaires from employees of ETHIO TELECOM, while secondary source of data were used to triangulate the data collected through the primary sources of data. In doing so the researcher reviewed previous research works and the related literature. Moreover, documents and other articles of the organization were used as additional secondary sources of this study.

3.3.2 Data Collection Tools

For the proper achievement of the objectives of the study; among different primary data collection method, questionnaire was used. The respondents who are working at the head quarter and zones were given the questionnaire to give their reply. Structured questionnaires were developed containing closed ended questions to be easily understood by the respondents. The

variables were measured using Likert scale with five response categories. (Strongly disagree, disagree, neither agree nor disagree, agree and strongly agree). "The Likert scale method was preferred to make questions interesting, because it give an opportunity for each respondents to show their degree of agreement or disagreement

The primary source of data was collected using close ended questionnaires which were distributed to 158 employees of ETHIO TELECOM. The researcher developed the questionnaire and before deploying the questionnaire to the data, a pilot test was conducted. The pilot test helped to determine the practicability of the instrument and make the necessary amendments.

The secondary source of data was gained from documents from archives, organization's documents, past research papers, reports, observation, and other validated sources. Moreover, studies and literatures related to knowledge sharing were used to get more ideas and insights.

3.4 Data Collection Procedures

A total of 158 questionnaires (around 5% of the total population) were distributed to gather relevant information primary data. The primary source of data was collected using close ended questionnaires which has been developed; and before deploying the questionnaire as data collection instrument, a pilot study was conducted on 10 selected employees of ETHIO TELECOM. The pilot test helped to determine the practicability of the instrument and make the necessary amendments.

The researcher, at first, got permission from the ETHIO TELECOM administrator to conduct this study. Hence, the data collection procedure was started after getting the management willingness and cooperation to distribute questionnaires. The questionnaires were distributed to potential sample employees after a short brief and get consent from sample population.

The questionnaire contains five separate sections. The first four parts of the questionnaire were about the leadership style practice level and the respondents' preference. The fifth part was about the motivation practice and preference.

The secondary source of data was gained from documents from archives, organization's documents, past research papers, reports, observation, and other validated sources. Moreover, studies and literatures related to knowledge sharing were used to get more ideas and insights.

3.5 Methods of Data Analysis

The quantitative data that was collected and processed using SPSS software 24. In this data analysis procedure, the descriptive and analytical analysis were used. Various analyses have been used such as frequency distribution of the characteristics of the respondents about age, education and experience. The practiced and preferred leadership type and employee motivation was examined and summarized on the descriptive summary tables. Finally, the relationship and effects of leadership type on employee motivation were analyzed using Pearson bivariate correlation and multiple linear regression

3.6 Reliability and Validity of Measures

Data Quality Assurance

The questionnaire was exclusively filled by the management staff and employees and the researcher promised the confidentiality of their response and strictly kept his promise. To ensure data quality, the data were entered with two data encoders and evaluated the mismatch between those two data sets. Finally, corrections were made based on the responses in the respective questionnaires that made data entry error

3.6.1   Reliability Assurance

Cronbach's alpha is a measure of reliability or internal consistency based on the average inter-item correlation, which range from 0 to 1. The higher Cronbach's alpha the more reliable of getting similar result with other survey that made in similar situation. A reliability coefficient of 0.70 or higher is considered 'acceptable' according to different literatures. Measures in this study are judged to be reliable if Cronbach's coefficient alpha is 0.7 or greater (Sekaran, 2000).

Table 3.2: Reliability Analysis

No	Item Category	Cronbach's Alpha	N of Items
1	Autocratic	.928	5
2	Democratic	.891	5
3	Transactional	.928	5
4	Transformational	.931	5
5	Employee motivation	.902	5
	Over all	.864	25

Source: own data June 2020

In this regard, Table 3.2 shown the result of Cronbach's alpha for four type leadership styles, employee motivation and total data. The overall Cronbach's alpha was 0.864 that indicate acceptable reliability of the survey questionnaires. This has proven that the likelihood of getting similar result with another sample was 86.4%. And the result of Cronbach's alpha for all sub categories (four leadership type and motivation questions) was shown above acceptable standard. Hence questions that were incorporated in the instrument were appropriate and have played their role in acceptable manner.

3.6.2   Validity Assurance

According to Kothari, R (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity can also be thought of as utility. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. As stated on the methodology, questionnaire was used to collect the primary data. Therefore, to particularly assure the content validity of the instrument the researcher has discussed with professionals in the area. With some remarks they have given their positive feedback. finally, it was validated by the advisor with some adjustment.
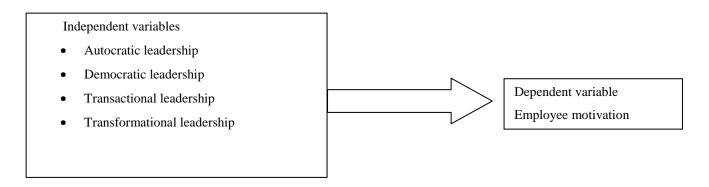
3.7 Ethical Considerations

The researcher respected ethical considerations of confidentiality and privacy throughout the research process. A written guarantee was given to the respondents that their names will not be revealed in the questionnaire and the research report. Moreover, the participants were given a verbal and written description of the study, and informed consent was obtained before the survey. Participation in the study was made only voluntarily and also they were assured that the responses will be kept confidentially and only be used for the purpose of this study. Finally, a copy of the final report could be given to the organization if demanded.

3.8 Conceptual Framework

The conceptual framework is graphical representation of the survey and indicate the dependent and independent variables.

