



Ethiopian Civil Service University

COLLEGE OF Leadership and Governance

**The Effect of Leadership Style on Employee Performance: The
case of Ethiopian Railways Corporation**

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JULY 2020

ADDIS ABABA, ETHIOPIA

The Effect of Leadership Style on Employee Performance: The case of Ethiopian Railways Corporation

A Thesis submitted to Institute of Leadership and Governance, Ethiopian
Civil Service University, in Partial fulfillment of the Requirements for the
Award of Master's Degree in Governance and Development

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Declaration

I, Yitawok Balemlay, Registration number ECSU 1700480, do hereby declare that this thesis titled “The Effect of Leadership Styles on Employee Performance: The case of Ethiopian Railways Corporation” is my original work and that all sources of materials used for this thesis have been duly acknowledged. This thesis has not been presented either in part or in full to any Higher Education Institution for a Diploma or Degree award and I carried out the study under the guidance and supervision of Dr. Issac Paul. The assistance and help received during the course of this investigation have been duly acknowledged.

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Acknowledgement

First of all, I would like to thank the Almighty God and Saint Virgin Marry for saving me from unbelievable ups and downs part of my life and enabling me to deserve for this level of education. My next gratitude goes to my beloved wife, Mrs. Melesech Desalegn for her persistent and encouraging support of all time. I would also like to thank my colleagues and the respected management members of Ethiopian Railways Corporation for giving their valuable time in filling and responding the questionnaires. Finally, my sincere gratitude goes to Issac Paul (PhD) for his kindness and unreserved support in advising me while preparing this paper.

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ACRONYM

- ANOVA -----Analysis OF Variances
- BPR -----Business Process Reengineering
- ERC -----Ethiopian Railways Corporation
- IFRS-----International Financial Reporting System
- MIS -----Management Information
- QMS ----- Quality Management System
- SPSS -----Statistical Package for Social Science
- TOD ----- Transit Oriented Development



Abstract

The main purpose of this study was to analyze the effect of leadership styles on employee performance with respect to the Ethiopian Railways Corporation. Two study objectives such as identification of practiced leadership styles and its effect on employee performance of in the Ethiopian Railways Corporation were identified. Mixed study approach used for to investigate the designed objectives. The researcher has taken 400 employee for survey questionnaire and only 298 participants returned the questionnaire and used for the study. A cross section descriptive survey research strategy was adopted in which 298 usable structured questionnaires were collected from 364 questionnaires distributed. The sample size was determined by Taro Yamane method which was formulated in 1967 to determine the sample size from a given population. In addition to that seven key informants from middle and top management were selected for semi-structured interview questions through purposive sampling techniques. The survey questionnaire was distributed randomly in different offices and departments of Ethiopian Railways Corporation to employee experienced between 1 and 10 years. Focuss group discussion was also held with members of labor union of the corporation. The collected data were analyzed to be meaningful. The findings of the study proved that, (128) 43 percent of the employee reported that in the corporation autocratic leadership style practiced predominantly by the leader having absolute power over his staffs and affected employee performance negatively.



Key words: leadership style, employee performance, Ethiopian Railways Corporation

CHAPTER ONE: INTRODUCTION

1.1 Backgrounds of the study

Leadership plays a critical role in creating clear vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. As (Khajeh, 2018) noted a leadership to be best, it needs to comply with internal and external changes to meet organizational mission and vision. Recently, lots of companies are facing different challenges like organizational misconduct, high rate of employee turnover and poor financial performance.

Leadership is a very important factor in the formulation and realization of organizational goal. Even the break up and success of any organization, nation or other social entity has largely been attributed to the nature of its leadership style (Oladipo et al, 2013). Leadership's role is a necessary condition to coordinate all activities and aspirations of a given group. Leadership cannot be live alone without a group and a group cannot be sustained without a leader as well (Ibid). This is happening as a result of interdependence of both concepts for organizational success. In fact, the term leadership has different definitions by different people. The practices of influencing a social phenomenon also described as leadership. A special kind of guidance that motivates and affects an individual in the organization all kinds of social situation especially actual claim that makes people work together to achieve common goals and objectives is also known as leadership (Sakiru, et al 2013).

Performance refers to the proportion between product and all factors of production to achieve the required output. It is the efficiency of an individual productivity and multinational elements in companies, in which it mostly upgraded by employees' diligence. Relationships among leaders' behavior or style and employees have gained bigger focus from different communities. Hence, the type of leadership style has positive or negative impact on how organizations cope with improving productivity by strategic vision of the organization (Sougui et al, 2015). Leadership style impacts the whole operating performance of efficiency, effectiveness, income, market share and as well as the company

commitment to meet its mission. The yielding of most company usually relies on employee performance that is a critical element in all successful productivity and it is because of developing best leadership style (Ibid).

Therefore, leadership style is considered as a driving force for employee performance. This reality does not far from being the case for the Ethiopian Railways Corporation as well. In fact, other factors have also its place. The railway industry in Ethiopia is not a recent phenomenon. It begins around the end of the 19th century during the reign of Emperor Menelik II. But still the country is not interconnected via railway line networks.

Ethiopian Railways Corporation (ERC) was established in 2007 by Regulation No.141/2007 to:

- Develop railway infrastructure
- Provide freight and passenger railway transport services and
- Engage in other related activities necessary for the attainment of its purpose.

1.2 Statement of the problem

Employee performance which includes implementing, defined duties, meeting deadlines, team work and achieving departmental goals. In different institutions and organizations such as Ethiopian Railways Corporation, they need to have a sound leadership styles which includes transformative approaches, democratic and laissez-faire approaches to leadership. However, at Ethiopian Railways Corporation, there is common friction between individual responsibilities and roles as stated by the annual review report (ERC annual report, 2017) this causes internal politics. Different researches conducted by Namutebi (2012) and Kmugisha (2012) tied with findings, identified that lots of authoritative leadership tendencies existed and thus this works for as a background for low innovation and declined commitment that greatly affects employee performance as was indeed observed through the study findings. This indicates that the inability to achieve the planned performance is because of lacking the tactical involvements of specific leadership styles to the specific situation. Cases in Ethiopian Railways Corporation also do not far from this reality. So, it needs to put clear leadership style that can improve the Corporation employees' performance in delivering services and constructing railway networks.

As Namutebi (2012) and Kmugisha (2012) indicated that there have been continuous downward trends the performance of employees registered in public institutions in Ethiopia. These may be happening as a result of numerous factors such as inadequate funding, lack of motivation, work climate, leadership and leadership's styles among others. They have explored intensively other factors except leadership style as a factor that influence impacts of job performance of staff. As the preliminary interview showed employees of Ethiopian Railways Corporation are not happy with the management of the corporation despite its huge plans to expand. Thus, identifying these gaps helped the researcher to assess employee performance and the leadership style of the corporation and give an insight for the management about employee performance with regard to leadership styles impact.

Therefore, this study will try to further investigate the impacts of leadership style that affect employee performance of Ethiopian Railways Corporation. The main purpose of this research is to examine the effect of leadership styles on work performance among employees of Ethiopian Railways Corporation.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of this study is to describe and explore the effect of leadership styles on employee performance of the Ethiopian Railways Corporation pertaining to the effectiveness of the corporation on selected offices and to give an insight for the management regarding the level of employee performance of the corporation to be profitable and to provide suggestions for their future actions.

1.3.2 Specific Objectives

1. To identify leadership styles practiced in the Ethiopian Railways Corporation
2. To analyze the effect of leadership style on employee performance

1.4 Research Questions

1. What kind of leadership style is practiced in Ethiopian Railways Corporation?
2. To what extent leadership styles and practices has an effect on employee performance in the Ethiopian Railways Corporation?

1.5 Scope of the Study

The scope of this thesis is to describe and explain the impacts of leadership style on employee performance in the case of Ethiopian Railways Corporation. Its conceptual scope is the level of employee performance, impacts of leadership styles such as transformational leadership, democratic, autocratic, strategic, coach, transactional, bureaucratic and *liaise-faire*. Regarding its geographical scope, the research focused on the selected one headquarter and two depots of Ethiopian Railways Corporation offices. These offices are found in different areas of Addis Ababa. The research methodology has employed descriptive and explanatory research design through administering questionnaire to individual employees, focused group discussion and interviews.

1.6 Limitation of the Study

There are two major factors identified as a limitation to undergone this study. The first one is there was a big challenge to distribute and collect questionnaires due to COVID-19 fear. And conducting a focus group discussion and making an interview with the management member were another critical challenge facing the researcher when conducting the study. This Might led to such obscurity to generalize the study.

1.7 Operational Definition

1.7.1 Leadership

Leadership is the practice of influencing others to work willingly to achieve organizational goal with self-assurance (Lawal, 1993). It is usually well-defined basically as the process of influencing people to use their effort utmost to achieve a particular goals. As to Koontz et al (1985) noted that leadership is the art of inducing people to strive willingly towards the attainment of group goals. This concept also expanded to include not only willingness to work but with passion and confidence.

Leadership can be defined as a dynamic process whereby one man impacts others to contribute willingly to the realization and attainment of objectives with the aspiration of common organizational values of the group that who are representing the spirit of Leadership in assisting a group or an Organization to attain everlasting growth (Al-Shurafa, 2018)

1.7.2 Leadership Style

Leadership styles defined as a preferred manner of who can tackle duties and personnel cases in carrying out goals set for their teams. Different leadership styles practiced by any management have big impact on employees' job performance (Mullins, 2004).

Leadership style is also the manner or approach of providing, directing, enforcing plans and motivating people which includes the overall outline of explicit and implicit supervisions and actions taken by leaders (Davis, 1993)

1.7.3 Job Performance

Jason A et al. (2015) defined job performance as behavior and the term "results" or "job performance results" to describe the outcome from those behaviors. In sum, job performance is defined as the value of the set of employee behaviors that contribute, either positively or negatively, to the reach the organization goal (Jason A et al., 2015). Work performance means the outcomes of the employees about their work and objectives align with the organization's goals and objectives that are achieved by the employees to work effectively, efficiently and motivation and work performance of the employees measuring using different techniques of performance appraisal system. Currently most of studied are conducting to measure the performance by reactions of user to performance appraisal (Zafar et al, 2012)

Many researchers find out that the employees' performance depends on employees' satisfaction; this indicates that the highest level of job satisfaction results to better the employees' performance (Insan et al., 2013). Furthermore, Insan et al. (2013) noted that job satisfaction positively and significantly has impact on employees' performance.

