

ST. MARY UNIVERSITY
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF EFFECTIVENESS OF
LEADERSHIP PRACTICE
THE CASE OF META ABO BREWERY S.CO

BY
GENET ABERA

JUNE 2014
ADDIS ABABA

**AN ASSESSMENT OF EFFECTIVENESS OF
LEADERSHIP PRACTICE
THE CASE OF META ABO BREWERY S.CO**

**BY
GENET ABERA**

**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT
OF MANAGEMENT
BUSINESS FACULTY
ST. MARY UNIVERSITY**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF BACHELOR OF ARTS IN
MANAGEMENT**

**JUNE 2014
ADDIS ABABA**

ST. MARY UNIVERSITY

**AN ASSESSMENT OF EFFECTIVENESS OF
LEADERSHIP PRACTICE
THE CASE OF META ABO BREWERY S.CO**

**BY
GENET ABERA**

**FACULTY OF BUSINESS
DEPARTM ENT OF MANAGEMENT**

APPROVED BY THE COMMITTEE OF EXAMINERS

Department Head

Signature

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

Acknowledgments

First of all, I would like to thank God for helping me this far and giving me the courage to succeed in my study.

Next, I would like to thank my advisor Ato Yimer Adem and my friend Miss Juhara Omer. Without their assistance and active involvement in every step throughout the process, this study would have never been accomplished.

Finally, it is my pleasure to express my heartfelt thank to Meta Abo Brewery S. Co. administration staff and employees for providing this valuable technique and relevant information.

Table of Contents

	Page
Acknowledgments.....	i
Table of Contents.....	ii
LIST OF TABLES.....	iv
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Research Questions.....	3
1.4 Objectives of the Study.....	4
1.4.1 General Objective.....	4
1.4.2. Specific Objectives.....	4
1.5 Delimitation of the Study.....	4
1.6 Significance of the Study.....	4
1.7 Research Design and Methodology.....	5
1.7.1 Research Design.....	5
1.7.2 Population, Sample Size and Sampling Technique.....	5
1.7.3 Types of Data Collected.....	6
1.7.4 Methods of Data Collection.....	6
1.7.5 Method of Data Analysis.....	6
1.8 Organization of the Study.....	6
CHAPTER TWO.....	7
REVIEW OF RELATED LITERATURE.....	7
2.1 Overview of Leadership.....	7
2.2 Conceptual Definition of Leadership.....	7
2.3 Nature and Importance of Leadership Origin of leadership.....	8
2.4 Functions of leadership.....	9
2.5 Theories of leadership.....	9
2.5.1 Trait Approach.....	10
2.5.2 Behavioral Approach.....	11
2.5.3 The contingency Approach.....	13
2.6 Leadership Model.....	13
2.6.1 Charismatic Leadership Models.....	13
2.6.2 Transactional Leadership Models.....	14
2.6.3 Transformational Leadership.....	15
2.6.4 Servant Leadership.....	15
2.7 Leadership Styles.....	16

2.8 The Role of Leader follower Relationship.....	17
2.9 Leadership Qualities.....	18
2.9.1 Good Communication Skill.....	18
2.9.2 Honesty.....	18
2.9.3 Visionary Outlook.....	19
2.9.4 Action speaks louder than words.....	19
2.9.5 Selecting a Good Team.....	19
2.9.6 Ability to Motivate People Around.....	19
2.9.7 Consistency.....	19
2.9.8 Ability to Stand against Critics.....	20
CHAPTER THREE.....	21
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	21
3.2 Analysis of the Major Findings.....	23
CHAPTER FOUR.....	32
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	32
4.1 Summary.....	32
4.2 Conclusions.....	34
4.3 Recommendations.....	35
Bibliography	37
APPENDICES.....	40

LIST OF TABLES

	Page
Table 1: Shows demographic characteristics of respondent.....	22
Table 2: Shows leadership style.....	23
Table 3: Shows employee satisfaction.....	24
Table 4: Shows employee motivation.....	24
Table 5: Shows guidance without pressure.....	25
Table 6: Shows supervisor is a chief judge for the achievement.....	25
Table 7: Shows factors considered during supervision on leadership practice.....	26
Table 8: Shows relationship between the leaders and followers.....	28
Table 9: Shows competency of supervisor.....	29
Table 10: Shows freedom to do jobs independently.....	29
Table 11: Shows reminding to follow rules and regulations.....	29
Table 12: Shows to use own judgment in solving problems.....	30
Table 13: Shows expression of supervisors of satisfaction.....	30
Table 14: Shows job problem and needs.....	31
Table 15: Shows ability to resolve conflict resolution.....	31

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In today's fast-paced business environment, successful organizations are those that can adapt to changes rapidly. The key to change management rests on the key leadership concepts. Effective leadership enables an organization to be better aligned and clearly, competitive advantage is gained when an organization is aligned to success.

Leadership deals with persuading, inspiring, motivating others, and spearheading useful changes. A leader creates sensible vision for others and directs a team towards achieving that vision (Durbin, 2006:248). We do face uncertain and unsettling future, but not one without vision. Vision is the commodity of leaders and power is their currency (Warren and Bert, 1997:17).

According to (Gill, 2006:22), leaders define what the future looks like, align people with that vision, and inspire them to make it happen despite the obstacles. Managers ensure organizations run smoothly; leaders create change. In most leadership positions, people must be effective as both a manager and a leader. The most effective people are those who can easily switch back and forth between these two roles. The purpose of this instrument is to help people focus and improve their performance in the leadership role required by their position

Leadership is the lifting of man's visions to higher sights, the raising of man's performance to a higher standard, the building of man's personality beyond its normal limitations. (Robert, 2003:241). It is impossible without a guiding vision and a purpose that generates passion for accomplishment. The vision or guiding purpose is the source from which leadership derives its magnetic field to activate the commitment, cooperation and confidence of others. Leadership derives its power from values, deep convictions and correct principles. Leadership is the highest prospect of management (Munroe, 1984:30-31).

Meta Abo Brewery S.C, a public enterprise, was established in June 1967 with an initial capital of 2 million Birr and production capacity of 50,000hl/annum. It is located about 30km South West of Addis Ababa, nearby Sebeta town. It produces bottled beer and draught beer for local and foreign consumption. The company has currently provided employment opportunity to over 850 people.

The total asset of the Brewery is estimated to be \$223 million. The total area of the S. Co is 36.96 hectares. It is currently located at the top in manufacturing and distribution of quality beer in and out of the country.