Figure 1. Conceptual framework of the study

Independent variables
- Autocratic leadership
- Democratic leadership
- Transactional leadership
- Transformational leadership

Dependent variable

Employee motivation

Source: Developed by the Researcher

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

In this section, the collected data using questionnaire of five scale Likert scale is presented as follows. It represents summary of responses for the whole respondents. The figures represent number of respondents that gave their feedback with respect to their agreement/disagree level or frequency of responses with respect to their agreement and/or expectation level.

In this chapter, based on the objective of the study that is set above, the collected data using questionnaire was analyzed and presented. Data analysis involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper & Schindler 2011).

This study used different statistical methods to analyze the collected data from the employees of Ethio Telecom i.e. descriptive statistics like (tables, charts, graphs); measures of central tendency which included the (mean, mode, and median); Statistical Package for Social Scientists (SPSS) version 24 was used to facilitate the data analysis.

4.1 Response Rate

158 Employees and management staffs have been taken as a total sample for the study. Questionnaire was dispatched to the entire sample of which 154 questionnaires were returned with a response rate of 97.47%. As the result, this 2.53% non-return rate could be taken as tolerable by all expert in data analysis.

4.2 Demographic Characteristics of Respondents

In conducting this study, 158 questionnaires were distributed for respondents. Among them, 154 respondents participated in filling questionnaires and 4 questionnaires were not returned. Accordingly, the following Table 4.1 shows the sex and age of the respondents who are currently working at the headquarters and zone offices in Addis Ababa at core divisions. In addition, the table contains educational level and working experience of the respondents in the organization.

Table 4.1: Demographic Characteristics of respondents

	Category	Frequency	Percent
Gender	Female	22	14.3
	Male	132	85.7
Age group	21 - 30	77	50.0
	31 - 40	33	21.4
	41 – 50	29	18.8
	51 – 60	15	9.7
Service years	0 - 5 years	40	26.0
	6 - 15 years	64	41.6
	16 - 24 years	40	26.0
	Greater than 25 years	10	6.5
Education level	BA / BSC	110	71.4
	MA / MSC	44	28.6
	Total	154	100.0

Source: own data June 2020

In this study there were 22 female respondents which account for about 14.3%, and 132 were male which account for about 85.7%, which covered two -third of the employees. As shown in the Table 4.1, the percentage of male respondents is higher than males. As indicated in the above table, the figures representing age category have shown the highest percent which is 50% being reported by respondents between 21 and 30 age group, 21.4% fall in the age range between 31-40 years, and 18.8% belong to the age group of 41-50 year. Therefore, the result indicates that, most of the participants of this study are in youth group categories.

 Concerning service years 41.6% were reported they were in between 6 and 15 years of services and followed by 0 - 5 years of services and 16 – 24 years, both groups of respondents accounted for 26% of the total respondents. Regarding the educational level of the respondents, majority of respondents 71.4% of the respondents have Bachelor degree. This indicates that most of the participants of this study are first degree holders.

Work experience is another very important factor that might affect the satisfaction level of the individual. Individuals who are performing the type of job they want for more years are expected to enjoy their job while individuals working the type of job they do not want for many years might get bored with the job. For this study, 64 respondents which accounts 41.6% have between 6-15years of work experience; 40 respondents which accounts 26.0% of the respondents have between16-24years of experience; again 40 respondents which accounts 26.0% of the respondents have between 0-5years of experience, and 10 respondents which accounts 6.5% have work experience greater than 25 years. Therefore, from these figures it is possible to see that majority of the respondents have work experience between 6-15 years and only few of them have more than 25 years of work experience. Level of Education of the Respondents show that there were 110 degree holders which accounts about 71.4% and 44 Master holders which accounts about 28.6%.

4.3 Analysis of Data Collected for the Leadership style in ETHIO TELECOM

In this section, the collected data using questionnaire of five scale Likert scale is presented as follows. It represents summary of responses for the whole respondents. The figures represent number of respondents that gave their feedback with respect to their agreement/disagreement level or frequency of responses with respect to their agreement and/or expectation level.

4.3.1 Autocratic Leadership Style

An autocratic leader mostly makes selection on the basis of their own judgments and ideas that rarely include followers 'advice and these leaders have absolute control over the group (Zareen et al, 2015). Iqbal et al (2015) also further confirm that autocratic leaders give orders without explaining the reasons or future intentions. Furthermore, could be cause for undermines creativity of employee because these managers consider themselves to be right. There are certain characteristics of autocratic leadership such as - no inputs from other group members are taken, group leader(s) dictate all the tasks or distribute responsibilities among other employees, and no reward or recognition is given to employees to boost morale.

Table 4.2: Autocratic Leadership style

Total number of sample population = 154	Expectations (%)					Practiced (%)				
	Strongly unexpected	Not expected	Neutral	Expected	expected	disagree	Disagree	Neutral	Agree	Strongly agree
Your manager makes decision without taking input from you.	48.1	27.9	11.7	8.4	3.9	10.4	16.9	30.5	33.8	8.4
Your manager tells you what to do and want you to accomplish without asking advice from you.	32.5	35.7	18.8	12.3	.6	7.1	21.4	31.8	22.1	17.5
Your manager makes decisions alone or with a small, trusted group and expect employees to do exactly what they're asked.	21.4	52.6	15.6	5.2	5.2	3.2	9.1	39.0	26.6	22.1
You are expected to adhere to the decision made any time and space stipulated by your manager.	37.0	32.5	18.8	11.0	.6	.6	20.8	33.8	35.1	9.7
Your manager reach decision, communicate them to you and expect prompt implementation.	57.8	22.1	5.2	14.3	.6	7.8	21.4	27.9	31.8	11.0
Total Autocratic	39.4	34.2	14.0	10.3	2.2	5.8	17.9	32.6	29.9	13.8