1.8 Significance of the Study

This study brings new insight regarding impacts of leadership style on employee performance of Ethiopian Railways Corporation. It can also be a good indicator for managers to identify the gap between management's perception of best leadership style and that of their employees and taking actions to close the gaps. It is also intended to help the company management to consider the level of leadership style as per the viewpoint of employees so that based upon employee feedbacks the managers might divert their attention to this valuable essential function of the corporation business and to attract new

potential employees and enable them to retain the existing employees. The study will mainly help the organizations to develop such leadership style which will be very critical in providing them very profitable. It will also assist organizations to clearly identify the benefit of having competent and well-mannered employees in the right place. Most importantly, this study is important for managers of Ethiopian Railways Corporation and other organizations to practice a right leadership style to improve the performance of employees and productivity of organization.

The study has also the following importance:

The findings of this research will help the corporation's management to understand the impact of leadership style.

It provides literature for the railway industry in connection with employee performance and leadership style.

1.9 Organization of the Study

This paper is organized into five chapters. The first chapter dealt with background of the study, statement of the problem, objective of the study, research questions, and methods of data collection, significance of the study, limitations of the study, operational definitions and organizations of the study.

The second chapter literature review of the topic which includes the different perspective of different authors and various theoretical concepts that relates with different leadership style, its impact on employee performance and issues related with Ethiopian Railways Corporation will be discussed. The conceptual framework also will be drawn.

The third chapter will deal with the research design, research approaches, population and sampling design, data sources and types, data collection methods, data analysis methods, data reliability and validity, and ethical consideration briefly. The fourth chapter will cover the data analysis, interpretation, held discussions and draw findings. Finally, the fifth chapter will cover the conclusion, recommendation and forward directions for future work.

Chapter Two: Literature Review

This chapter tries to present a review of the literature related to the study. The previous studies conducted in the area of the topic are very significant as they direct the researcher. From this review, a conceptual framework using the dependent and the independent variables in the survey is developed, which lays a framework for the study. The chapter has five parts; conceptual definitions, the theoretical review, the empirical literature review, research gap and conceptual framework.

2.1 Conceptual Definition

2.1.1 Leadership and Leadership Styles

Leadership has been well researched over the years. But still, there is lack of a definition that is universally accepted. As (Talatet al, 2015), explained leadership is a detailed process, which describes for authority, responsibility and delegation of power. Leaders assist to direct, guide and help their followers (employees) towards achieving their personal and organizational goals and objectives for the organizational and personal benefits. It asserts that leadership is wide spread process, which involves authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives. Hence, leadership styles contain all features of dealing the inside and outside of a corporation, managing and handling of conflicts, assisting and directing the labor force to grasp and achieve their duties and come into view as a task model for all. According to Kumar (2014) the term leadership described as a process by which an individual influences others to accomplish an objective and directs the organization during a way that creates it more cohesive and coherent” (p. 441). These are accomplished through the appliance of leadership attributes, like beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led. Wammy&Swammy (2014) see leadership as a social influence process during which the leader seeks the voluntary participation of subordinates in an attempt to succeed in

organization goals and thus a pacesetter may be a one that delegates or influences others to act so on performs specified objectives. Memon (2014) defines leadership as process by which a private influences the thoughts, attitudes and behaviors of others by taking responsibility for setting direction for the firm, others to ascertain and visualize what lies ahead and figure out how to archive it. Leslie et al (2013) defines that leadership is the ability to pressure people to happily pursue one’s direction or hold on to his their decisions. On the contrary a leader is; one who attainsubordinates and control them in setting and accomplishing targets. In Sundi (2013), “Leadership is that the ability to convince and mobilize followers to formjointly as a team players under his leadership to make real a particular goal(p.50). Leadership is that the pressurizing practice of leaders and followers to achive organizational goals through change Lussier and Achua (2009). They have explained five key elements of this definition in their book as presented in Figure 2.1

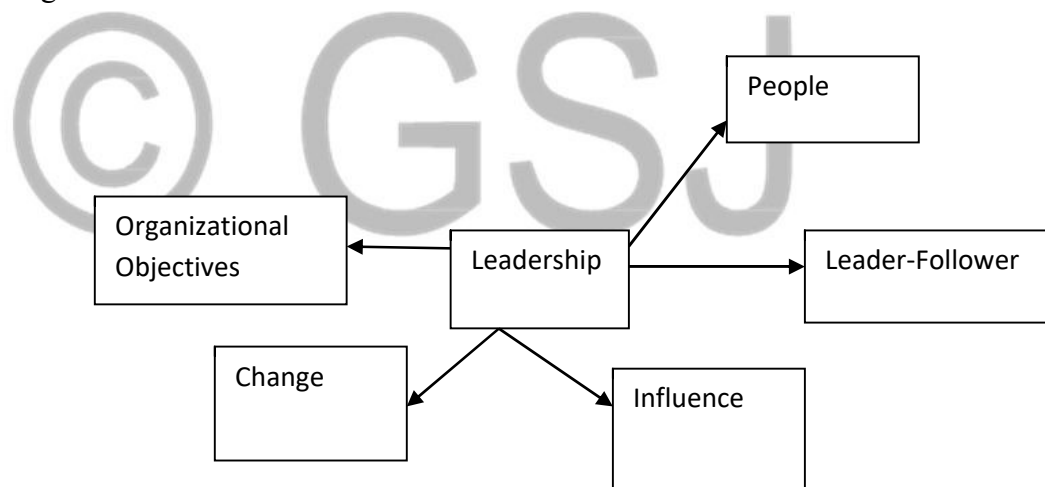


Figure 2.1 Leadership Definition’s Key Element
Source: Adapted from Lussier and Achua (2009) page 7.

According to Hill (2008), Leadership is the process of motivating, influencing and directing others in the organization to work productively in the pursuit of organization goals. Armstrong (2003), leadership is just the power to pressure followers to volunterly to workto achieve the duty set for them with the help of the team. Leadership, consistent with Levine and Crom (1994), “is about listening to people, supporting and inspiring them and involving them within the

decision-making and problem-solving processing. It is about building teams and developing their ability to make skillful decisions”.

Conger (1992) describes leadership as “folks who creates ways for operational team of employee who put on dedication as of these team members to this guidance and who then prompt these members to achieve the direction’s result”. Fundamentally, every leader characterize a different manners in leading his subordinates is called leadership style. Cuadrado et al (2007) defined leadership style as dependable collection of manners /behaviors, suggesting two dimensions in leaders manner, make up initiation which integrate in duty leaning leaders and taking into account relation oriented leaders.

Memon (2014) defines leadership style as a leader’s sort of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011) Leaders who search for the most effective leadership style may find that a mixture of designs is effective because nobody leadership style is best (Darling & Leffel, 2010).

As per the above empirical review, this study approves the definition of leadership by Hill (2008). A well-directed employee may be a focused employee in terms of expectations and organizational goals, such as individual tend to know product knowledge, procedures and processes, any time develop employee influence and the skill to produce and give best to the organization for productivity. Leadership style application is determined by leaders themselves. If leadership style applied is sweet and may provide a good direction to subordinates, then it create confidence and work motivation to employees, thus increasing employee morale which also effects on better employee performance. Leaders must work beside followers to achieve better performance. Sudi (2013) in his research found out that employee performance is highly pressurized by leaderships styles.

2.1.2 Employee Performance

The main goal of any organization is to reinforce the work performance of its employees in order that it could survive during this highly competitive environment. Performance may be a multidimensional construct and a particularly vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance because the attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which may be observed and evaluated. To Pattanayak, employee performance is that the contribution made by an individual in the accomplishment of organizational goals. Here employee performance is just the results of patterns of action administered to satisfy an objective according to some standards. This means employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products like answers or decisions, which end in organizational outcomes in the form of attainment of goals. Ibrahim (2004) defined job performance as a crucial activity that gives both the goals and methods to attain the organizational objectives and also provide the accomplishment level in terms of product. El-Saghier (2002) considered it as an attempt of an employee to realize some specific goal; the researcher will adopt this definition.

2.2 Theoretical Literature Review

Globally, leadership has become the foremost widely studied aspect of organizational behavior and variety of theories have emerged that specialize in the strategies, traits, styles and the situational approach to leadership. As a result of ever-growing interest in the field of leadership, behavioral scientists and sociologists began to analyze the possible consequences of leadership behaviors and therefore the variables that are wont to predict the leader's behaviors.

2.2.1 Traits and Behavioral Theory

The trait perspective was one among the earliest theories of leadership within the 1940's which assumes that great leaders are born with distinguished personality traits that make them better fitted to leadership and make them different from people or their followers. Stogdill in (1948) investigated the leadership styles and came up with the most all-inclusive list of Traits. Stogdill's observation that leadership situations differ extensively and place various hassles on leaders, damaged trait theory, leading to the emergence of situational and behavioral approaches. Behavioral theories of leadership state that it's the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the assumption that great leaders are made, not born. As per this theory justification people can be a leaders through getting education and observation. Behavior theories examine whether the leader is task oriented, people oriented, or both. Studies conducted at the University of Michigan and Ohio State University in 1945, established two major sorts of leader behavior namely: employee-centered and production-centered (Hersey and Blanchard, 1988).

2.2.2 Situational and Contingency Theory

Contingency theory is an approach to leadership during which leadership effectiveness is determined by the interaction between the leader's personal characteristics and aspects of the situation. The contingency theory places its assumption basing on the relationship between leadership style and organizational outputs can be tempered by situational issues connected with the environment, and thus the outputs cannot be forecasted by leadership style, unless the situational variables are known (Cheng and Chan, 2002).