Meta Brewery S. Co was sold to foreign company called Diageo PLC years ago. Diageo PLC was formed with the merger of Guinness PLC, its primary parent company a hotel chain with brewing interests, in 1997. Guinness had already absorbed a number of other companies. Arthur Guinness began brewing beer in 1759. The name "Diageo" combines the Latin word for "day" and the Greek word for "earth". Together, the two words mean celebrating life every day, everywhere' whatever. This is in another word 'every day, everywhere, people are enjoying our brands.

Diageo is the 11th largest company in the UK. It has bases in 180 countries around the world, with growing markets in Africa, as well as substantial interests in Europe and North America. The company indeed has had much to celebrate in recent years it has become a world leader in spirits production and today is viewed as a clean and ethical company.

The principal aim of Meta Abo Brewery is meeting the customers' requirements for quality beer and to offer customers more choice in the market without affecting the environment. Thus, the Brewery is highly committed to waste reduction, waste management and satisfying customers' needs and expectations. Meta Abo Brewery utilizes state of the art technology and has a highly qualified professional work force that enables it to complete on the export market with the leading international beer producing and marketing companies. The Brewery has been a pioneer in customer satisfaction, which is confirmed by being awarded two internationally, recognized certifications, ISO: 9001 and ISO: 14001.

1.2 Statement of the Problem

Leadership style is the way in which the function of leadership is carried out, and the manager typically behaves towards members of the group. There are many dimensions to leadership and possible way of describing leadership style, such as dictatorial, unity, bureaucratic, benevolent charismatic, consultative, participative and abdicator.

The Authoritarian (or Autocratic) style is where the focus on power is with the manager, alone exercises decision, and authority for determining policy procedures for achieving goals, work tasks and relationship, control of rewards of punishment. (Mullins, 2006:238).

Although the leaders in Meta Abo Brewery S.Co. want their employees to participate in meeting and give their thoughts openly, the decisions are made without considering the opinions of the employees. As a result, the employees think that their opinion will not be considered in the decision, would refrain from giving their opinion regarding the company. In general there exists a gap between the leaders and the employees as the leaders gives decision by ignoring its employees opinions and the employees hesitate from giving any opinion fearing that it might not implemented. Thus, the leaders could not make functional decision regarding the company.

As the preliminary discussion held by the student researcher showed that in Meta Abo Brewery S. Co. the leader can't develop strong, healthy and good relationship between employees and the managers this is the case of negative influence of the leader. The result of such influence is reducing employee's productivity, decrease motivation, commitment being unloyal, disrespect between leaders and employees, this also have impact on the organization productivity.

1.3 Research Questions

1. What are the major leadership styles that are being practiced in Meta Abo Brewery S. Co. in Sebeta Plant?
2. What does the existing leaders-followers relationships look like in Meta Abo Brewery S. Co. in Sebeta Plant?
3. To what extent the employees are satisfied with the existing leadership style in Meta Abo Brewery S. Co. in Sebeta Plant?
4. What are the major leadership problem in Meta Abo Brewery S. Co.?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assess the leadership practice of Meta Abo Brewery S.Co.

1.4.2. Specific Objectives

The specific objectives of the study are to:-

1. Identify major leadership styles that are practiced in Meta Abo Brewery S. Co. in Sebeta Plant.
2. Investigate leaders-followers relationships look like in Meta Abo Brewery S. Co. in Sebeta Plant.
3. Examine to what extent the employees are satisfied with the existing leadership style in Meta Abo Brewery S. Co. in Sebeta Plant.
4. Find out the major leadership problem in Meta Abo Brewery S. Co.

1.5 Delimitation of the Study

The scope of the study is delimited by time, area, subject and population. The student researcher had observed the time after January 2012 G.C., because Meta Abo Brewery S. Co. franchised by foreign company called Diageo PLC. The student researcher conducted the study on the Head Office due to Meta Abo Brewery S. Co. does not have branch offices.

On top of this, the proposed study focused on the practice of leadership style of Meta Abo Brewery S. Co. Since, the study was delimited to Meta Abo Brewery S. Co., specifically the respondents was obtained from managements, supervisors and employees in order to obtain accurate and valuable data about the topic under investigation.

1.6 Significance of the Study

The expected contribution from the study allowed the student researcher to gain practical experience about research methods. The outcome of the study will be expected to inform the management of the Company about the current problem of the leadership style and will help to find out solution to the existing problem that is related with leaders. Moreover, the researcher may initiate other researchers to use as sources of literature for others.

1.7 Research Design and Methodology

1.7.1 Research Design

The student researcher used descriptive research type with an assumption that it helps to generate adequate information about the major challenges in leadership practice. Descriptive research design was preferred to describe the practice of leadership in Meta Abo Brewery S.Co. Moreover, the researcher used survey method using both qualitative and quantitative data.

1.7.2 Population, Sample Size and Sampling Technique

The study has focused on Meta Abo Brewery S. Co. specifically, the respondents were taken from 527 permanent employees, and leaders of Meta Abo Brewery S.Co.

The student researcher took 30% of the total population, which are 158, the student research were taken the above mentioned percentage due to the number of respondents are less than 1000. The sampling technique was stratified sampling technique because by this method the strata divided into six heterogeneous strata based on their work assignment. These are Human Resource, Finance, Procurement, Sales and Marketing, Production, and Quality Control.

Department	No. of Employees	No. of Respondents
Human Resource	50	15
Finance	20	6
Procurement	50	15
Sales and Marketing	150	45
Production	237	71
Quality Control	20	6
Total	527	158

Samples were select from Human Resource 15, Finance 6, Procurement 15, Sales and Marketing 45, Production 71 and Quality Control 6. As depicted in the above table, the number of respondents in each department varies due to the variation on the number of employees working in each department. Questionnaires were distributed to selected sample size in each strata by using convenient sampling method.

1.7.3 Types of Data Collected

Both primary and secondary source were used in this study. The primary data was gathered from employees and managers of the company. The secondary data was obtained from books, internet, related literatures, related research papers and unpublished documents. Primary data sources can offer first hand information or data that enhances the credibility of this research. Besides, additional/supplementary information/ data can be obtained from secondary data sources that can support or supplement primary data gathered.

1.7.4 Methods of Data Collection

The student researcher used questionnaire and structured interview. The questionnaire includes both closed and open ended questions and distributed to employees. The open ended questions helped to find more information which cannot be obtained from the close ended questions and enabled the respondent to express their views freely.

The interview questions were structured questions and a face-to-face interview was conducted with 6 managers of the company.

1.7.5 Method of Data Analysis

In order to analyze and interpret the raw facts obtained from respondents through questionnaire and interview, the student researcher used quantitative and qualitative method of data analysis. Qualitative method was used to describe, qualitative data in logical manner, whereas quantitative method was used to interpret in the form of tables, charts, frequencies and percentage.