Source: own data June 2020

As it is shown in Table 4.2, the majority of respondents (73.6%) have shown their no or little expectation for the implementation of autocratic leadership style. In high contrast with expectation of employees, majority of respondents (32.6%) was not showing their agreement nor disagreement to say the practiced autocratic leadership in ETHIO TELECOM. This indicated that there is some indication that prohibit the majority of respondents to vote against autocratic leadership. This supported by 29.9% and 13.8% of respondents by showing their agreement and strong agreement for practicing Autocratic leadership in ETHIO TELECOM.

Within practiced autocratic leadership style, respondents showed highest agreement for subscales "manager makes decisions alone or with a small trusted group" and followed by "manager reach decision, communicate them and expect prompt implementation" with a small margin difference between the two subscales. As the result it seems that Managers in ETHIO TELECOM make decisions alone with a small, or trusted group and expect employees to implement exactly what they're asked. They even need prompt implementation. They tell the staffs what to do and want them to accomplish without asking advice from them. This support Greenfield, (2007) that says authoritarian leaders make all the decisions themselves without involving employees or followers and impose these decisions on them.

This result agrees with Boehm et al, (2015) which says autocratic leadership represents all those leaders who makes decision without consent of team members and is usually applied when quick decision is be taken and team agreement is not important for acquisition of successful results. Amanchukwu et al (2015) further confirmed this idea by saying "little opportunities are given to staff and team members to make suggestions, even if it is in the best interest of the team or organization."

4.3.2   Democratic Leadership Style

The democratic style of leadership emphasizes group and leader participation in the making of policies. Decisions about organizational matters are arrived at after due consultation and communication with various people in the organization. The leader attempts as much as possible to make each individual feel that he is an important member of the organization. Communication is multidirectional while ideas are exchanged between employees and the leader (Heenan and Bennis, 1999). In this style of leadership, a high degree of staff morale is always enhanced (Mba, 2004).

Table 4.3: Democratic Leadership

Total number of sample population = 154	Expectation (%)					Practiced (%)				
	unexpected	Not expected	Neutral	Expected	expected	disagree	Disagree	Neutral	Agree	Strongly agree
You and your co-workers feel their voices are heard and their contribution matters.		.6	22.1	68.2	9.1	21.2	29.2	14.9	32.7	1.9
Manager asks you for input and consider feedback from you before making decision	.6	.6	30.5	43.5	24.7	32.7	28.6	9.7	25.8	3.2
Your manager leadership style is essential for your innovative tasks.		1.3	50.0	36.4	12.3	11.7	40.9	27.9	17.5	1.9
You are involved in making decision.		4.5	18.8	62.3	14.3	21.4	51.3	4.5	14.9	7.8
Your manager allows you to exercise authority.	.6		27.9	37.7	33.8	37.0	35.7	3.2	20.8	3.2
Total democratic	0.26	1.43	29.87	49.61	18.83	27.79	37.1	12.08	19.35	3.64

Source: Own data June 2020

As it is shown in Table 4.3, the majority of respondents (68.4%) have shown their expectation to have democratic leadership style in ETHIO TELECOM. In this sense employees need to be involved in making decision, co-workers feel their voices are heard and their contribution matters, they need to give their inputs before their managers pass decisions, they need their managers to help them in innovating their tasks. This support the Daft, (1999) stated a democratic leader delegates authority to others, encourages participation, relies on subordinate's knowledge for completion of tasks and depends subordinate respect for influence.

In respect of implementing democratic practicing, (22.99%) have perceived against employees' expectation which was democratic style is being practiced or gave their agreement for being practiced in the organization. This leadership style is known with its characteristic, such as cooperation, active participation, accountability and delegation of responsibilities and tasks. This implies that little cooperation, modest participation in decision making and few delegation was exercised in ETHIO TELECOM.

Within practiced democratic leadership style subcategories, respondents showed highest disagreement for subscales "Your manager leadership style is essential for your innovative tasks" and followed by "You are involved in making decision". As the result of this, it seems that ETHIO TELECOM employees had hardly small chance to be manifested their innovative task, employees rarely in making decision.

4.3.3 Transactional Leadership Style

Transactional leadership styles can affect performance positively or negatively. It depends on employee assessment. Positive effect can occur when employees assess transactional leadership positively and a negative effect can occur if employee considers that transactional leadership styles cannot be trusted because they do not keep their promises, dishonest or not transparent. Transactional leadership or transactional management is the part of one style of leadership that focuses on supervision, organization, or performance; it is an integral part of the Full Range Leadership Model. Transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.