Three models exist during this leadership approach: Fiedler's (1967) co-worker theory, such as House's (1971) path-goal theory (House, 1971), and (Hersey and Blanchard, 1969), situational leadership theory. From this approach and therefore the three models no leadership style is best in all situations. Success depends upon variety of variables,

including the leader's preferred style, the capabilities and behaviors of the followers, and aspects of the situation. Effective leadership requires adapting one's sort of leadership to situational factors, and control is contingent three factors namely the connection between the leader and followers, the degree of the task structure and therefore the leaders' authority, position or power.

2.2.3 Transformational and Transactional Theory

Over the past twenty five years, an outsized body of research has emerged around transformational – transactional leadership theory. Transactional theories focus on the role of supervision, organization and group performance and that they benchmarked leadership on a method of appreciation and penalties for achieving a particular goals. The type of transaction whether a gift or discipline, depends on employee performance. Chna (2005) cited Bass (1985) study hypothesized the transactional leaders plea to the followers self-interests. Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. Both leaders and followers specialize in achieving the negotiated performance level. The transformational theory emphasizes the bondage created among leaders and subordinates. The capability to motivate subordinates to go up high their own personal objectives for the highest good of the organization is called Transformational leadership (Bass, 1985, 1996 as cited by Murphy & Drodge, 2004). Bass (1985) theorized the transformational style of leadership comes from deeply held personal values which can't be negotiated and appeals to the subordinates' sense of moral obligation and values. Bass declared there have been four sorts of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

2.2.4 Transactional Leadership and Employee Performance

Transactional leadership: may be a leadership style that emphasizes to transactions between leaders and subordinates. Bass and Avolio (2003) suggest that transactional leadership contains two aspects, namely contingent reward and exception management. The agreement between subordinates responsibility and the rewards gained when the planned

goals are achieved a leadership practice called Contingent reward. While exception management is leader monitor deviations from established standards and take corrective action to realize organizational goals. Yukl (2007) affirms that transactional leadership style is a kind of leadership style that gives more emphasis on the transaction between the leader and its subordinate. Transactional leadership stimulates and pressurizing followers by bartering appreciation with an exacting achievement. In a transaction the subordinate promised to tend rewards when subordinate is able to complete their duties in accordance with agreements. In other words, he encourages subordinates to figure. As other leadership styles, transactional leadership styles can also impacted the job performance either positively or negatively. It depends on employee assessment. The positive impact can happened when employees review transactional leadership positively and a negative impact will occur if employee takes into account that transactional leadership styles cannot be believed because they are not keeping their promises, not-honest or not transparent.

2.2.5 Transformational Leadership and Employee Performance

This looks for to renovate of visionary. It becomes combined vision where followers work to achieve the vision into actuality. In other words, transformational process can be seen through different transformational leadership manners as: ascribed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration Bass and Avolio, (2003). Yukl(2007) states that appliance of transformational leadership style can get better productivity due to transformational leadership style desires to extend comprehension and human resources budding. Leader with transformational leadership provides opportunity and confidence to his subordinates to hold out duties in accordance together with his mindset to achieve organizational goals. Butler (1999) states that a transformational leader encourages subordinates to possess vision, mission and organization goals, encouraging and motivating to point out maximum performance, stimulates subordinates to act critically and to unravel problems in new ways and treat employees individually. Suharto (2005) suggests that more frequent transformational leadership behaviors implemented will bring significant positive effect to enhance psychological empowerment quality of subordinates. Transformational leader that gives attention to

individual are going to be capable to direct vision and mission of organization, providing motivational support, and creating new ways to figure effectively.

2.2.6 Laissez Faire Leadership and Employee Performance

The leader's ability to steer is contingent upon various situational factors, including the leader's preferred style. Contingency theory to leadership assistan exceptionaldeal of practicalautonomy to leadership, (laissez-faire style) North house (2001). Diffeeren scholars have examined it and have found it to be applicable and dependable to explaining how effective leadership can be accomplished. It hassles the significance of focusing on inter personal relationships between the leader's style and therefore the demands of varied situations and employees. Under this sort of leadership consistent with Kumar (2015) maximum freedom is allowed to subordinates. They are given freehand in deciding their own policies and methods and to form independent decisions. It carries the assumption that the foremost effective leadership style depends on the power to allow a point of freedom to employees in administering any leadership style. On the opposite hand, much has been written in reference to the relation of positive self and effective management. Kerns (2004) argued the connection of standards to organizational leadership and his study higly assists that laissez-faire style in bridging the spaceamong the organization and its staffs where his worry was exclusively on the very fact that laissez-faire would generate a positive atmosphere through which employee and organizations felt sort of a family in spite of their stances.

2.2.7 Autocratic Leadership and Employee Performance

Autocratic leaders are verytypicalbecause of “do as I say” categories. Characteristically, these leaders are not well experienced with leadership driving force upon them within the sort of a proxyposition or task that engages people running. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their ‘followers’ to execute strategies and services during a very narrow way, based upon a subjective idea of what success seems like . There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation

are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders are often described as biding their time, expecting the inevitable failure this leadership produces and therefore the removal of the leader that follows Michael (2010).

2.3 Empirical Analysis

2.3.1 General Studies

Numerous researchers have studied the effects and relationships of leadership style with employee performance (Parachaet *al.*, 2012; Islam *et al.*, 2012). They suggested that effective leadership is significant to employee performance and job satisfaction. Leaders that takes into account subordinates as a critical asset, engage them in decision-making process and recognize their desires as have a important relation with the performance and job satisfaction (Wang & Rode, 2010).

Mohamed et al (2018) in their research entailed “EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN THE SOMALI NATIONAL CIVIL SERVICE COMMISSION” assessed the effect of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership on employee performance in the Somali National Civil Service Commission. Their study adopted a descriptive research design with target population of 50 respondents and a sample size of 44 respondents. They employed both primary and secondary data collection methods with stratified and random sampling techniques. The data collection instruments they used were closed questionnaires and the collected data analyzed quantitatively and qualitatively and presented in form of tables, frequencies, means and standard deviations using Statistical Package for Social Science (SPSS) software. Data was presented in tables and analyzed using mean scores, standard deviation, frequencies and percentages. From the study data analysis and interpretations, the following summary, conclusions and recommendations were drawn; transformational leadership, transactional leadership, laissez-faire leadership and servant leadership were found to play a big role in effect of leadership styles on employee performance in the Somali National Civil Service Commission. Thus the Somalia National Civil Service Commission should encourage the use of transformational leadership, transactional leadership, laissez-faire leadership and servant leadership in employee

performance in the Somali National Civil Service Commission so as to enable quality service delivery.

Abdilahe (2016) in his study entitled “Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia” investigated the effects of the different leadership styles on employees’ performance. The census consisted of 159 employees working in a Dashen Bank Head Quarter, Addis Ababa that excluded Top level managers and security guards. The researcher applied descriptive type of research methodology and used Questionnaire instruments for the data collection. Therefore, one of the variables that may be effective help leaders in increasing the performance among their followers is employing the right leadership style. A successful leader is recognized with the rule with respect and conviction by their subordinates. Eight Leadership styles which are Democratic, Laissez-Faire, Autocratic, Transformational, Charismatic, Transactional and Bureaucratic are discussed and developed model that indicated the relationship of leadership styles with employee performance of Dashen Bank. This study findings show that Laissez faire leadership is most effective variable on the performance of the employee in Dashen Bank, but regarding the previous studies many others suggested to minimize the factor at same opinion the researcher concluded and recommended the elimination of this leadership style in employee performance. Based on literature review, most previous studies confirmed that transactional and transformational leadership styles are significantly related to employee’s performance. These findings highlight the importance of leadership styles in achieving desired individual and organizational level outcomes. Relatively sample size drawn from a head quarter of Dashen Bank where all departments are active, and subordinate's ratings for assessing leadership styles and outcomes generalized the bank as whole.

Khajeh (2018) in his study entitled “Impact of Leadership Styles on Organizational Performance” examined the impact of leadership styles on the organizational performance. The focus was on six major leadership styles -transformational, transactional, autocratic, charismatic, bureaucratic and democratic. This study has provided deep insights about the leadership styles; the democratic, transformational, bureaucratic and autocratic leaderships have a positive impact on the organizational performance, however, the charismatic and transactional leaderships have negative impact on the organizational performance, as it

does not provide opportunities and freedom to employees. In this study, both primary and secondary research has been conducted. The primary research has been done using the quantitative approach, with the help of survey instrument, based on a survey opinion poll. The derived study was conducted through reviewing the previously established literature for accomplishing the study objectives. The findings suggested that three leadership styles charismatic, bureaucratic and transactional leadership have impacted organizational performance negatively. While transformational, autocratic, and democratic leadership styles have a positive relationship for organizational performance. It has been recommended that organizations use the leadership style that enhances the capabilities and abilities of the people.

Kalsoom et al (2018) in their research entitled “Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan” found out that both transactional and transformational leadership styles have a positive relation with employee performance. The researcher has collected data from 318 employee and drawn the conclusion that though both leadership styles have a positive relation with employee performance, the transactional leadership style has a very strong positive correlation with employee performance. To predict the predictors contribution on employee performance, Linear Regression Analysis has been employed along with Pearson’s correlation. Additionally, the researcher recommended Pakistan FMCG industry to focus on Transactional Leadership Style through trainings to develop such leaders in a better way.

Raja and Palanichamy(2015) examined the effect of leadership styles on employee performance publicly vs private sector enterprises in India. From 43 middle-level managers and 156 subordinates, the study finds sufficient evidence, at the five hundred levels of importance with having a linear positive relationship between transformational leadership and employee performance, which is a big positive relationship among transactional leadership style and employee performances. In fact, the study was also found that laissez-faire leadership had a negative relationship with workers performance/outcomes.

Leaders and their leadership styles is one among the mostly researched topics within the recent past. A number of studies are conducted on the consequences of leadership styles on employee performance. Rassol et al (2015) researched leadership styles and its effect on workers productivity in the health sector of Pakistan and generalized that transformational leadership styles have more positive impact on employee productivity than transactional leadership. They found out that transformational leadership can achieve better in highly organized working environment where focus is on competitive returns. Results of their study also explored that the impact of transactional leadership wasn't much stronger as compared to transformational leadership on job performance. According to Pradeep and Prabhu (2011), leadership is positively connected with workers productivity for both transformational and transactional contingent reward leadershipsmanners. The managers, who are seemed to demonstrate strong leadership behaviors, whether transformational or transactional, are seen to be engaging in increasing the employees' performance.