1.8 Organization of the Study

This paper will be organized in four chapters. The first chapter is introductory part that includes the background of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study and research design and methodology. Chapter two includes review of related literature. Chapter three is all about data presentation, analysis and interpretation of the study. Chapter four will include Summary of major findings Conclusions and Recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Overview of Leadership

A starting point in becoming an effective leader is to understand what leadership and being a leader are all about. About 35,000 research articles, magazine and books have been written about leadership (Mullins, 2006:112). Challenges confronting organizations in contemporary times have diversified and become more complex requiring extraordinary managerial skills to survive and become successful and sustainable.

It is a truism that, for a leader to be successful there is the need to have command of basic facts about the organization, be sensitive to environmental events, have relevant professional understanding, be emotionally stable, have human relation skills, be a listener, be creative, be mentally alert, have a learning habit, be proactive, be analytical, have problem solving and judgment making skills, and have self-knowledge.

There is also the need to understand that nothing can be achieved without the people in the organization. It is, therefore, not surprising that in the view of Mintzberg (1980:135) every achievement of the organization is an achievement of management and every achievement of management is the achievement of the people in the organization. It is therefore imperative from the foregoing that the way people are led using effective communications and the way the human resources are combined to derive the necessary synergies will go long way to determine how competent the managers or the organizations are and hence the level of performance attainable.

2.2 Conceptual Definition of Leadership

The art of leadership can be defined in many ways. Most definitions focus on the leader's role of inspiring others to achieve outstanding results. And many scholars defined it in many ways but for the purpose of this study the selected definitions are presented as follows:-

Leadership is the capacity and the will to rally men and women to a common purpose and the character which inspires confidence. Leadership is about helping people make sense of what is going on around them and making people feel that complicated and challenging things can actually be done (Manske, 1999:135). Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2006:235).

According to Fraling and Winston (2003:185), a leader is one or more people who selects, equips, trains, and influences one or more followers who have diverse gifts, abilities, and skills and focuses the followers to the organization's mission and objectives. This enables the followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives. The great man theory presents the case that leaders are individuals endowed with great characteristics and heroic abilities. In addition, trait theory describes individual leaders as people who have specific characteristics that help or enable the person to be a good leader. Leadership may be provided by a collection of persons that top management teams represent a group of people who complete all the tasks and processes of leadership but do so as a collective rather than an individual.

2.3 Nature and Importance of Leadership Origin of leadership

Leadership means bringing people together, in order to lead them, i.e. to unite and direct towards a definite aim. To lead is necessary in a place where the need arises to unite people and resources to reach a definite socially useful aim. In the early primitive stage each and every social activity needed a separate individual or group of individuals who can fulfill the function of a leader. For instance, when hunters go for hunting, essentially a need arises for individuals who can direct/guide the activities of the hunters. This is to choose a very good means, ways and methods without much loss of the result. This becomes a function of the capable/gifted people with a definite quality.

As the means of production started to be owned by few individuals, leadership took possession by the owners, and the function of the owner is combined with the function of the leader this is possible when production is not complex, when leaders of the elements of production namely people and other resources are possible to be led by one person. At the time leadership is reduced to the condition of the fulfillment of the activities of people.

But with the productive forces and production relations, with the complexity of the connection in the economic activities with the strengthening of concentration, the

generalization of labor not only in production, between economic ranches, between professionals and specialists, but differentiation of labor, between owner and the leader. The owners hire professional which is called manager-leader of very different character thus been hiring of manage during Feudalism and capitalism (Kinard, 1988:253).

2.4 Functions of leadership

A function is what you do, as opposed to a quality which is what you are. And the following are the functions of leadership planning, initiating, controlling, supporting, informing and evaluating (Adair, 2005:237).

According to (Yukl 2006:169), the ten most important leadership functions are listed and recommended for enhancing collective work in teams and organization, the conditions that create a need for these leadership acts are played out at every level of management and in every sub-unit. The functions can be performed by any member of the organization, but they are especially relevant for designed leaders.

These are: help to interpret the meaning of events, create alignment on objective and strategies, build task commitment and optimism, build mutual trust and cooperation, strengthen collective identity, organize and coordinate activities, encourage and facilitate collective learning, obtain necessary resources and support, develop and empower people and promote social justice and morality.

This indicates leaders are involving in the activities of manager to facilitate their day to day activities in addition to their vision based activities.

2.5 Theories of leadership

As it stands the world is characterized by changing economic & Political conditions global competition new technology, increasingly complex world markets, scarcity of natural resources and dynamic and volatile business environment. How well organizations adept to new conditions will determine who will survive and who will thrive. Environmental dynamism and the changing nature of work have led to the quest for effective leadership. Different perspectives on leadership

emerged through the years accordingly a brief review of the major leadership theories is presented in the following sections.

2.5.1 Trait Approach

The study of leadership has entertained different theories. Some of these common styles have been briefly reviewed here under.

The first organized approach to studying leadership analyzed the personal, psychological, and physical traits of strong leaders. The trait approach assumed that some basic trait or set of traits existed that differentiated leaders from non-leaders. If those traits could be defined, potential leaders could be identified. Researchers thought that leadership traits might include intelligence, assertiveness, above-average height, good vocabulary, attractiveness, self-confidence, and similar attributes (Dubrin, 2004:247).

The early research focused on leaders who had achieved a level of greatness, and hence was referred to as the Great Man approach. During the first half of the twentieth century, hundreds of studies were conducted in an attempt to identify important leadership traits (Yukl, 2001:163). For the most part, the results of the studies were disappointing. For every set of leaders who possessed a common trait, a long list of exceptions was also found, and the list of suggested traits soon grew so long that it had little practical value. Alternative explanations usually existed even for relationships between traits and leadership that initially appeared valid. For example, it was observed that many leaders have good communication skills and are assertive. Rather than those traits being the cause of leadership, however, successful leaders may begin to display those traits after they have achieved a leadership position.

Although most researchers gave up trying to identify traits as predictors of leadership ability, many people still explicitly or implicitly adopt a trait orientation. For example, politicians are all too often elected on the basis of personal appearance, speaking ability, or an aura of self-confidence. Besides, (Kirkpatrick and Locke 1991:92) had identified the seven traits that are thought to be associated with effective leadership. These are described briefly below:

1. **Drive:** Leaders exhibit a high effort level. They have a relatively high desire for achievement, they are ambitious, they have a lot of energy, they are tirelessly persistent in their activities, and they show initiative.
2. **Desire to lead:** Leaders have a strong desire to influence and lead others. They demonstrate the willingness to take responsibility.