Table 4.4 Transactional Leadership type

Total number of sample population = 154	Expectations (%)					Practiced (%)				
	expected	Not expected	Neutral	Expected	expected	disagree	Disagree	Neutral	Agree	Strongly agree
At your workplace is being innovative to improve performance is substantially rewarded.		7.1	14.9	49.4	28.6	10.4	12.3	24.0	33.1	20.1
Your manager Clarify what is the expected performance, How to meet such expectation and allocating rewards	0,1	.6	8.4	77.9	13.0	13.6	13.6	24.0	35.1	13.6
His/her style of leadership focus on mentorship, instruction targeting to archive and enjoying the results.		2.6	29.9	51.9	15.6	6.5	13.6	21.4	42.2	16.2
Your manager rely quite heavily on organizational rewards and punishment to influence your performance..	0.1	5.8	22.7	48.7	22.7	7.1	9.1	32.5	38.3	13.0
Your manager communicates his/her appreciation for all of your hard work	0.1	7.1	18.2	61.0	13.6	9.7	12.3	25.3	32.5	20.1
Total transactional	0.3	4.7	18.8	57.8	18.7	9.5	12.2	25.5	36.2	16.6

Source: own data June 2020

As observed in the literature, the transactional leadership motivates and influences subordinates by exchanging reward with a particular performance. In this regard, ETHIO TELECOM management was evaluated using five questions.

As observed in Table 4.4, the majority of respondents (76.5%) have shown their expectation for being implemented transactional leadership style in ETHIO TELECOM. In this respect performance of employees is substantially expected to rewarded, manager expect clarify what is the expected performance from the subordinate explaining and how to meet such expectation

and, the leadership is expected to focus on mentorship, instruction targeting to archive and enjoying the results.

In Table 4.4, 52.8% of respondents confirmed that transactional leadership style is not being practiced well at its best. On the contrary to the expectation level of the employee to be practiced transactional leadership approach was very low. This seems that leaders in ETHIO TELECOM may not show characteristics in expected levels such as clarify what is the expected performance from them, explaining how to meet such expectation and allocating rewards for meeting objectives, they need innovativeness & improved performance to be substantially rewarded; employees need to receive appreciation for all of their hard work. Employees also appreciate manager's style of leadership to focus on mentorship, instruction targeting to archive and enjoying the results.

4.3.4 Transformational Leadership Style

Transformational leader encouraging and motivating subordinates to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Butler (1999)

Transformational leadership is an approach in which a leader inspires and motivates team members to create positive changes within an organization. This leadership style can increase group morale, lead to rapid innovation, improve conflict resolution, decrease turnover and foster a sense of ownership amongst a team.

Transformational leadership is a leadership style that can inspire positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well.

Table 4.5: Transformational Leadership style

Total number of sample population = 154	Expectations (%)					Practiced (%)				
		Neutral	Expected	expected		disagree	Disagree	Neutral	Agree	agree
You have a basic set of tasks and goals, but your manager is constantly pushes you outside your plan		3.2	19.5	46.1	31.2	4.7	18.8	57.8	12.8	5.8
Your manager spent much of his/her time on the big picture.	2.4	0.6	5.8	79.5	11.7	9.7	39.0	32.5	10.4	8.4
Your manager gives you to handle many delegated tasks without constant supervision		6.3	16.9	39.8	37.0	9.1	46.8	24.0	10.4	9.7
Your manager leadership style encourages you to view problems from new perspective and provide support.		1.3	28.6	45.5	24.7	0.7	33.8	44.8	14.8	5.8
Your manager main objectives are to work on change or transform their follower's needs and re-direct their thinking.		1.3	27.9	42.2	28.6	7.7	26.6	42.9	9.1	11.7
Total transformation	2.4	2.5	19.7	50.6	26.6	6.4	33.0	40.4	11.5	8.3

Source: own data June 2020

Table 4.5 shown that 77.2% (majority of respondents) had expectation to be implemented the transformational leadership in ETHIO TELECOM. This has an implication that majority of employees in ETHIO TELECOM are very much expectant of their manager to spend much of leader time on the big pictures that helps to transform the organization forward. They also expect their manager to give them to handle many delegated tasks with little constant supervision. This helps employees to exercise responsibility and create sense of ownership in employee. Furthermore, according to Bass & Avolio, (1990) the relationship between a transformational leader and followers is characterized by pride and respect. The employees often develop a high level of trust and confidence in such a leader.

The practice of transformational leadership style was evaluated as usual using five questions and found that the agreement level of the respondents indicates it was below 20% for level at which transformational leadership style being practiced; and on the other hand 39.4% have shown their disagreement and 40.4% have shown neutral position for the implementation of this leadership style. This implies that practiced level of transformational leadership in ETHIO TELECOM was very low.

Summary of Expected and Practiced leadership style

Table 4.6: Rank based on Expected and Practiced Leadership scores

Leadership category	Expectations			Practiced		
	Mean	Std. Deviation	Rank	Mean	Std. Deviation	Rank
Autocratic	2.0182	.86239	4	3.2779	.95529	2
Democratic	3.8532	.43268	3	2.3390	.97855	4
Transactional	3.9052	.45169	2	3.3831	.79078	1
Transformational	4.0403	.38221	1	2.7312	.91162	3

Table 4.6 On the above table Mean value and standard deviation of each leadership style of employee motivation for both what is being practiced currently in the organization and what is expected to be practiced. This is helpful for comparison

As tabulated in the above tables, it can be inferred that the expectation and perceived leadership styles were highly in contrary. From the summary table it can be seen that the two most preferred and expected leadership style per the respondent's reply were Transformational which scored 77.2% followed by transactional leadership which has scored 76.5%. The mean score in Table 4.6 disclosed that the most preferred leadership style in ETHIO TELECOM was Transformational.