In giving their summary it had been found that the transformational leadership style has significant relationships with performance outcomes; vs effectiveness in work, satisfaction, extra effort and dependability. Their study added some additional knowledge for a far better understanding of the well-connected leadership approach and propermethod for employingfollower in different professional heigrarches. By using their results, leaders can adjust their behaviors in practical ways to reinforce subordinates' job performance, thereby reaping increased productivity for his or her organizations as a consequence. They emphasize on the necessityof leaders to possess the ability to draw in / influence their subordinates, be ready to set clear standards of performance to their peers and act as a best model to the subordinates.

A research conducted by Aboshaiqah et al (2015) on nurses' opinion of managers' leadership styles and its connectedoutcomesverified that staffsapparented that transformational leadership and its aspects are exploited than transactional and laissez-faire leadership styles, and again, additional analysis indicated that there was a positive correlation between output factors such as (effectiveness, extra efforts and satisfaction) and transformational and transactional leadership styles and negative correlation with laissez-faire leadership styles. It also generalized that a mixture of transformational style and

manners contributed to augment in more effort, pleasure and in general employee productivity and professed leader efficiency among nurses. Ipas (2012) conducted a research on the alleged leadership style and employee productivity in hotel industry; he found that autocratic leadership style is perceived as being the widely practiced style by the managers that ensure likely outcomes. He emphasized that managers must search a good solution to assist the employee to boost their performance.

Kehinde and Banjo (2014) also did a test of the impact of leadership styles on employee performance: A study of department of Petroleum Resources; The implication of their study was that “transformational leadership style” would bring effective leads to organizations because it motivates employees to travel beyond ordinary expectations, appeals to follower’s higher order needs and moral values, generates the enthusiasm and dedication of subordinates for the vision and standards of the organization, inspires delight and trust in followers, speaks personal esteem, motivates subordinates rationally, facilitates inspired ideas and inspires followers to voluntarily agree to accept challenging objectives and a vision of the longer term strategy and goals of organization, they suggested that transformational leadership style is critical leadership style for organizations which aspire to compete successfully and mentor subordinates who are going to be managers of tomorrow. “Leadership possesses a paramount attention in both the academia and practitioners since recent decades as determinant factor on employee behavior and performance”. Rasool, (2015) “The measure of relationship between the job performance and leadership style draws the considerable attention of scholars. Leader and their leadership styles is one among the mostly studied topics of recent history. Chan (2010) points out that the various researchers who have done studies on leadership style haven't come up with a selected style suitable for specific issue, however Chan advises that it's important to notice that different styles are needed for various situations and leaders just got to know when to use a specific approach and by employing suitable leadership styles, leaders can influence employee pleasure, dedication, efficiency and in due course the organization’s performance through its workers. The amount of direction and social support a pacesetter gives to subordinates/ followers depend greatly on their styles to suit things.

Sakiru (2013) in his research entitled “Leadership styles and its effectiveness on employees' job commitment” ended up being to investigate the relationship between leadership styles (transactional, transformational, and laissez-faire) and employee dedication (emotional, persistence, and normative assurance) within an organization in Nigeria. Total participants within the research were 80 employees. Two separate tools such as multifactor leadership questionnaire (MLQ) and organizational commitment questionnaire (OCQ), were employed to decide leadership styles and employees' dedication respectively. The results from the study discovered that transformational leadership style is commonly practiced leadership style utilized by the leaders in the company and also it was disclosed in the findings that there is a considerable relationship among leadership styles and employees dedication in Nigeria's organization.

2.3.2 Empirical Analysis in Africa and Locally

Different companies are facing lots of challenges because of lacking efficient leadership. In fact, most companies are dreaming to achieve the objectives they stand for. Hence, a leader who can in point of fact bring together and stimulate employee to use their endeavor at greatest is required (Vigoda-Gadot, 2012). A researcher Khajeh (2018) in his article entitled “Impact of Leadership Styles on Organizational Performance” articulated that leadership plays an important role for the success and failure of such organization. In its finding indicated that there is either positive or negative connection among leadership styles and organization performance. In the meantime another researcher Kalsoon et al (2018) on their article named “Impact of Transactional Leadership and Transformational Leadership on Employee Performance: a case of FMCG Industry of Pakistan” found out that both of transactional and transformational leadership styles have a positive correlation with employee performance. To reach in this finding, the researchers have collected data from 318 employees of the industry. The above mentioned researchers have been examined leadership manners and found out that leadership styles have different impacts on employee's productivity. In fact; they revealed that effective leadership has a positive impact on employee performance. A leader who actually taking into account those employee as a big asset to the company, engages them to participate in the decision making

process and clearly outlines their demand have an important contribution to employee performance and job satisfaction (Kalsoom et al, 2018).

But Hayward et al(2003) in their study found out that transformational leadership to be simpler than transactional leadership in increasing employee performance in the South African context. They found a highly positive linear relationship between transformational leadership and employee performance but no considerable linear correlation among transactional leadership and employee performance during a South African pharmaceutical organization. Elsewhere in Africa empirical evidence by Nuhu (2004) who sought to review the effect of leadership styles on employee performance in Kampala council reveals that individualism leadership was practiced especially in higher offices and also the individualism leadership was existent especially in lower offices. Authoritative leadership style features a positive relationship with employee performance (NUHU 2004), most employees thought that authoritative leadership based performance the tyrannical way (forced), yet other kinds of leadership would move toward the employee from a more humanistic manner. According to Nuhu (2004) Laissez faire leadership style features a positive relationship with employee performance. Since most employees believed that they might rather be made comfortable at work instead of coarse them around like kids. In fact this was well-known in some subdivisions that controllers or supervisors were in nature friendly, welcoming and not ignorant at employee. Since the correlation of his study indicated that laissez-faire leadership consequences in performance, this indirectly shows that in these working units, the performance of employee essentially existed while on a sluggish rate, rather than within the authoritative leadership which was crowded with anxiety. Tsigu and Rao (2015) in their research entitled "leadership styles: their impact on job outcomes in Ethiopian banking industry" found out that transformational leadership style discussed as a deviation on performance better than transactional leadership style. Therefore, researchers suggested banks under study to give more emphasis to transformational leadership style dimensions, which can make them the aspired profit possible and can get results from their employee. A study in Uganda on the effect of leadership styles on productivity of local governments, a case of Mbale district done by Gimuguni, et al (2014) generalized that there is a modest far above the

groundconstructive and importantconnection among the three leadership styles such as autocratic, lassies-faire, democratic, and performance in Mbale local government. These researchers affirmed that they could find more finding on the Mbale leaders who use autocratic type of guidance to control employee to carry out their duties, but laissez- fair kind of leadership influenced Mbale local leadership which had impacted to delay important deadlines. The findings also showed that the local government has achieved better performance by adding work forces, high speed of work achievemnts, success and timeliness due to democratic leadership. Therefore, it can be concluded that Mbalegovernment tried to put together the three leadership styles though autocratic and laissez faire took the dominant percentage.

2.4 Research Gaps

The literature on leadership and employee performance is dotted across countries and across industry. The fact that the impact of leadership style on the performance of employee performance is differed. While most of the literature reviewed are somehow consistent in recommending that both transformational and transactional leadership styles are extensively positively connected with employee performance which transformational style's impact is more prominent than that of the transactional leadership style (Rasool, et al., 2015; Kehinde and Bajo, 2014; Tsigu and Rao, 2015), the evidence on the connection between laissez-faire and performance isn't that straight forward. In fact, some are reporting negative relationship, for instance Aboushaqah et al (2015), while others like Gimuguni, et al (2014) have reported a positive correlation. This indicates that the facts on this leadership style is contradictory.

Moreover, neither all industries nor countries are covered within the literature. Among those cited, the medical areas represented (Rassol et al, 2015; Aboushaqah, et al 2015),government bodies (Gimuguni, et al., 2014), hotel industry (Ipas, 2012), petroleum purifier (Kehinde and Bajo, 2014). Of more interest to the this research is that the lack of studies in this area from Africa in general and East Africa in particular. A studies reviewed in this paper are the work of Tsigu and Rao (2015), Ejere and Abasalim (2013) and

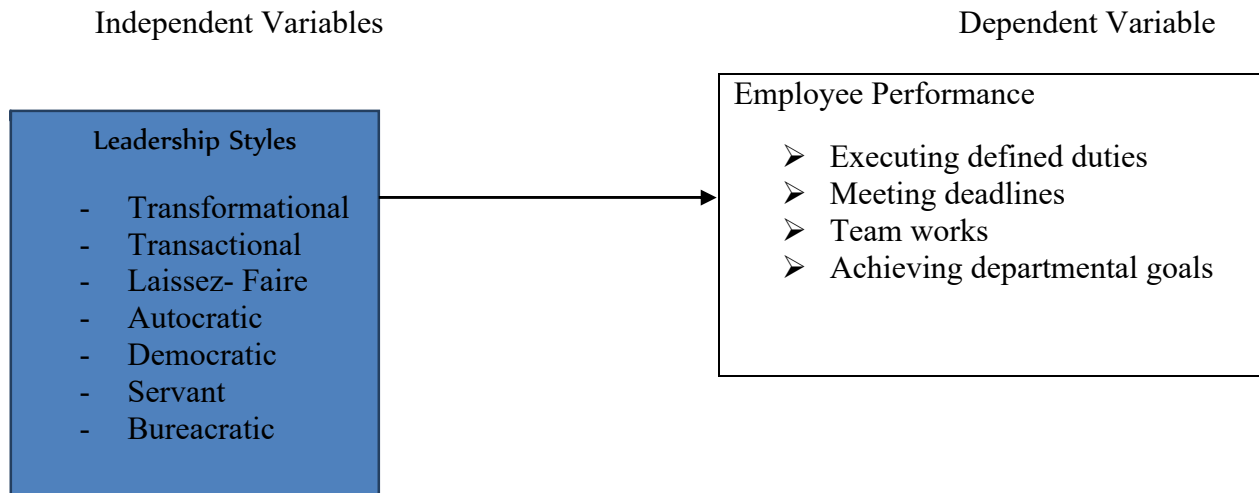
Gimuguni (2015), Nuhu,2010), while there are also some researchers from South Africa (Howard, et al., 2003). While lots of industries are replicated within the mounting body of fact some are coming from the banking industry, see as an example Tsigu and Rao (2015) study on Ethiopian banking industry. Hence, from the sample literature it's obvious that the research proves that the impact of leadership style on employee performance can be elucidated to obtain a large number of performance outputs at individual and organizational level. But the facts are not uniformly distributed across economies at large or within the African economies in particular. It is also evident that researches on African Railway industry sector is lagging behind. Due to this facts, the researcher is motivated to undertake this study to contribute evidence for the railway industry in general and the Ethiopia's Railway industry in particular.