3. **Honesty and integrity:** Leaders build trusting relationships with followers by being truthful or non-deceitful and by showing high consistency between word and deed.
4. **Self-confidence:** Followers look to leaders for an absence of self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of their goals and decisions.
5. **Intelligence:** Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information, and they need to be able to create visions, solve problems, and make correct decisions.
6. **Job-relevant knowledge:** Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.
7. **Extraversion:** Leaders are energetic, lively people. They are sociable, assertive, and rarely silent or withdrawn.

2.5.2 Behavioral Approach

The inability to define effective leadership based solely on traits led to an interest in looking at the behavior of leaders and how it might contribute to leadership success or failure. Perhaps any leader can adopt the correct behavior with appropriate training.

Two basic leadership behaviors identified as important for leadership are task-oriented behavior and people-oriented behavior. These two meta-categories, or broadly defined behavior categories, were found to be applicable to effective leadership in a variety of situations and time periods (Yukl, 2006:168).

Although they are not the only important leadership behaviors, concern for tasks and concern for people must be shown at some reasonable level. Thus, many approaches to understanding leadership use these meta-categories as a basis for study and comparison. Important research programs on leadership behavior were conducted at University of Michigan, Ohio State University, and University of Iowa.

Michigan Studies

According to Griffin, researchers at the University of Michigan began studying leadership in the late 1940s. Based on extensive interviews with both leaders (managers) and followers (subordinates), this research identified two basic forms of leader behavior: job centered and

employee centered. Managers using job-centered leader behavior pay close attention to subordinates' work, explain work procedures, and are keenly interested in performance. Managers using employee-centered leader behavior are interested in developing a cohesive work group and ensuring that employees are satisfied with their jobs. Their primary concern is the welfare of subordinates.

The two styles of leader behavior were presumed to be at the ends of a single continuum. Although this suggests that leaders may be extremely job centered, extremely employee centered, or somewhere in between, the researchers studied only the two end styles for contrast. They argued that employee-centered leader behavior generally tends to be more effective.

Ohio State Studies

Again in the words of Griffin, at about the same time that researchers were beginning their leadership studies at the University of Michigan, a group of researchers at Ohio State University also began studying leadership. The extensive questionnaire surveys conducted during the Ohio State studies also suggested that there are two basic leader behaviors or styles: initiating-structure behavior and consideration behavior. When using initiating-structure behavior, the leader clearly defines the leader-subordinate role so that everyone knows what is expected, establishes formal lines of communication, and determines how tasks will be performed. Leaders using consideration behavior show concern for subordinates and attempt to establish a warm, friendly, and supportive climate. The behaviors identified at Ohio State are similar to those described at Michigan, but there are important differences. One major difference is that the Ohio State researchers did not interpret leader behavior as being one-dimensional; each behavior was assumed to be independent of the other. Presumably, then, a leader could exhibit varying levels of initiating structure and at the same time varying levels of consideration (Griffin 2008:149).

University of Iowa Studies

The University of Iowa studies explored three leadership styles to find which was the most effective (Lewin & Lippitt, 1938:69). The autocratic style described a leader who dictated work methods, made unilateral decisions, and limited employee participation. The democratic style described a leader who involved employees in decision making, delegated authority, and

used feedback as an opportunity for coaching employees. Finally, the laissez-faire style leader let the group make decisions and complete the work in whatever way it saw fit. The researchers' results seemed to indicate that the democratic style contributed to both good quantity and quality of work.

But, had the answer to the question of the most effective leadership style been found? Unfortunately, it wasn't that simple. Later studies of the autocratic and democratic styles showed mixed results. For instance, the democratic style sometimes produced higher performance levels than the autocratic style, but at other times, it didn't. However, more consistent results were found when a measure of employee satisfaction was used. Group members were more satisfied under a democratic leader than under an autocratic one (Bass, 1981:256).

2.5.3 The contingency Approach

Contingency approach to leadership emerged in response to the question about the best way to lead, and dealt with the interaction b/n the leaders traits and behaviors on the one hand, and the situation in which the leader exists on the other. The basic assumption of this approach is that effects of one variable on leadership are contingent on other variable.

This concept was a major in sight at the time, because it opened the door for the possibility that leadership could be different in every situation (Pierce and Newstrom, 1995:133).

Effective leader should adjust his/her style in a manner consistent which critical aspects of the organizational context, such as the nature of the task, and attributes o employees carrying out the work (Buchanan and Huczynski, 1997:257).

2.6 Leadership Model

2.6.1 Charismatic Leadership Models

While there are differences among the different leadership theories all share the view that outstanding leaders have the ability to make a substantial emotional impact on their subordinates (Yukl, 2001:). Charismatic leaders go beyond a simple performance reward transaction by elevating their subordinates self image and self confidence by a rousing subordinates emotional attachment to the leader. They create strong commitment to the organization's

goals by connecting them intellectually and emotionally to employees personal goals, charismatic leaders are believed to perform some specific behaviors such as articulation of future vision, building credibility and commitment to the vision, building credibility and commitment to the vision, creating emotional challenges and encouragement for followers charismatic leaders communicate idealized goal and vision they want the organization to accomplish. Such vision projects a set of values and beliefs that resonate with followers. It invites and persuades followers to move beyond their self interest and to focus on the broader and more meaning full organizational interest.

Charismatic leaders are also credible because they convince subordinates of their own strong motivation, enthusiasm and commitment. Their actions and decisions are consistent with a support the advocated vision (House et al. 1992:287). Charismatic leaders model how to show the appropriate behaviors' that are important to accomplish the vision and they engage in behaviors'. That are innovative, and often UN conventional (Bass, 1985). They also are risk taker, sacrificing them serves to achieve their vision (Conger and Kanungo,1998:233).

2.6.2 Transactional Leadership Models

Transactional leadership is based on bureaucratic authority, focuses on task completion, and relies on rewards and punishments (Tracey and Hinkin, 1998:175). Transactional leadership is hypothesized to occur when there is a simple exchange of one thing for another. According to Burns (1978), Transactional leadership occurs when one person takes the imitative in making contact with others for the purpose of an exchange of valued things. In this relationship leader and the led exchange needs and services in order to accomplish in dependent objectives (Barker, 1990:237)

Transactional leaders are considered to be those who focus of the motivation of followers through rewards of discipline, clarifying for their followers various behaviors. They actively monitor deviance from standards, mistakes and errors, or they may passively wait for followers to do something wrong (Bass, 1985; Bass and Avolio, 1995:185).