On the other hand, the practiced level of leadership style was highly dominated by transactional (52.8%) over the other three leadership style (autocratic, democratic and transformational) which followed by autocratic (43.7%) leadership style. Similar finding were obtain using the mean

score as shown in table 4.6. As pinpoint by different literatures transformational leadership was ideal in establishing autonomous motivation among employees while controlled motivation generates transactional leadership. As perceived by employees, the combination of transaction (the 1st) and autocratic (2nd) leadership style may create high control over the task and low relationship between subordinate and managements. This finding consistent with Mohamed Esse (2016) and against Haile Mengesha (2015), Birhane Meskel Tena(2015) and Mekasha Kassaye (2014)

As seen in Table 4.6 the most dominant leadership style in ETHIO TELECOM at the time of survey was transactional leadership style, which is characterized with contingency reward and management by exception. This management style focuses on economic exchange to meet subordinates' current material and psychological needs in return for contracted services rendered by the subordinates. This may be happening as the result ETHIO TELECOM after undergone organizational transformation process and because of ETHIO TELECOM by the newly appointed Leaders, due to lack of experience and the need for execution inflated quota given by the company to be accomplished within limited period forces to give less priority to the human element. This may cause high turnover and dissatisfaction in the employee's side.

4.4 Effects of Leadership on Employee Motivation

Motivation of the employee can be affected either positively or negatively due to style of leadership that we apply on to it. motivating employees became today an important objective for organizations that want to remain viable on the market today. Motivation of human resources in the organization will bring extra performance to the manager that hopes to reach the organization's goals.

Table **4.7: Employees motivation Practiced**

Total number of sample population = 154	Expectation (%)					Practiced (%)				
	Strongly unexpected	Not expected	Neutral	Expected	Strongly expected	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
You are feeling gratified when you complete your given task because you have had the chance to practice your skill.		3.2	12.3	64.3	20.1	33.1	27.9	20.1	13	5.8
Your manager appreciates your effort and gives recognition for successful accomplishment.	0.6	9.7	24.7	50	15.6	16.9	48.7	16.9	15.6	1.9
you are comfortable with the job placement carried out at the Ethio-telecom establishment.	5.2	27	38.7	28.4	0.6	13	51.9	10.4	16.9	7.8
You feel the work environment is conducive and fulfill your expectation.	0.6		9.7	83.1	6.5	43.5	26	7.1	16.2	7.1
Your manager leadership style is appropriate to energize you for discharging your responsibility.		1.9	12.3	64.3	21.4	17.5	45.5	16.2	19.5	1.3
Motivation total score	1.3	8.4	19.5	58.0	12.8	24.8	40	14.1	16.2	4.8

Source: own data June 2020

Here in this survey the investigator were measured the extent of employee motivation by raising question relevant to gratified feeling when they complete their task, manager appreciation, conducive work environment and others. These include both internal and external motivation forces as Williams (2009) definition that motivation is "The set of forces that initiates, directs and makes people persist in their efforts to accomplish a goal". This force of initiation comes from within or outside individual employee.

The survey result table 4.7 shows that 70.8% of respondents disclosed that their high level of expectation in employee motivation, while only 21% of the respondents have shown their agreement for motivation questions that includes gratified feeling when they complete their task, manager appreciation, conducive work environment and others. Hence level of employee motivation was much higher than the perceived one in ETHIO TELECOM at the time of survey. In other words, the expectation of the employee for being motivated is higher while what is being practiced is lower in actual.

4.4.1 Effects of ETHIO TELECOM Leadership on Employee Motivation

Table 4.8: Average motivation practiced per leadership category

No	Leadership style	Mean	N	Std. Deviation	Rank
1	Autocratic	2.4107	56	.95454	4
2	Democratic	2.9833	24	1.02137	2
3	Transactional	2.9094	64	.94746	3
4	Transformational	3.2500	10	1.07419	1
Total		2.7617	154	.99969	

Source: own data June 2020

As shown in Table 4.8, difference between different leadership types in average perceived motivation of employees was observed simply without statistical confirmation. Though transformational leadership is the least perceived in ETHIO TELECOM it generated (Mean=3.25) better motivation on employees as it is confirmed by different literature by saying transformational leader motivate and energize follower in to a common vision while the autocratic leadership style (Mean=2.41) produced the least in this particular survey.

The total average motivation of employee was 2.76, which was very low level motivation, it was completely below average. This finding was consistent with MICHAEL ASSEFA (2019). This implies that employees in ETHIO TELECOM have shown at low level of motivation to work and may not contributing properly to the success of the company in full hearted.

4.5 Relationship between leadership style and employee motivation measures

The objective of this study was examining the relationship between different leadership style and employee motivation at ETHIO TELECOM using two-tailed Pearson Correlation. The result of the analysis provides correlation coefficients to indicate the strength and direction of the relationship between the leadership type and motivation of employees.

Correlation analysis as a hypothesis testing procedure starts by writing hypothesis. Here is the null hypothesis

H0 : "there is no significant relationship between different leadership styles and employee motivation"

H1 : "there is significant relationship between different leadership styles and employee motivation"

H0 : "there is no significant relationship between expected and observed scores of different leadership styles"

H1 : "there is significant relationship between expected and observed scores of different leadership styles"

H0 : "there is no significant relationship in between expected and perceived employee motivation"

H1 : "there is significant relationship in between expected and perceived employee motivation"

The decision rule for accepting the null hypothesis (H_0) is based on the value of sig (p-value). Significant relationship (reject H_0) when there is small sig value (p value), which is less than 0.05 at 0.05 level of significance, otherwise the relationship between the two pairs are insignificant.

Correlation analysis

According to Huck (2012), a positive correlation coefficient (r) indicates a direct relationship and a negative correlation coefficient (r) indicates an indirect relationship. According to Somwkh and Lewin (2005) if correlation coefficient (r) is below 0.33 it is considered to be a weak

relationship; if correlation coefficient (r) is between 0.34 and 0.66 it indicates a medium strength relationship; and if correlation coefficient (r) is greater than 0.67 indicates a strong relationship.