2.5 Conceptual Framework

The conceptual framework points out the vital course which is very valuable to give you an idea about the direction of the study. The study shows the relationship between employee performance and leadership styles. Also the study focuses on gaps which represent the difference between employee's expectation and perceptions which are referred to as the perceived leadership styles. The difference between expectations and perceptions is called the gap which is the determinant of employee's perception of leadership styles. The practiced leadership styles by the corporation, effects of these leadership styles and strategies taken by the organization are considered as independent variables while employee performance can be taken as dependent variable.

The conceptual framework for this study assumed performance indicators which contained employee activities like executing clear duties, meeting deadlines, team work and achieving work unit goals referred as dependent variable, are determined by the following independent variables which include transformational leadership, transactional leadership, laissez-faire leadership and autocratic leadership. Organizational strategy of the Corporation is also taken as an independent variable to check its impact on the mentioned dependant variables.

Figure 2.2 : Conceptul Framework



Source: Developed basing Cole

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CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Methodology and Data Source

This chapter deals essentially with the methods and procedures used to gather and analyzed the data to undergone this study. It comprises the research design, approaches of the study, population and sample size of the study, sampling techniques, sample frame, instruments for gathering data, questionnaire, key informants, focus group discussion, and validation of research and methods of data analysis.

3.2 Area of the Study

The Ethiopian Railways Corporation is a public enterprise working on constructing railway networks and operating passenger and freight transport services. In the past ten years, the corporation has constructed two railway lines (Ethio-Djibouti standard gage railway line) and Addis Ababa Light Rail Transit Service while the corporation has planned to build and administer more that 5000 kilometers railway connectivity across the country in 2020. But still couldn't build more than 1600 kilometers since the corporation established. Currently, these two lines such as (Ethio-Djibouti standard gage railway line) and Addis Ababa Light Rail Transit Service are providing passenger and freight service. And now, the corporation is constructing Awash-Woledia-Mekele- Hara Gebeya railway line. The corporation administration set up is one Chief Executive Officer and Seven Deputy Executive Officer. Under this, there are different general manager, directors, managers and team leaders comprises different professional and technical staffs.

3.3 Research Design

For the purpose of this study, all Ethiopian Railways Corporation employees residing in Addis Ababa are the target population. The Corporation has four offices in Addis Ababa with more close to 1917 employee as of 29 February 2020.

Mixed research method will be used to analyze the data collected from the employees of the corporation. The survey method will be applied to describe and explore the effects of leadership style on employee performance working for Ethiopian Railways Corporation.

This thesis will be done by employing both descriptive and explanatory research design. Most of the time descriptive kind of studies is good enough as a method of data

collection which is very helpful in terms of demonstrating the connection between different aspects of situations and for describing the world as it is.

Hence, the descriptive study design is preferred by the researcher because of the interest to describe the existing impacts of leadership style that lead to job performance improvement and explanatory study design is selected as it supports for explaining, understanding and controlling the relationship between variables. So this study used both a descriptive and explanatory research design to describe impacts of leadership style on job performance of the Ethiopian Railways Corporation. In addition, it will help obtain an accurate profile of the situation under this study and thus the study will consist of mixed data types and sources.

3.4 Approaches of the Study

The researcher used mixed approach in order to answer the study objectives on impact of leadership style and employee performance. The purpose of quantitative research is to gather, analyze and measure statistical data. On the other hand, the purpose of the qualitative approach is to explore the condition or situation of the Corporation that could be the main drivers of job performance as it is observed and perceived by the researcher. So this study used descriptive research approach to describe the job performance towards the leadership style of the corporation management. In addition, this approach will be helpful to obtain an accurate profile of the situation under this study and thus the study will consist of mixed data types and sources.

Data will be collected from primary and secondary sources through different mechanisms such as administering structured questionnaire, key informant interviews, focus group discussion, observation and reviewing documents and related literatures.

3.5 Population and Sample Size

Then a total of selected sample respondents will be surveyed for the study using a purposive sampling method.

The sample size for the study will be determined using the formula developed by Taro Yamane (1967).

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

The symbol n : represents sample size

N : is the population size

e - is the level of precision or sampling error = (0.05)

$$n = \frac{1917}{1 + 1917(0.05)^2} = 399.79 = 400$$

$$1 + 1917(0.05)^2$$

3.6 Sampling Techniques

This study uses a purposive sampling or procedure sampling. Purposive sampling is a way of sampling where the researchers used their purposive to select population members who are good prospects for precise information. This sampling method may prove to be effective when only limited numbers of people can serve as primary data sources due to the nature of research design and aims and objectives.

As of February 29, 2020, Ethiopian Railways Corporation has 1917 employees in different offices. By taking into account different things such as time, resources and redundancy of information, 50 % or half of the total four offices which are found in the City Administration of Addis Ababa is taken as considered as the most favorable sample size of the corporation. The reason for selecting these two offices is because the head office actually works on the administrative activities or coordinating the rest three offices. The rest one is just working on operation or serving as the operator and administrator of the already built Addis Ababa Light Rail Transit Service. So, one office from the operation side, Addis Ababa Light Rail Transit Service and the head office called Ethiopian Railways Corporation are chosen for the purpose of this study. Thus, as per the determined sample size by Taro Yamane formula above 367 employees have been selected from three offices (meaning $4 * 50 / 100 = 2$).

3.7 Sampling Frame

Since the research will be conducted in one corporation; the sampling frame is small enough. Thus the selection method will focus on purposive sampling. The sample will purposely choose to distribute questioners getting enough sample size from the interviewees.

3.8 Research Instruments

The research instruments used in this research will be formal questionnaires, focus group discussion and key informant interviews. Questionnaires will be employed as an appropriate research tools to get sensitive issues which respondents would otherwise feel uncomfortable to talk about in an interview. A pre-test survey also will be done to evaluate the validity and reliability of the questionnaire. Questions that proved to be unclear to the respondents will be modified, rephrased or discarded. Questionnaire will be designed in English but will have a chance to translate it into Amharic to ensure that respondents can understand what is required from them. Key informant interviews also will be conducted the interviewer to have a room to adjust questions as necessary, clarify and ensure the questions to be understood by them. It also can make possible for the researcher to take note of non-verbal clues from the respondents, for example, frowns and nervous tapping which can be used to determine the final result.

3.9 Questionnaire

The questionnaires will be used as a primary data source for qualitative and quantitative data gathering. It will be designed to enable the researcher to obtain as detailed information as possible. The questionnaires will consists of both open-ended questions (qualitative data) where the questions provide a guideline for the respondent but it does not have to be followed strictly and closed-ended questions (quantitative data).

The questionnaire will consist of different items out of which most items will be used to assess the various leadership styles (transformational, democratic and autocratic), the some items will be administered to measure the employee performance and the remaining items will be used to assess the rank scores of various leadership behaviors.

The questionnaires that are used for this work to gather data from employees of Ethiopian Railways Corporation are close-ended. A series of about 28 questions are designed with five options from which the respondents are to respond as either; Strongly Disagreed (SD), Disagreed (D), Neutral (N), Strongly Agreed (SA) and Agreed (A) following the Likert differentiated scale type from 1-5. These alternatives stress the degree of feelings of the respondents for every question. The questionnaires will be administered at the head office of the Ethiopian Railways Corporation, Kaliti and Ayat depots of the Addis Ababa Light

Rail Transit Service staffs a total of (400) questionnaire will be circulated to the employees. These questionnaires will be filled in by the respondent themselves with the help of the researcher in some cases. The exercises of questionnaires administration will take over a period of two to three week since most of the workers are mostly field workers and were not readily available at the level of offices.

3.10 Key Informant interview

Structured questions and open ended statements will be used by the researcher in trying to interview managers, team leaders and supervisors at different department. In fact, the researcher duly noted that there will be difficulty getting these respondents since most of them is busy decision makers than workers of the corporation. The researcher also noted that some respondents will not be happy to give response because of their positions but the researcher will give them a maximum assurance of absolute confidentiality.

3.11 Focus Group Discussion

It is a helpful mechanism to understand an issue at a deeper level than access with a survey. Focus group discussion is also important for adding meaning and understanding to existing knowledge, or getting at the “why” and “how” of a topic. In addition, FGDs are a good way to verify that people’s stated preferences are the same as their actual preferences. So, a focus group discussion conducted for 60 to 90 minutes between labor union members. Due to the outbreak of Corona Virus (COVID 19), the researcher conducted the discussion with only two labor union members a discussion format. From the 5 labor union members, discussions were held only with two members (chairman and secretary) taking as a sample.

3.12 Data Analysis Methods

Before processing the responses, the filled questionnaire by the respondent’s will be edited for completeness and consistency. The data collected through interview, personal observation and focus group discussion will also be arranged meaningfully. After collecting the data, the data will be analyzed using a descriptive data analysis technique which was presented by tables, frequency distributions and percentages to give a strong picture of the data. This will be achieved through summary of simple statistics, which includes the mean, percentage and frequencies which are computed for each variable in this

study. Quantitative data will be collected, analyzed and interpreted in line with study objectives. The collected quantitative data will be analyzed by using descriptive statistics to generate percentages, means, standard deviations and frequencies. The advantage of this package is that it can be used to analyze questionnaires with many questions including both closed ended and open-ended questions (Kothari, 1995). The researcher will collect qualitative data using semi-structured questionnaire from the selected informants of Ethiopian Railways Corporation employees and managements. The responses of informants will be analyzed using the narrative method. Pearson correlation analysis is also employed to examine the relationship between employee performance (Dependent Variable) and independent variables. Finally, logistic regression analysis is done to investigate the contributions of each variable (leadership styles) on the improvement of employee performance.