Transactional leaders address the current needs of subordinates by focusing attention on exchanges (reward for performance, mutual support and bilaterals exchanges). (Bass, 1985:186) describes a transactional leader as one who prefers a leader-member exchange relationship, where by the leader fulfils the needs of the followers in exchange for their performance in meeting basic expectations.

2.6.3 Transformational Leadership

While transactional leadership attempts to attain a certain level of performance through contingent reward, transformational leadership attempts performance beyond the forget through mutual stimulation and elevation (Burns, 1978:127).

Transformational leadership was first introduced by (Burns 1978) who described it as the process through which leaders effect a radical change in the behavior of followers.

Transformational leaders increase the confidence of individuals of groups, arouse awareness and interest in the group or organization, and attempt to move the concerns of subordinates to achievement and growth rather than existence (Bass, 1985:230).

Transformational leadership behaviors go beyond transactional leadership and motivate followers to identify with the leader's vision and sacrifice their self-interest (Bass, 1985) conceptualization of transformational leadership includes charisma or idealizes influence, inspirational motivation, intellectual stimulation and individualized consideration.

2.6.4 Servant Leadership

Russell, and Stone, (2002:205) established a practical model for servant leadership and identified functional and accompanying attributes of servants. The attributes identified by Russell and Stone provide a reasonable basis for comparing servant leadership with transformational leadership.

Transformational and servant leadership models have similarities. Both leadership forms work in corporate influence, vision trust respect credibility risk-sharing or delegation, and integrity, both models emphasize the importance of appreciating and valuing people, listening mentoring or teaching and empowering followers. In fact the theories are probably most similar in their emphasis up on individualizes consideration and appreciation of followers.

Nevertheless, transformational leadership and servant leadership and servant leadership do have points of valuation. There is much greater emphasis up on service to followers in the servant leadership are influential servant leaders gain influence from servant-hood self (Russell and Stone, 2002:205) in so doing, they allow extraordinary freedom for followers to exercise their own abilities. They also place a much higher degree of trust in their followers than would be the cause in any leadership styles that required the leader to be somewhat directive.

2.7 Leadership Styles

Leadership style is the way in which the function of leadership is carried out, the way in which the manager typically behaves towards members of the group. There are many dimensions to leadership and possible way of describing leadership style, such as for example dictatorial, unity, bureaucratic, benevolent charismatic, consultative, participative and abdicator.

The Authoritarian (or Autocratic) style

Here the leader informs the employees that what they should do and how should they accomplish the task, Here the leader does not take the advice of the employees while giving orders. You can use this strategy when you know exactly how to solve the problem. You can also use this strategy when you have less time to complete the tasks and the employees are motivated. Some leaders think that shouting at employees, using abusive and threatening language is authoritarian style. This is totally wrong. Yelling at the employee is an unprofessional and abusive style and is often referred to as bossing people around. This kind of style has no place in a friendly working environment. Authoritarian style should not be used frequently. It should be used on exceptional or uncommon occasions. (Mullins, 2006:247)

Directive style

A directive style exhibited when a leader lets subordinates know what they are expected to do, gives directions and guidance, asks subordinates to follow rules and procedures, and schedules and coordinates work activities. A directive style often has negative connotations, which are generally identified with terms like authoritarian. Telling becomes commanding or become bossy, informing becomes dictating, clarifying becomes threaten and planning becomes micro management (Wart, 2008:155).

Participative/democratic style

Leaders using a participative style consult with subordinates and take their options in to account, provide suggestions and advice rather than direction, and establish a friendly and creative work environment for the team as a whole. Behaviors including consulting, coordinating personnel, developing staff, motivating, building and managing teams, managing conflicts, and managing personal change by including followers in decision making (Wart, 2008:158).

A Genuine laissez-faire style

Is where the managers observe that members of the group are working well on their own? The manager consciously makes a decision to pass the focus of power to members, to all of them freedom of action and not to this style of leadership behavior and does not want to get involved.

The manager just lets members of the group get on with the work in hand. Members are left to face decision which rightly belong with the managers this is more a non-style leadership or it could perhaps be labeled as abdication (Mullins, 2006:259).

2.8 The Role of Leader follower Relationship

When we think about leadership, we tend to focus almost entirely on the leader. Yet without followers, there is no leader. Leadership is participatory: leaders and followers exist in a mutually beneficial relationship where each adds to the effectiveness of the other. Also, leadership and followership has a “circular effect”, which continually feed off each other. Better the followership, better the leadership and vice versa. We are all leaders and all followers (always reporting to someone higher: Boss, Board of Directors or following someone). For example, a department head in a university is the leader of staff the department and he/she is also a follower of the organization dean/director/president of the university. Followership is just as important as Leadership.

In essence, good followership makes the Leadership shine, which in turn, the credit should be deflected back upon the followers. Good followers make a leader’s decision look like it was their own. Poor followership is seconding guessing a leader’s decision in front of others, which only causes dissention and lack of confidence in other followers.

As a leader, remember that your followers are a reflection of you. As a follower, remember your role is to support your leader. Supporting does not mean blindly following, but you do everything in your power to set your leader up for success. Remember they also are reporting to another leader. The circular effect applies: Leaders also do everything in their power to ensure followers have resources necessary to carry out their decisions and tasks. (Burns, 1978:110)

2.9 Leadership Qualities

Leadership is nothing but the quality which makes a person stand out different from other ordinary employees. It is associated with such a person who has aggressiveness in speech and action, love for the employees, and who can handle pressure under different circumstances and a person who is always ready to fight for the rights of employee. A leader is useless without followers. It is the followers who make a person as a leader and if required overthrow him. ([WWW. Questia. com/leadership](http://WWW.Questia.com/leadership)).

Leaders play a critical role during change implementation, the period from the announcement of change through the installation of the change. During this middle period the organization is the most unstable, characterized by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and mandate. It can be a period of emotionalism, with employees grieving for what is lost, and initially unable to look to the future.

In addition to forecast and amiability, the characteristics that a leader must have are ability to recognize employees' talents, the know-how to make teams work and an open mind.

Leadership does vary to some extent as per the positions i.e. it may be slightly different for a manager and different for a union leader but the basic qualities of leadership do not change.

2.9.1 Good Communication Skill

Communication is the key to be a great leader. The reason for this is simple: If he possesses the other nine leadership qualities but if he fails to communicate well, he will never be a great leader. What he can do is communicate with others in the organization about what it can do to move the company forward, in other words good business relationships. If he cannot establish a good business working relationship, he is not going to be that leader, that team player. He will not be able to communicate how it can add long-term value to the company. The modern leaders must therefore be equipped with good communication skills and use new ways to do effective communication.