Table 4. 9: CORELATION

			Expectations					Practiced			
			Autocratic	Democratic	Transactional	Transformational	Motivation	Autocratic	Democratic	Transactional	Transformational
Expectations	Democratic	R	.134								
		Sig	.098								
	Transactional	R	.067	.430**							
		Sig	.410	.000							
	Transformational	R	.091	.134	.087						
		Sig	.260	.098	.281						
	Motivation	R	-.028	-.125	-.111	-.299**					
		Sig	.731	.124	.170	.000					
Practiced	Autocratic	R	-.175*	.052	-.118	-.032	-.020				
		Sig	.030	.523	.143	.691	.809				
	Democratic	R	-.041	.095	.067	-.067	-.078	.005			
		Sig	.615	.239	.407	.406	.338	.947			
	Transactional	R	.078	.239**	.061	.462**	-.179*	.045	.002		
		Sig	.339	.003	.455	.000	.026	.582	.983		
	Transformational	R	.000	.337**	.375**	.526**	-.239**	-.049	.168*	.438**	
		Sig	.997	.000	.000	.000	.003	.543	.038	.000	
	Motivation	R	.106	.476**	.160*	.272**	-.182*	.085	.317**	.477**	.464**
		Sig	.189	.000	.048	.001	.024	.297	.000	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Source: Own data June 2020

Relationship between Expected and practiced leadership styles

The relationship between expected & perceived autocratic leadership was R= -0.175 and sig = 0.03. This shown significant and negative relationship because p value is less than 0.05 and R is negative. Similarly, the relationship between expected & perceived transformational leadership have shown positive and significant because correlation coefficient, r is positive (R= 0.526) and sig = 0.00 (less than 0.05). On the other hand between expected & perceived democratic (R= 0.095 and sig = 0.239) and between expected & perceived transactional leadership (R= 0.061 and sig = 0.455) styles have shown insignificant relationship because p value (sig) is greater than 0.05.

Relationship between Expected and practiced motivation

The relationship between expected & perceived motivational scores was R= -0.182 and sig = 0.024. The result shows that a significant and negative relationship exist between the two variables because p value is less than 0.05 and R is negative. The inverse relationship has an implication that as expected motivational score getting higher then lower the corresponding perceived motivational score

Relationship between different leadership styles and motivation

The relationship between the four leadership styles in motivating employee at ETHIO TELECOM. The results clearly show that the perceived employee motivation significant and positively related with three leadership style (Democratic (R= 0.317 & sig = 0.000.), Transactional (R= 0.477 & sig = 0.000.) and Transformational (R= 0.464 & sig = 0.000.)

This is an indication that enhancing in the score of these three leadership style will also lead to increased employee motivation. On the other hand the result have shown insignificant relationship between perceived autocratic leadership and perceived employee motivation (R= 0.085 and sig = 0.297) because p value (sig) is greater than 0.05. This has an implication that scores in perceived autocratic not related with perceived employee motivation. Lack of statistical significant between perceived autocratic leadership and motivation suggest that autocratic leadership style not related. That implies the second most practiced leadership style had little or no influence on needed motivation. That could have a negative impact on success of the

organization. Further it could be an indicator for presence of de-motivated employees in ETHIO TELECOM because of different reasons.

Impact of Leadership Style on Motivation Scores

Multiple regressions analysis has been used to examine the impact of different leadership style on employee motivation in ETHIO TELECOM. The result of a regression analysis is an equation that represents the best prediction of a dependent variable from several other independent variables. The researcher employed multiple linear regression because the data has one continuous dependent variable (which is employee perceived motivation) and had four continuous independent variables. The test, examines the determination capacity regression coefficient (B) of each independent variable.

The coefficient table, in standard regression output provides information about the effects of individual predictor variables. Generally, coefficients and significance tests are two types of information in the *Coefficients* table. Sig column tells us each predictor whether contribute significantly or not and the coefficients indicate the increase in the value of the dependent variable for each unit increase in the predictor variable

Multiple liner regression

As a hypothesis testing procedure, multiple linear regression begins with stating hypothesis as follows. '' null hypothesis that all of the coefficients are jointly zero''.

Table 1 Table 4.10: Multiple linear regression table (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.086	.396		.218	.828
	Autocratic practiced	.032	.069	.031	.472	.638
	Democratic practiced	.209	.068	.205	3.066*	.003
	Transactional practiced	.262	.093	.209	2.831*	.005
	Transformational practiced	.444	.082	.407	5.448*	.000

a. Dependent Variable: Employee motivation practiced

b. R square = 0.354 (35.4%); adjusted R square = 0.337; $F(4,149) = 20.451$ and p-value = 0.00

c. *- indicate that the predictor has significant impact to determine value of dependent variable

Source: own data June 2020

Model testing

Some of the output of multiple linear regression tell us about overall model. This includes that R square value and F–ratio (ANOVA table).

The R-squared value measures how well the regression model explains the actual variations in the dependent variable (Brooks, 2008). R-squared statistics and the adjusted- R squared statistics of the model was 35.4% and 33.7% respectively. The adjusted $R2$ value of 33.7% indicates the total variability of determinant of employee motivation in ETHIO TELECOM was explained by the variables in the model. Thus these variables collectively, are low explanatory variables to identify the determinant of ETHIO TELECOM employee motivation.