3.13 Data Validity and Reliability

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In order to achieve validity, the researcher ensures the measuring instrument provides adequate coverage of the topic by containing adequate representative sample of Ethiopian Railways Corporation employees and managements. Numbers of different steps will be taken to ensure the validity of the study.

Reliability is defined as the quality of consistency or reliability of a study or measurement. Measuring instrument is reliable if it provides consistent results (Kothari, 2004). That means if the same or different researcher repeats the study it should produce more or less the same results. Finally, to make sure the reliability of this study, triangulation (using via survey) and Cronbach alpha test will be employed. The Cronbach alpha coefficient is the most common method used for assessing the reliability of a measurement scale (Hayes & Bob, 1998). The coefficient, which reflects homogeneity among a set of items, varies from 0 to 1. The literature regarding test and scale construction suggests that an acceptable level of reliability is a function of the intended use of the test results. Nunnally (1967) suggests that when a test or scale is used to make decisions about individuals, the reliability coefficients should be at least 0.90. However, it is impossible to achieve this number,

especially assessing personality and feelings. Others are somewhat less conservative, suggesting that a reliability coefficient of 0.80 is acceptable for a test or scale that will be used for making decisions about an individual (Batjelsmit, 1977)

3.14 Ethical Consideration

Before administering the questionnaire to the respondents, prior arrangement made with the concerned body of the Ethiopian Railways Corporation on the date and the time to administer the questionnaire to the employees and management members. The purpose of the study was explained to the respondents and they were not be forced to give their response rather allowed to participate voluntarily to the study. Explanations about the objective of the research have been done before undertaking the research for clarity purpose on the direction of the study. Utmost confidentiality about the respondent's response would be assured by way of keeping all responses secure and using them only for academic purpose. Before embarking on the field research, permission were asked from the Head Office of the Ethiopian Railways Corporation. The researcher arranged a discussion with the concerned body of the corporation (Deputy Chief or Deputy Executive Officers of the Corporation and Acting Communication Service Head) on how to execute the data collection for the intended research.

CHAPTER FOUR

Data Analysis, Presentation and Interpretation

In this chapter, the collected data through fieldwork will be presented and explained in details with meaningful analysis. The data are collected through structured interview questions and analysed based on the methods indicated on chapter three. To reach these results, different questionnaires were administered to different employees and interview with management members conducted. The participants of this study were found in Ethiopian Railways Corporation in Addis Ababa. So, this chapter presents the collected data with their findings in a very understandable way. The analysis is done vis-a-vis the combining cooperative effect of findings and the literature reviewed. To undertake this research, a total of 400 questionnaire administered. Among these amount questionnaires, only 298 questionnaires were correctly filled and returned. But rest are not returned and damaged during the filling. Hence, this chapter presents and discusses the findings of the study. It is organized as follows. The first section tries to describe the sample. The second part presents the findings according to the research objectives and the final section discusses both the sample and the findings.

4.1 Description of the Sample

Data on respondents' demographics were collected and analysed. Variables included were age, gender and education. The following subsections present the results.

4.1.1 Respondents gender profile

- ❖ As presented on the table below, 123 or 41.3% of the respondents are female and 157 or 58.7 % of the respondents are male. This implies that majority of the Corporation employees are male.

Table 4.1 Respondents gender profile

		Frequency	Percent
Valid	Female	123	41.3
	Male	157	58.7
	Total	298	100

Source: The researcher own survey

4.1.2 Distribution of Respondents by Age

Table 4.2 presents the results of the respondent's age. It is clear that the majority of respondents, 141(47.3%) were in the age range of 25-30 years, this was followed by 104 (34.89%) in the age range of 31-35, followed by 26 (8.7%) in the range of below 25 years, then 23(7.7%) in the age range of 35- 40 while the least age range was 41+year which was represented by only 4 (1.3%). This indicated that the majority of respondents (who participated in this study) were between the ages of 25-30years.

Table 4.2 Respondents Age Distribution

Age distribution of respondents		Frequency	Percent
Valid	25-30 years	141	47.3
	31-35 years	104	34.89
	35-40 years	23	7.7
	41+ years	4	1.3
	Below 25 years	26	8.7
	Total	298	100

Source: The researcher own survey

4.1. 3 Respondents level of education

Based on the data collected for this study purpose, all employees of Ethiopian Railways Corporation who were part and parcel of this study are learned in formal school. Among the participants,72 percent of the employee have diploma and above. From these employees who have professional trainings, near 5 percent have diploma, 44 percent have first degree and around 23 percent have second degree and above. In fact, 28 percent of employee are reported having a certificate level educational background.

Table 1.3 Respondents level of Education

Educational Level of Respondents	Frequency	Percent
Certificate (TEVET)	83	27.85
Diploma	15	5

Degree	132	44.29
Masters	67	22.48
Above Masters	1	0.34
Total	298	100

Source: The researcher own survey

4.1.4 Respondents experiences working for the Ethiopian Railways Corporation

As the information obtained from participants of this study, all of them are experiencing in working the railway industry of Ethiopian Railways Corporation for at least less than three years. Surprisingly, close 66 percent have spent 3-5years working for the Ethiopian Railways Corporation. In addition to this, close to 13 percent of the employees have spent more than 6 years with the Ethiopian Railways Corporation while 21 percent have spent less than 3 years. This puts the respondents in the right position to evaluate the effect of leadership style on employee performance in respect with the Ethiopian Railways Corporation.

Table 4.4 Respondents experience working for the Ethiopian Railways Corporation

Years of relation with the corporation	Frequency	Percent
Less than 3 years	63	21.1
3-5 years	197	66.1
6-10 years	35	11.7
10 years & above	3	1.00
Total	298	100

Source: The researcher own survey

4.1.5 Respondents experiences working in the same position

As presented in the table 4.5 below, 71 percent of the corporation employee worked in the same position for at least 1 to 3 years followed by 15.77 percent of the employee worked below 1 years in the same position. In fact, 9.7 and 3.4 percent of the employee are working in the same position between 3-5 years and more than 6 years respectively. This indicates that 71 percent of the employee contains working in the same position for 1-3 years period.

Years of relation with the corporation	Frequency	Percent
Less than 1 year	47	15.77
1-3 years	212	71.14
3-5 years	29	9.73
More than 6 years	10	3.36
Total	298	100

Table 4.5 Respondents experiences working in the same position

Source: The researcher own survey

4.1.6 Respondents answer on leadership styles practiced at ERC

As presented in the table 4.6 below, 43 percent of the corporation employee indicated that autocratic leadership style is implemented while 29 percent said that Laissez fair leadership is the dominant leadership style practiced in the corporation. In fact, 17 and 11 percent of employees who participated in the study answered for transformational and transactional leadership styles respectively

Table 4.6 Respondents answer on leadership styles practiced at ERC

Practiced leadership styles	Frequency	Percent
Autocratic	128	42.95
Laissez fair	86	28.85
Transformational	51	17.11
Transactional	33	11.07
Total	298	100

Source: The researcher own survey

4.2 Effects of leadership styles on employee's performance

The results of the findings are presented as follows based on the research objectives. The first objective this research was to identify the leadership style which practiced and affected employee performance from the following leadership styles which include transactional leadership style, autocratic leadership style, laissez faire and transformational leadership style. This subsection discusses general and specific research objective findings as presented below;

Leadership styles have a clear effect on employee performance in various ways. Its effect can be measured based on its either positive or negative influence on executing defined duties, on meeting deadline, achieving departmental goals and punctuality on attending duties. Here below presents their effect on employees' performance based on the collected and analyzed data.

Analysis the likert scale question for employees, supervisors and top Management on what type of leadership they think can influence them the total of 298 employees responded on the question. Questionnaires were distributed for three hundred sixty four participants. Among these, only 298 participants returned the questionnaire and used for the study. From these, (128) 43 percent of the employee reported that in the corporation autocratic leadership style practiced predominantly by the leader having absolute power over his staffs. While (86) 29 percent of the participant indicated that Laissez fair leadership style was implemented with greater degree of influence on delaying critical decisions. But transformational leadership style with the most dominant influence of leading with vision and transactional leadership style comprises (51) 17 and (33) 11 percent respectively.

4.3 Correlation analysis between leadership styles and employee performance

To find out the relationship between the dependent variables (employee performance) and independent variables (autocratic, transactional, transformational and laissez fair leadership styles) Pearson's correlation coefficient(r) was used. This measure is very important to know the strength and direction of a linear relationship between those variables.

The relationship between transactional, transformational, autocratic and laissez fair leadership styles were analyzed through SPSS. The finding showed that autocratic leadership style deteriorated employee performance. Because the employee said that autocratic leadership style is implemented then they are not be evaluated and benefited equally then they become low performer. Furthermore the finding indicated that when autocratic, transactional and laissez fair leadership styles practiced not positively influenced employee performance rather lead to perform below their actual potential. And from the SPSS analysis, it is possible to conclude the positive influence on employee

performance came across from the practice of the corporation's transformational leadership style.

The values of Pearson's coefficient correlation always range between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation of zero indicates that there's no linear relationship between the 2 variables.

A low correlation coefficient; 0.1 -0.29 suggests that the relationship between two variables is weak or doesn't exist. If r is between zero.3 and 0.49 the link is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables.

The direction of the dependent variables change depends on the sign of the coefficient. If the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable while if the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable. Hence in this study both the direction and the level of relationship between the dependent and independent variables conducted using the Pearson's correlation coefficient. The table below presents the result of the correlation analysis.

From the table below, we can say that autocratic leadership style is highly correlated with employee performance ($r = .653$) followed by laissez fair ($r = .601$), transformational ($r = .543$) and transactional leadership style ($r = .521$). Therefore, we can generalize that there is a positive and significant correlation or connection among leadership styles and employee performance so that any change or progress in one of the styles will have a significant or positive contribution to improve employee performance.