2.9.2 Honesty

The most valuable asset of a leader is honesty. He must be honest with both his employees and the management committee. Another part of his future is integrity. Once a leader

compromises his or her integrity. It is lost. That is perhaps the reason integrity is considered the most admirable trait. The leaders therefore must keep it above all else.

2.9.3 Visionary Outlook

Leadership qualities are different for different position. He has to be able to look beyond where we are today, know where to business is going, and be able to use that vision to move the company forward; being able to do this is a rare skill indeed.

2.9.4 Action speaks louder than words

Managers must be able to put aside their concerns to listen to (and appear to listen) those around them. As a result, they come know what is going on, and know what is both said, and said between the lines. They have the knack of appearing to know what people need even if those needs are not expressed directly.

However, knowing what is going on, and identifying the needs of those around them is not sufficient. The responsive manager also acts upon that knowledge, attempting to help fulfill the needs of employees, superiors, etc. Responsive managers wield influence to solve problems for those around them, often before even being asked.

2.9.5 Selecting a Good Team

Leaders should have a skill of choosing best people for a team. So that, the selected members of the team will be efficient and productive and also here will be an atmosphere of mutual trust and respect.

2.9.6 Ability to Motivate People Around

A good leader must always keep motivating his team mates for good work and should maintain healthy environment. He must give first priority to safety of workers and sec that they are not exploited by superiors.

2.9.7 Consistency

Leadership effectiveness is impossible without consistency; every leader has an approach that is unique to them. Dews not change your personal style radically after all, got you in a

leadership position modify the rough but take care not to confound your staff by displaying inconsistency. Your expectations, though subject to modification based on ever-changing business needs, should remain as constant as possible. The business world is confusing enough without you adding unwelcome surprises into the mix. Keep things simple and consistent.

2.9.8 Ability to Stand against Critics

As the success rate increases your critics multiply and become louder. Come to peace with the fact that you will always have a camp of people who critique every decision you make. They are generally the ones who are excellent problem identifiers than problem-solvers. Develop our skills of repelling such critics that they do not diminish your confidence or enthusiasm. It takes focus and confidence not to be adversely affected by criticism. Strong leaders learn the art of listening to critics, but ultimately making decisions for the good of the department, not to simply please the critics. The following quote sums it up nicely: Some of the most talented people are terrible leaders because they have a crippling need to be loved by everyone as rightly stated by James Schorr.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This part of the research discusses the findings based on the self-administered questionnaire provided by the student researcher. The primary objective of this study is to know the practice of leadership of Meta Abo Brewery S. Co. The study intends to find out the major leadership styles that are practiced in Meta Abo Brewery S. Co. It also aims to find out what the existing leaders-followers relationship looks like. Furthermore, to determine employees are satisfied with the existing leadership style and to assess the major leadership problems.

For this study, primary and secondary data were used. Primary data was conducted using questionnaires that were sent to the employees of Meta Abo Brewery S. Co. The student researcher conducted closed ended questions and the questionnaires were used to obtain quantitative data and the interviews were used to provide qualitative insights of employees.

Among the 158 questionnaires distributed to employees of the Company 135, (which is 85%) were returned to the researcher. 19 of the questionnaire were not returned and from the total questionnaires collected 4 were discarded by the student researcher they were not filled properly.

Regarding the interviews, among eight managers of the Company, interview was made with six department managers in order to get qualitative data. The student researcher couldn't interview the two managers due to work burden and incompatible time.

3.1 General Characteristics of the Respondents

The respondents' profile was expressed in terms of sex, age, educational background and work experience. As a result, the following data were presented, analyzed and interpreted.

Table 1:- Demographic characteristics of respondents

Item	General Characteristics	Description	No. of Respondents	Percentage
1	Sex	Female	55	41
		Male	80	59
		Total	135	100
2	Age	18-25	16	12
		26-33	48	35
		34-41	51	38
		42-50	13	10
		Above 50	7	5
		Total	135	100
3	Educational background	12 complete	33	24
		Certificate	49	36
		Diploma	21	16
		Degree	28	21
		Masters and above	4	3
		Total	135	100
4	Service year	Less than 3 years	33	24
		3-6 years	47	35
		7- 10 years	28	21
		Above 10 years	27	20
Total			135	100

As indicated on the above table 1, item no. 1, 80 (59%) of the respondents are male and the other 55 (41%) are female. As it is shown in the figure male employees are dominating the group. From the above data, we can say that the gender distribution is not proportional. This implies that the work force is dominated by male.

As revealed in item 2, the data in terms of age indicates that 16 (12%) of the respondents fall in the age range of 18-25 years; 48(35%) of them fall in the range of 26-33 years and 51(38%) fall in the age range of 34-41 years; 13(10%) fall in the range of 42-50 and 7(5%) are above 50. This clearly indicates that majority respondents were between 26-33 and 34-41 age groups are found in adult stage. This shows that employees are well matured.

Item. 3 of table 1 depicts the majority of the respondents, i.e 33(24%) are high school graduates, 49(36%) are certificate holders, 21(16%) are diploma holders; 28(21%) are degree holders 4(3%) are M.A holder and above. This indicates that employees have basic knowledge to perform their duties properly.

In addition 33(24%) employees have served the Company for 3 years; 47(35%) serve for 3-6 years; 28(21%) serve for 7-10 years and 27(20%) employees have given for over 10 years. From this data it is possible to view that most of the employees are much experienced and had adequate skill.

3.2 Analysis of the Major Findings

Table 2: Questions related to Leadership Style

Item	Alternatives	Respondents response	
		Frequency	Percentage
Type of leadership style the company follows.	Autocratic	90	66.66
	Democratic	25	18.51
	Laissez faire	-	-
	Other	-	-
	I don't know	20	14.81
Total		135	100%

As it is shown in table 2, 90 (66.66%), said that type of leadership is autocratic and 25 (18.51%) is said to be democratic and the other 20 (14.81%) said that they don't know what type of leadership style the organization follows. From the respondents point of view the leadership style currently being exercised is more of Autocratic. On the other hand the result of the interview shows that style of leaders is democratic leader, also the managers believe that the style of leaders are best for the company and argued that the democratic leadership is better to organizational success because it is participatory and gives equal right to all members.