The regression F-statistic (4,149) and the p-value of zero attached to the test statistic reveal that the null hypothesis that all of the coefficients are jointly zero should be rejected. Thus, it implies that the independent variables in the model were able to explain variations in the dependent variable.

Individual predictors testing

The aim of Table 4.10 (coefficient table), is used to identify those predictors who have significant or insignificant impact on Dependent variable A predictor with low sig (p-value) is the one which has significant impact on dependent variable.

The coefficient of democratic, transactional and transformational leaderships which are measured by claim incurred to earned better employee motivation and had positive and statistically significant impact at 1% significance level (p-value=0.003, p-value=0.005 and p-value=0.000). The results indicate that high perceived democratic, transactional and transformational leadership causes high effect on employee motivation. It implies that higher perceived democratic transactional and transformational leadership increases the motivation of employee to perform the given task.

A factor with higher standardized beta indicates that the one who has the highest impact on the dependent variable. As you can see in Table 4.10, Transformational leadership has the highest standardized beta (Standardized β = 0.407). This implies though perceived Transformational leadership was limited in number it was most determinant leadership style for producing motivated employees in ETHIO TELECOM. This is consistent with Haile Mengesha (2015), Birhane Meskel Tena(2015) and Mekasha Kassaye (2014).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter compiles the relevant conclusion and recommendation as outcome of the data collected, analyzed and hypothesis verification

5.1 Summary of Major Findings

Male comprised the highest proportion, which was (53.8%) of respondents and half of the sample group (50%) were from age group 21-30 years old. The dominant Service year was 6 - 15 years followed by 16 – 24 and less than 5 years. Most of the respondent (71.4%) educational background was those who have BA/BSC.

- Dominant and preferred leadership style in ETHIO TELECOM

As the expectation and perception of respondents, almost all four leadership styles were practiced in the company. According to the evaluation of the respondents, transformational leadership style was the most preferred leadership style in the company, with average score 4.04 out of 5 and followed by Transactional scored 3.905 out of 5.

Overall summary of the survey indicates that all four types of leadership stated in this study are being practiced at different levels. As perceived by the employees, Transactional leadership style with (52.8%) score was placed on the first rank followed by Autocratic leadership (43.7%); and the third in the rank was democratic (22.99%). Transformational (19.8%) stood the least practiced style at Ethio telecom. Therefore, dominantly practiced leadership style in ETHIO TELECOM was Transactional style as the perceived by the respondents. But, the high second ranked result for Autocratic leadership was unexpected and might lead to low motivation level of employees which is an alarming issue for the management of ETHIO TELECOM and need to be addressed with a proper sustainable solution.

The study result also indicates that transformational leadership was poorly being practiced well in Ethio telecom. Only less than 20%is being practiced where there is higher expectation from employee which is greater than 77.2%.

- Leadership style that motivate most

The survey indicates that the total average score of practiced motivation was 2.76.

All four types of leadership stated in this study are being practiced at different level and although leadership style motivation level differ significantly from one another. Transformational (average = 3.25 out of 5) is placed on the first rank being followed by democratic (average = 2.98 out of 5) and transactional (average = 2.909 out of 5). Autocratic (average = 3.25 out of 5) stands at the last with low level of motivation at Ethio telecom. Therefore, the leadership type that motivates most in ETHIO TELECOM was transformational even if the number of practiced transformational leaders were limited to 10 %..

- Relationship between leadership style and motivation

The relationship between expected and practiced scores for Autocratic and Transactional leadership styles have shown significant relationship but negative for Autocratic and positive Transformational while insignificant relationship was observed in expected and practiced Autocratic and Transactional styles.

The finding has shown that positive and significant relationship were observed at 0.05 level of significance between practiced motivation with Democratic, Transactional and Transformational leadership types, while insignificant with Autocratic leadership.

Multiple linear regression further employed and to identify those which leadership style has significant effect on motivation. The finding has shown that only Democratic, Transactional and Transformational leadership styles had significant impact on employee motivation. And furthermore the regression model reviled that Transformational leadership played the determinant role for creating and fostering of employees' motivation.

5.2 Conclusions

The findings of this survey are summarized as follows:

1. Though all four types of leadership stated in this study are being practiced in ETHIO TELECOM at different levels. The dominant practiced leadership was Transactional and which is followed by Autocratic leadership style, while the preferred leadership style was Transformational style.

2. The motivation level of ETHIO TELECOM employees was significantly low at the time of study. The rationale behind it could be the practice of Autocratic leadership which do not comply with the employee interest.

3. ETHIO TELECOM employees prefer the practice of Transformational leadership which they believe will enhance their motivation level to the highest possible level which is in compliance which is recommended for business firms that need the creativity and innovativeness from its empoyees.
   With

4. Transformational, Transactional and Democratic leadership styles are the most influential leadership styles that could motivate employees while the practice of Autocratic leadership should be discouraged and curbed since it demotivates employees.

5.3 Recommendations

It is understood, that good leadership is has a significant role in acquiring a motivated work force which is the prerequisite for sustainable development, issues related to , human resource management should be get high emphasis to be addressed in time. Thus, Ethio telecom may address issues that are found out by this study as recommended below.

- ETHIO TELECOM should have a mechanism that evaluate and its management system.
  - ETHIO TELECOM should have created a means to use the former ETHIO TELECOM senior management expertise before they are retired.
  - ETHIO TELECOM management should work to minimize the extent of Autocratic leadership style, which was practiced in the Ethio telecom to the lowest possible level, because the Autocratic leadership could prohibit individual innovation skill.