SPSS Correlation analysis between leadership styles and employee performance (N=298)

Table 4.7 Correlation analysis between leadership styles and employee performance

		Autocratic leadership	Laissez fair leadership	Transactional leadership	Transformational leadership	Employee Performance
Autocratic leadership	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	298				
Laissez fair leadership	Pearson Correlation	0.572	1			
	Sig. (2- tailed)	.000				
	N	298	298			
Transactional leadership	Pearson Correlation	.618	.463	1		
	Sig. (2- tailed)	.000	.000			
	N	298	298	298		
Transformational Leadership	Pearson Correlation	.643	.613	.519	1	
	Sig. (2- tailed)	.000	.000	.000		
	N	298	298	298	298	
Employee Performance	Pearson Correlation	.653	.601	.543	.521	.
	Sig. (2- tailed)	.000	.000	.000	.000	.000
	N	298	298	298	298	298

Source: Researcher own survey data analysis

4.4 ANOVA

The r-ratio in the ANOVA table tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable.

Table 4.8 ANOVA of Ethiopian Railways Corporation

Model	Sum of Squares	Df	Mean Square
Regression	83.653	5	22.065
Residual	23.542	293	0.314
Total	108.06	298	

Source: Researcher Own Survey

The summary table shows the various sums of squares described in the figure above and the degree of freedom associated with each. From these two values, the average sums of squares (the mean squares) can be calculated by dividing the sums of squares by the associated degree of freedom. The most important part of the table is the F-ratio, which is a test of the null hypothesis that the regression coefficients are all equal to zero. Put in another way, this F static tests whether the R² proportion of variance in the dependent variable accounted for by the predictors is zero and table also shows the associated significance value of the F-ratio for this data F is 110.425, which is significant at p <0.001 (because the value in the column labeled Sig. is less than 0.001). This result tells us that there is less than 0.1% chance that an F-ratio this large would happen, if the null hypothesis proposed about the F-ratio were true. Therefore, we can conclude that the regression model result is significantly better prediction of service quality with respect to employee performance of Ethiopian Railways Corporation and that the regression model overall predict employee performance significantly well.

4.5 Qualitative data analysis results

4.5.1 Effect of Organizational Strategy on Employee Performance

The corporation has different strategy to improve employee performance. Among these, it has implemented different tools like Business Process Reengineering (BPR) and Balanced Score Card (BPR), quality management (QMS), management information system (MIS) international financial standard reporting system (IFRS). The initial plan of business process reengineering was to assign employee based on their capacity (educational background, experience) while balanced score card was based on the efficiency they scored. Finally, these tools used for political purpose (to make beneficiary people who are

working in support of the ruling party and to fire and degrading in oppose of the ruling party), one management member said his name wants to be anonyms. The corporation strategy to have quality management system (QMS) was also important to improve the employee performance. Later on this project failed because of lack of support from the top management. All training by Ethiopian standardization agency was given to the employee of the corporation. Quality audit team was also trained. Later on different departments couldn't be cooperative to work with the project office in defining their department work flows and responsibilities. The management information system (MIS) project office was organized and training was given to the concerned work units like human resource personnel. But later on this strategy is failed as well due to unknown reasons even if big asset was allocated for this project and time with lots of manpower wasted through training. The corporation was also started training and opened project office to implement international financial reporting system (IFRS). One employee from audit unit of Ethiopian Railways Corporation who wanted her name to be anonyms said that the corporation has wasted millions of money for this project but the system couldn't be fruitful.

As the labor union members said, to implement these tools different project office were opened and millions of birr were allocated. These tools were expected to improve employee performance highly. But because of the top leadership repeated change, most of these tools are failed before achieving the expected effect. The corporation has lots of organizational strategies to appreciate employee performances. The corporation was working to on Transit Oriented Development (TOD) to have high revenue and to improve employee's income. This TOD plan was to build grand malls and hotels besides the railway lines and having big business to support the corporation revenue. Later on, this strategy is also failed before meeting the expected task. In general, even if these strategies were expected to improve employee performance positively. But these strategies were failed before achieving the expected target.

Both of the labor union members agreed that the corporation top management especially the Chief Executive Officer couldn't have full power to promote and demote managements under him. One top management member of the corporation who wanted his name to be anonyms gave an example that, the former Chief Executive Officer (Dr. Birhanu Beshah)

had removed 7 directors from their post because of lost confidence on their capacity to lead and transform the corporation. But later on, all of these fired managements brought their appeal to the Ethiopian Railways Corporation board of directors (BoD) and finally they secured their previous post. Because of this, the chief executive officer resigned himself.

Even the chief executive officer before him (Dr. Engineer Getachew Betiru) had resigned because of board of directors' interference in his leadership. He was unable to decide critical decisions. The current chief executive officer (Dr. Sintayehu Woledemichael) is also couldn't brought new leadership style. Rather he is implemented the previous heads decision. Then, it is possible to say that it cannot be the corporation leadership is emerged via those leaders. Instead, they were in a position to facilitate the decisions came from the government by hook and crook. Because of this, their leadership style more or less became like autocratic.

4.5.2 Employee's Response on their Performance

In order to enrich the findings of this paper, a qualitative question were included in the questionnaire distributed to 400 participants. The questions are general and introductory questions like "how do you explain your performance in the corporation?" in order to understand briefly their opinion, the questions were followed by a specific question like what should be done to improve employee performance?

In fact, only 298 questionnaires were returned finally. They were free to express their ideas on the matter. The result of their answer is narrated as follows. Regarding to explaining their performance, more than 63 percent of the employees are clearly indicated that they are unsatisfied by their own performance. They explained that because of not having fair job promotion and rewarding system they are working below their potential. They said that there is not equal payment for equal status (experience, educational level and trainings). As they said, people with equal status but working in different department for instance in operation control center and maintenance center especially in engineering construction are earning a salary between 2000 to 4000 Ethiopian birr difference. And also, non-engineering employees (personnel worked in finance, human resource, commercial public relation, reform and ethics) work unit are not getting reward and promotion even if they do

effectively with creativity. These made them unhappy and to work under-potential. But 29 percent of the employee are performing with full potential expecting change will happen based on performance while they are complaining performance scaling is fake (conducted per three months for the sake of performance evaluation is conducted). This is also making them unhappy. While the rest of 8 percent of the employee are working in the corporation besides searching better job and working environment. They lost hope by the corporation. Because they said that there is not periodic promotion or salary increment in the corporation.

Different employees (51 percent) are unsatisfied by the corporation administrative structure. The corporation has drafted and implemented work structures different times. But employee are not assigned based on the structure. One human resource personnel who wanted his name not to be mentioned said that most positions are filled by temporary delegations. This made employee unhappy and unwilling to decide on critical issues. Even the structure put behind some professionals. Hence, lots of employee lost hope because of not getting the benefits allocated for the post. He said that even close to 50 percent of the management members are working on temporary delegation post.

4.5.3 Top Managements Response on employee performance and leadership practice

Most management members thought that they are practicing democratic leadership style. They said that, to engage the employee in the decision making process, they organize some conferences (two to three conferences per annum). In these conferences, employee raised their idea and that incorporated in the decision. According to them, the decisions are making with top down approach but employee are involved by conferences to include their idea. Regarding with reward system, units are identified staffs who are capable for reward. According to one deputy chief executive officer he wanted his name not to be mentioned said that still now only trainmasters had received reward in terms of money close to 5000 birr each. The reason for only trainmasters had gone reward is because of no other units submitted a candidate for reward. According to him, the regulation allowed to get reward

for every employee who registered an outstanding performance. The performance of the employee are managed by work units and duties are delegated every time.

Some management members who involved in this study said that some employees are not cooperative to execute duties. Even sometimes not coming to office while they antagonize with their coordinator when they penalized because of leave of absence. But most of staffs are doing their job as per the standard of the corporation. Employee are very motivated because of getting competitive salary with other enterprises. But sometimes they are complaining because of the rise cost of living time to time. They employee submit assigned duties on time.

In general, based on the result obtained from the management members it is possible to deduce that employee are performed well and led by democratic leadership style. They confirmed that the existing problems such as the rise of cost of living will be solved as a country level. Some employee behavioral problem are tolerable and minor challenges; and they can be solved easily if there is well integrated management system in the corporation.



Chapter Five

Findings, Conclusions and Recommendations

This chapter provided with findings, conclusions, and recommendations based on the collected and analyzed data. Additionally, managerial implications and suggestions for future research were addressed.

5.1 Conclusion of the Paper

This study had an objective to clearly describe and explore the effects of leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employees' performance of Ethiopian Railways Corporation. A cross section descriptive survey research strategy was adopted in which a sample of 400 employees sampled conveniently from a study population was 1917 employees in Ethiopian Railways Corporation and different employee including the management and employee representative (labor union) were surveyed. A structured questionnaire was used to collect primary data from the sample. Interview and a unilateral focus group discussions were held with labor union members due to COVID- 19.

To analyze the data both descriptive and inferential statistical techniques were used. The researcher used different analysis techniques such as inferential statistics, Pearson's correlation and regression analysis to analyze relations and effects of leadership styles on employee performance as per the objectives of the study. This is the final chapter of the paper that contains conclusions, implications and recommendations. The chapter organized in different subsections such as key summary of findings, conclusions and recommendations of the study.

This study found out that autocratic leadership style is the predominant leadership style which is practiced at the Ethiopian Railways Corporation followed by laissez fair leadership style and transactional. Among the participants on the study, 67 percent of the employee are performing under. Overall, scores in autocratic leadership style was found to be strongly correlated with overall negative performance of the employee.