Table 3: Questions related to employee satisfaction

Item	Alternatives	Respondents response	
		Frequency	Percentage
Employees are satisfied with the current leadership style.	Very satisfactory	11	8.14
	Satisfactory	15	11.11
	Neutral	22	16.29
	Unsatisfactory	55	40.74
	Very unsatisfactory	32	23.70
Total		135	100%

As it shown in the table 3, 11(8.14%) said the current leadership style is a very satisfactory, 15 (11.11%) satisfactory, 22(16.29%) neutral, 55 (40.74%) unsatisfactory and 32 (23.70%) very unsatisfactory. This can clearly indicate that employees are not satisfied with the current leadership style. Thus, if employees are not satisfied with the style of leadership individual and group performance may decrease.

Table 4: Questions related to employee motivation

Item	Alternatives	Respondents response	
		Frequency	Percentage
Leaders/supervisors exercise rewards in order to motivate employees to achieve organizational objectives.	Strongly Agree	11	8.14
	Agree	7	5.18
	Neutral	12	8.88
	Disagree	48	35.55
	Strongly Disagree	57	42.22
Total		135	100%

As it shown in table 4, 11 (8.14%) strongly Agree, 7 (5.18%) agree and 12 (8.88%) is preferred to be neutral and the rest 48 (35.55%) and 57 (42.22%) said that they disagree and strongly disagree respectively. From the respondent's point of view, one can determine that leaders of the company do not exercise rewards in order to motivate employees to achieve organizational objectives. This creates low employees' initiation to work and dissatisfaction with their work.

Table 5: Questions related to guidance without pressure

Item	Alternatives	Respondents response	
		Frequency	Percentage
Leaders provide guidance without pressure.	Strongly Agree	16	11.85
	Agree	13	9.62
	Neutral	17	12.59
	Disagree	36	26.66
	Strongly Disagree	53	39.25
Total		135	100%

As per the above table 5, 16(11.85%) strongly agree on guidance without pressure 13(9.62%), 17(12.59%), 36(22.66%) and 53(39.25%) agreed, neutral, disagree and strongly disagreed respectively. This prevails that the majority of employees have disagreed with the idea of guidance without pressure in Meta Abo Brewery Sc. Co. Therefore, employees desire to be free to exert their talent and potential.

Table 6: The supervisor is a chief judge for the achievement

Item	Alternatives	Respondents response	
		Frequency	Percentage
The supervisor is the chief judge of the achievements of the members of the group	Strongly Agree	38	28.14
	Agree	47	34.81
	Neutral	13	9.62
	Disagree	17	12.59
	Strongly Disagree	20	14.81
Total		135	100%

As it shown in the table 6, 38(28.14%), 47(34.81%) strongly agree and agree on that the supervisor is a chief judge of the achievements of the group members. 13(9.62%) are neutral and the rest 17(12.59%), 20(14.81%) responded that they disagree and strongly disagree respectively. This reveals that the supervisors are chief judge of the achievements of the members in the company. Thus, it perceives that the leadership style in the company is characterized by authoritarian type. However, the literature confirms that the leadership must be shared within the group that the manger being a role model and results in good leadership style.

Table 7: Factors considered during supervision on leadership practice

Item	Description	Respondents response										Total	
		S. Agree		Agree		Neutral		Disagree		S. Disagree			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	Considers staff input when making decisions.	12	8.33	11	8.14	13	9.62	50	37.03	49	36.29	135	100%
2	Provides opportunities to discuss the unit's performance after an event	16	11.85	14	10.37	14	10.37	43	31.85	48	35.55	135	100%
3	Takes time to meet with staff to develop a plan.	15	11.11	17	12.59	13	9.62	42	31.11	48	35.55	135	100%
4	Ensures that adequate resources (e.g. staff, supplies, equipment, and information) are available.	52	38.51	59	43.70	11	8.14	6	4.44	7	5.18	135	100%
5	Ensures that staffs are aware of any situations or changes that may affect the employees.	14	10.37	11	8.14	12	8.88	48	35.55	50	37.03	135	100%
6	Ensures information dissemination in the company always.	26	19.25	13	9.62	18	13.33	43	31.85	35	25.92	135	100%
7	Ensures employees' participation in decision making process.	19	14.07	15	11.11	16	11.85	42	31.11	43	31.85	135	100%

On the above table 7, item no. 1 shows that 12(8.33%), 11(8.14%) and 13(9.62%) have responded towards the input consideration of employees in decision making is strongly agree, agree and neutral respectively. And the other 50(37.03%) and 49(36.29%) disagree and strongly disagree respectively. This shows that the employees are not considered in decision making. Thus, in future this may result in poor relationship between employees and supervisors which prove that the leaders are ignored the ideas of employees.

In item 2, the respondents depicts on supervisors providing opportunities to discuss the unit's performance after an event shows that 16(11.85%), 14(10.37%), 14(10.37%), 43(31.85%) and 48(35.55%) of responded that it is strongly agree, agree, neutral, disagree and strongly disagree respectively. This shows that the majority of respondents approved there is lack of discussion even is after an event completed. As a result, this contradicts with the literature in that the followers must participate in discussion.

In item 3, the result shows on taking time to meet with staff to develop a plan 15 (11.11%), 17(12.59%), 13(9.62%), 42(31.11%) and 48(35.55%) of respondents portray that it is strongly agree, agree, neutral, Disagree and Strongly disagree respectively. This shows that there is absence of meeting with staff to develop a plan. Thus, everyone in the organization have a slight participation in developing a plan.

In item 4, the respondents on ensuring for existence of adequate resources are available is 52(38.51%), 59(43.70%), 11(8.14%), 6(4.44%) and 7(5.18%) strongly agree, agree, neutral, disagree and strongly disagree respectively. This shows that the majority of employees believe that adequate resources are available in the organization. Thus this has positive impact on the leadership practice in implementing the leadership style.

In item 5, the respondents ensure that staffs are aware of any situations or changes that may affect the employees lies on 14(10.37%), 11(8.14%), 12(8.88%), 48(35.55%) and 50(37.03%) respectively. This shows that the majority of employees believe there is a problem of addressing necessary information timely. This will lead the employees to wrongly perform their duties.

In item 6 the respondents on ensuring information dissemination in the company lies on 26(19.25%), 13(9.62%), 18(13.33%), 43(31.85%) and 35(25.92%) strongly agree, agree, neutral, disagree and strongly disagree respectively. This implies that the majority of employees asserted there is no dissemination of information in the organization. Thus this will create a communication gap between leaders and employees.

In item 7, the respondents on ensuring participation in decision making process in the company the finding percentage lies on 19(14.07%), 15(11.11%), 16(11.85%), 42(31.11%) and 43(31.85%) strongly agree, agree, neutral, disagree and strongly disagree respectively. This indicates that the majority of employees alleged the existence of employee participation in decision making is low in the organization. Thus, this has negative impact on job satisfaction, employee productivity and reduces employee commitment towards organizational goal.