- o ETHIO TELECOM should organize training programs that enhance the leadership skill for all managers on continuous manner
- Maintaining two way channels of communication to resolve conflict or grievances and create transparency

  Is critical in developing belongingness and create a conducive and healthy relation between the management and the employee.

FUTURE RESEARCH

The findings of this survey answer questions like: What is the preferred and practiced type of leadership in ETHIO TELECOM? What is the impact of the leadership followed by ETHIO TELECOM leadership team on Ethio-telecom system in general and motivation of employees in particular? The researcher has a strong belief that this assessment study will have a significant contribution towards answering the research questions. However, the researcher would like to recommended further study to be conducted in-depth for better understanding of the practiced leadership styles and their impact on the company employees.

ETHIO TELECOM is on verge losing its monopoly in telecom business in Ethiopia that need different inputs from different researches in the telecom business. So the researcher of this paper recommend further researches that complement this research, and enable ETHIO TELECOM not only survive in the business here in Ethiopia but ,could also help to start work as international telecom company throughout the world. The following research are proposed.

- o Study the most influential determinant that are affecting ETHIO TELECOM employees' motivation and set possible remedies to maximize their motivation
- o Conduct rigorous study to the type of leadership and structure that fits to ETHIO TELECOM to cope up to the upcoming fierce competition with world class telecom operators.
- o Based on the findings develop pragmatic alternative strategy for retaining ETHIO TELECOM employees in the fierce telecom business competition

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APPENDIX

QUESTIONNAIRE

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIESFACULTY OF BUSINESS

Dear Sir/ Madam,

My name is. I am studying Mast Fikeremariam bereded of Business Management at Kidest Mariam university. I kindly request your assistance in completing a questionnaire which I am using to assess the impact of leadership style on employee motivation at Ethio- telecom. Your views are extremely important to improve the organization's performance. Your participation in this research is voluntary and all the information provided will be kept strictly confidential and will only be used for the purpose of the study. If you have any question or if you may need support, please contact me using the below mentioned address.

Tel. +251 911256020

E-mail: Fikeremariam.bereded@ethiotelecom.et

Part I: General Instruction
1. No need of writing your name on the sheet.
2. Feel free and attempt all questions.
3. Please indicate your response by marking tick (✓) in the appropriate box that reflects your agreement level.

4. Please be notified that

4.1 On the first column under practice1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4= Agree and 5 = Strongly Agree

 4.2 On the second column under expectation 6= Strongly unexpected   7=   Not expected 8= Neutral   9= expected   and

   10= Highly expected

Part II;- Items related to the study

A. Demographic Information

1, Gender   Male [   ]   Female   [

2, Age   20-30 [ ]   31-40   [ ] 41-50   [ ] 50-60   [   ]

3, Service year 0-5 [ ] 6-15   [ ] 16-24   [ ] > 25   [   ]

4,   Education level Grade 12 complete [   ]   College Diploma   [   ]

     Bachelor's Degree   [   ]   Master's degree   [   ]

Section 'A'		Responses									
		Practiced A1					Expectation A2				
No	Statement	1	2	3	4	5	6	7	8	9	10
1	Your manager makes decision without taking input from you.										
.2	Your manager tells you what to do and want you to accomplish without asking advice from you.										
3	Your manager makes decisions alone or with a small, trusted group and expect employees to do exactly what they're asked.										
4	You are expected to adhere to the decision made any time and space stipulated by your manager.										
5	Your manager reach decision, communicate them to you and expect prompt implementation.										

Section 'B'		Responses									
		Practiced B1					Expectation B2				
No	Statement	1	2	3	4	5	6	7	8	9	10
6	You and your co-workers feel their voices are heard and their contribution matters.										
7	Your manager asks you for input and consider feedback from you before making decision										
8	Your manager leadership style is essential for your innovative tasks.										

9	You are involved in making decision.										
10	Your manager allows you to exercise authority that you might need in the future position you might hold.										

Section 'C'		**Responses**									
		PracticedC1					**Expectation C2**				
No	**Statement**	1	2	3	4	5	6	7	8	9	10
11	At your workplace. being innovative to improve performance is substantially rewarded.										
`12	Your manager Clarify what is the expected performance from you, explaining How to meet such expectation and allocating rewards for meeting objectives										
13	His/her style of leadership focus on mentorship, instruction targeting to archive and enjoying the results.										
14	Your manager rely quite heavily on organizational rewards and punshenment to influence your performance.										
15	Your manager communicates his/her appreciation for all of your hard work										

Section 'D'		Responses									
		Practiced D1					Expectation D2				
No	Statement	1	2	3	4	5	6	7	8	9	10
16	You might have a basic set of tasks and goals that you are assigned to complete, but your manager is constantly pushes you outside your comfort zone										
17	Your manager spent much of his/her time on the big picture.										
18	Your manager gives you to handle many delegated tasks without constant supervision										
19	Your manager leadership style encourages you to view problems from new perspective and provide support.										
20	Your manager main objectives are to work on change or transform their follower's needs and re-direct their thinking.										

Section 'E'		Responses									
		Practiced E1					Expectation E2				
No	Statement	1	2	3	4	5	6	7	8	9	10
21	You are feeling gratified when you complete your given task because you have had the chance to practice your skill.										
22	Your manager appreciates your effort and give recognition for successful accomplishment.										

23	you are comfortable with the job placement carried out at the Ethio-telecom establishment.									
24	You feel the work environment is conducive and fulfill your expectation.									
25	You think your manager leadership style is appropriate for creating a work environment that energize you for discharging your responsibility.									

Thank you for your cooperation!