After analyzing the information gathered through structured questionnaires, interview and focus group discussion (unilaterally) the following major findings are presented:-

- About 71 percent of the corporation employee worked in the same position for at least 1 to 3 years followed by 15.77 percent of the employee worked below 1 years in the same position. In fact, 9.7 and 3.4 percent of the employee are working in the same position between 3-5 years and more than 6 years respectively. This indicates that 71 percent of the employee contains working in the same position for 1-3 years period.
- As revealed in the analysis autocratic leadership style is negatively affected the Ethiopian Railways Corporation employee performance.
- The gap analysis of the four leadership styles was rated as good. But improvement or change of all leadership styles is needed, especially on autocratic and laissez fair leadership styles.
- Regarding the effect of organizational strategy on employee performance, participants in this study said that most strategies tried to implement by the corporation are failed before achieving the expected goal. The failure in these strategies have lots of negative effect on employee performance.
- Most of the study participants (63 percent) asserted as they are working in the corporation below their potential. This means that they haven't motivation to be productive (improve) performance.
- Different employees (51 percent) are unsatisfied by the corporation administrative structure. Even close to 50 percent of the management members are working on temporary delegation post. This made employee unhappy and unwilling to decide on critical issue.

5.2 Recommendations

This study provides important base ideas for leadership styles impact on employee performance for Ethiopia's railway industry. Based on the findings of the research the following recommendations were forwarded:

- As presented in the findings part, the corporation management has been changed repeatedly. This makes the corporation employee not to have sustainable leadership-employee connection and unable to know what kind of leadership style is practiced in their organization. Therefore, the corporation should build stable leadership and leaders to achieve its objectives.
- As the study reveals, some management members are leading their subordinate with their common sense. Even they couldn't basic ideas of leadership. Hence, the researcher recommends the corporation to provide short term leadership trainings or interventions to improve leadership styles.
- Some management posts are filled by delegations and some are vacant. This make them not to take their action and guide their followers confidently. So, it is recommendable for the corporation to give full power for each work unit leaders and assign permanently on posts to decide on critical issues and to make them accountable on failure of responsibilities. And should fill the vacant management posts either through delegation or appointment.
- It is found that due to unable to properly implement the already undergoing tools effectively, the corporation couldn't improve employee performance. Therefore, the corporation should fully implement the organization strategy with those tools to improve employee performance.
- The corporation should engage its employee in decision making process to make them active in doing their defined duties and be part and parcel of the organizational success.

5.3 Implications for Further Research

One limitation of this study is that the survey was conducted with some employee of the Ethiopian Railways Corporation. Moreover, time period to collected data were mostly in two months February and March, 2020 with limited valid responses of 298. Most employee and management members were not concentrated to give response because of the outbreak of COVID-19 and being busy working on this global and national response. Thus, some conclusions may be improved in other more extensive studies.

Despite these limitations, the study contributes to enrich the literature of effects of leadership styles on employee performance from the employee perspective. It enhances understanding of leadership styles and its impacts on employee performance in the railways industry. The findings and implications will benefit railway sector.

In further research, this empirical evidence may be improved and better represent for railway industry in Ethiopia or even in other countries with larger sample and during-year data collection. Besides, further research may deeply examine whether items used in this study are suitable to measure employee performance in other sectors with respect to leadership style effects. Additionally, different demographic variables may be taken under the consideration as controlling variables to discuss the different leadership styles effect on employee performance among different sample groups.

And also, the future researchers may focus on other countries to get the full picture of employee's response on the railway industry leadership styles effects on employee performance. The future researches may also examine other determinants that affect employee performance of the railway sector and also can do a comparative analysis with respect to other railway industry enterprises.

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Appendix

Questionnaire

Dear Respondents,

My name is Yitawok Balemlay, a post graduate student at Ethiopian Civil Service University in the field of Master of Arts in Governance and Development. Currently, I am undertaking a research on the title “The Effect of Leadership Styles on Employee Performance: the Case of Ethiopian Railways Corporation” in partial fulfillment of my study. I kindly request you to take some minutes of your time in filling this questionnaire. The information you provide will be used only for this study purpose and kept confidential. Please kindly give genuine response that the outcome of the study also to be genuine. In case of clarification, please use this phone number 0921-286697. (Thank you in advance for your kind support in filling the questionnaire.)

Part -1: Personal Information

Guide: Please put a check mark (√) on the appropriate box.

1. Gender: Male Female

2. Age: 18-30 40-41-50 50

3. Educational Status: TEVET Diploma Degree Mas

If other specify....

4. How long have you served in the Corporation?

Less than 3 years 3-5 years 6 – 10 years

5. For how long have you been in your current position?

(a) Less than 1 year (b) 1- 3 years (c) 3-5 years

(d) More than 6 years

Part II: Questions Related to Employee Performance of Ethiopian Railways Corporation

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rating yourself against each statement to indicate your level of agreement with what the statement is suggesting, where the following ratings are:

1 Strongly Disagree 2 Disagree 3 Neutral 4 Agree 5 Strongly Agree

D

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement below the number that best describe your views.

S/n	Features of leadership style practiced in your organization/branch/department.	1	2	3	4	5
i.	You are allowed to bring new ideas in organization.					
ii.	You are motivated at work.					
iii.	The organization is led accordance to set vision.					
iv.	You are receiving contingent rewards (money, other gifts) when you perform better.					
v.	Changes in an organization are discouraged.					
vi.	Subordinates have little freedom of making suggestions.					
vii.	Leaders have absolute power over their subordinates.					
viii.	Subordinates are distrusted.					
ix.	Emphasize is made on corporate culture and structure.					

Source: Adopted from Bass and Avolio (1992)

i) How do you explain your performance in the corporation?

ii) What should be done to improve employee performance?

III. Employee Performance

The sets of statements aimed at helping you assess your performance at your job in the company. You are requested to rate yourself against each statement to indicate yourself assessment of your own performance, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

	1	2	3	4	5
Quality of your performance and productivity.					

1. How do you rate quality of your performance?					
2. How do you rate your productivity on the job?					
Individual's quality of performance and productivity compared with other's doing similar jobs.					
1. How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
2. How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					

1. What type of leadership does your organization practice among these? Please tick only on one item.

- i. Autocratic leadership style. []
- ii. Laissez fair leadership style. []
- iii. Transformation leadership style. []
- iv. Transactional leadership style. []

F2. Using the scale of 1 = “Strongly agree”; 2 = “Agree”; 3 = “Neutral”; 4 = “Disagree”; and 5 = “Strongly disagree”, give your views on the prevailing situation in your branch/department or organization by putting a tick [√] in the table below the number that best describe your views.

S/n	Features of performance in your organization.	1	2	3	4	5
i.	You prepare work plan.					
ii.	You submit report on performed duties in time.					
iii.	Diligently execute duties as per schedule					
iv.	You collaborate with others to carry out duties.					

v. Support members to accomplish their duties.						
vi. You meet standards on your work assignments.						
vii. You report at work place in time.						
viii. Your organization meets set financial targets						

SEMI-STRUCTURED INTERVIEW GUIDE FOR TOP MANAGEMENT

Dear Respondent,

I am a postgraduate student pursuing a Master of Arts in Governance and Development student at Ethiopian Civil Service University. I am conducting this study as part of the requirements for the Master degree. This interview aims at collecting data regarding; the influence of leadership styles on the performance of employees the case of Ethiopian Railways Corporation. High level of confidentiality will be observed when presenting the data. Please kindly answer the following statements as understood or practiced by you to ensure attainment of the expected objectives under this study. Please note that you are not required to provide your name.

Instructions:

Please provide answers to this interview to the best of your understanding about various practices of your organization. This information will be used for academic purposes only.

1. Awareness of the type of leadership one practices in organization.

- i. How do you manage decision making in your Corporation/department?
- ii. How do you manage reward to your staff?
- iii. How do you delegate duties?
- iv. How do you manage performance of employees?

2. Awareness on performance of employee.

- i. How do employees cooperate in executing their duties?
- ii. What do you say about standard of duties performed by employees?
- iii. To what extent are employees motivated in your organization?
- iv. How is the attitude/behavior of the employees when assigned duties? Do they submit in time?

3. What type of leadership does your organization practice among these?

- i. Autocratic leadership style.
- ii. Laissez fair leadership style.
- iii. Transformation leadership style.
- iv. Transactional leadership style.

2. Do you have organizational strategy to improve employee performance?

Yes No

I. If your answer is 'YES' for the previous questions how do you explain organizational strategy? You can measure its impact in terms of supporting to execute defined duties, meeting deadlines, team works and achieving department goals and others, if any.

❖ -----

II. If your answer is 'No' what is your employee performance improvement strategy?

❖ -----

III. What do you think that Ethiopian Railways Corporation can bring change to improve its employee job performance?

STRUCTURED Interview QUESTIONS FOR TOP MANAGEMENT

Do employees in your department complete their assigned duties in time?

A) Yes b) No c) Some of them do

Explain how they complete duties.....

Do employees collaborate with other employees to execute defined duties?

a) Yes b) No c) Some of them do -+

Specify how they collaborate.....

Is the work performed by employees meeting needed standard?

a) Yes b) No c) Partially

Explain how they meet standard.....

Are employees observing signing in and out as per regulation? (Tick applicable)

A) Yes B) No C) Sometimes Yes D) Sometimes No

Explain measures taken for those who do not sign in/out.....

Does your organization have any rewarding system to employees? a) Yes b) No

Specify how they are rewarded.....

Are employee performance evaluated?

a) Yes b) No

Specify how they are evaluated.....

How often do you carry out meetings with subordinates for strategies formation or reporting performance?

a) Weekly b) Monthly c) Quarterly d) Annually e) Others

Specify how you discuss.....

Are duties delegated to staff?

a) Yes b) No

Specify how duties are delegated.....

Is your company with strategic plan?

a) Yes b) No

Specify how it is implemented.....

Leadership features

Does your organization have any rewarding system to employees?

a) Yes []

b) No []

What do you reward?.....

How do you reward?

Are employee performance evaluated?

c) Yes [] d) No []

How do you evaluate?.....

Semi-structured interview questions for Labor Union Members:

1. How do you expect the job performance of Ethiopian Railways Corporation Employees?

2. How does the leadership style affect the corporation employee's job performance?

3. How does the leadership practice affect the corporation employee job performance?

4. What factors mostly influence employees while they work for the corporation? _____

5. Do you have any comments for future improvement from both sides (management and employee)?

Thank you for your willingness and precious time.