In contrast, majority of responses obtained from the interview conducted with leader's show that supervisors consider staff input when making decision, provides opportunities to discuss the unit's performance after an event, takes time to meet with staff to develop a plan and information dissemination is always exercised properly in the company. From this one can infer that there is a mismatch between leaders and employees on the above mentioned factors.

Table 8: Relationship between the leaders and followers

Item	Alternatives	Respondents response	
		Frequency	Percentage
There are healthy relationship between the leader and followers.	Strongly agree	22	16.29
	Agree	17	12.59
	Undecided	20	14.81
	Disagree	42	31.11
	Strongly disagree	34	25.18
Total		135	100%

Literature argued that, the benefits of improving workplace relationships are immense and allow you to feel recognized, accepted and appreciated. Harmony and peace in the work place is the key to success of the people as well as the organization.

In the above table 8, which is concerning relationship between the leaders and followers of the Company, the respondents replied as follows; 22(16.29%) Strongly agree, 17(12.59%) agree, 20(14.81) undecided, 42 (31.11%) disagree and 34 (25.18%) strongly disagree. The result implies that majority of the respondent said the relationship between leaders and followers is not healthy, which has a negative effect on the performance of the employee.

In contrary, the majority of responses obtained from the interview conducted with leaders show that there is smooth relationship between leaders and followers. Based on the information

obtained from employees and leaders, there is lack of transparency and communication regarding their relationship.

Table 9: Competency of supervisor

No.	Item	Respondents response												
		Very High		High		Neutral		Low		Very Low		Total		
1	The supervisor competent to properly lead the department	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
			33	24.44	49	36.29	19	14.07	21	15.55	13	9.62	135	100

As it can be observed from the above table, 33 (24.44%) Very High, 49(36.29%) High 19 (14.07%) Neutral, 21 (15.55%) Low, and 13 (9.62%) Very low. The result confirms that, leaders are competent enough to lead. Similarly, the response obtained from interview shows that the leaders are able to accept and seek new challenges.

Table 10: Freedom to do jobs independently

No.	Item	Respondents response												
		Always		Often		Occasionally		Rarely		Never		Total		
1	Leaders allow the members complete freedom in their work	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
			11	8.14	13	9.62	24	17.77	48	35.55	39	28.88	135	100

In Table 10 employees were asked to rate their freedom to do jobs independently. Accordingly, 11(8.14%), 13(9.62%), 24(17.77%), 48 (35.55%) and 39 (28.88%) of the respondents responses are rated as always, Often, Occasionally, Rarely and never respectively. By considering the majority of respondents we can say that most of the time the employees are not doing their jobs independently. Therefore, this prevails that employee does not use their full capacity in carrying out their duties.

Table 11: Reminding to follow rules and regulations

No.	Item	Respondents response												
		Always		Often		Occasionally		Rarely		Never		Total		
1	Leaders show the group members to follow standard rules and regulations.	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
			37	27.40	51	37.77	6	4.44	23	17.03	18	13.33	135	100

According to table 11, the respondents said that 37(27.40%) Always, 51(37.77%) Often, 6 (4.44) occasionally, 23 (17.03%) rarely and 18(13.33%) Never. Standing from the respondent's point of view, leaders are reminding the employee to follow the rules and regulations of the company. This implies that employees are performing their work based on rules and regulation.

Table 12: To use own judgment in solving problems

No.	Item	Respondents response												
		Always		Often		Occasionally		Rarely		Never		Total		
1	Leaders allow using your own judgment to solve problems.	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
			12	8.88	18	13.33	14	10.37	56	41.48	35	25.92	135	100

On the above table 12, the respondents said that 12(8.88%) Always, 18(13.33%) Often and 14(10.37%) occasionally. The rest of them 56(41.48%) and 35(25.92%) said that they have rarely and Never respectively. Majority of the respondents gave their response that; the company leaders do not allow them to solve problems by their own judgment. From this, one can infer that leaders of Meta Abo Brewery Share Company leadership style seems autocratic.

Table 13: Expression of Supervisors of satisfaction

No.	Item	Respondents response												
		Very often		Often		Occasionally		Rarely		Never		Total		
1	Leader gives feedback to reflect his/her satisfaction.	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
			13	9.62	16	11.85	17	12.59	37	27.40	52	38.51	135	100

In Table 13, the respondents were asked to answer how often they receive acknowledgment from their supervisors pertinent to good performance. The finding shows that 13(9.62%), 16(11.85%) and 17(12.59%) have given a chance of very often, often and occasionally respectively. The other 37(27.40%) and 52(38.51%) respondents said that there is no clue about satisfaction of good performance. Thus, the majority of employees rarely get feedback from their supervisor. So, employees can not improve their performance and limits to turn the weakness of employees into strength.

Table 14: Job problem and needs

No.	Item	Respondents response											
		Very High		High		Neutral		Low		Very Low		Total	
1	Leaders understand job problems and needs.	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
		12	8.88	18	13.33	9	6.66	59	43.70	37	27.40	135	100

The above figure shows the rate of the supervisor's ability to understand the job problems and need. Accordingly, about 37(27.40%) responses indicate very low and 59(43.70%) response shows that it is low and the rest of the respondents i.e 9(6.66%), 18 (13.33% and 12(8.88%) respondents response is neutral; high and very high respectively. Thus, this shows that most of employees rated their supervisor's ability to understand jobs and need is very low. This depicts that the leaders may not show respect such desires and need of their subordinate's. Therefore, if leaders do not understood job problems and needs, in the long run employee's initiation to work and productivity decreases.

Table 15: Ability to resolve conflict resolution

No.	Item	Response											
		None		Small		Moderate		High		Very High		Total	
1	Leaders are capable to resolve conflict between employees/ employer and employees when it arises.	No	%	No	%	No	%	No	%	No	%	No	%
		9	6.66	17	12.59	30	22.22	47	34.81	32	23.70	135	100

On the above table 15, 32(23.7%), 47(34.81%) and 30(22.22%) said that they have very high, high and moderate attitude respectively. The rest of them 17(12.59%) and 9(6.66%) said that they have small and none respectively. As a result the majority of employees opinion on leader's capability of resolve conflict are high. This implies that if leaders capable to resolve conflict, it creates a good working environment.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter is the last part of the study and it deals with summary of findings, conclusions and recommendations made by the student researcher.

4.1 Summary

The major objective of this paper is to investigate leadership style exercised in the company in Meta Abo Brewery S.C.. To attain the objectives the student researcher designs the major leadership styles that are practiced, what does the existing leaders-followers relationships look like, to what extent employees are satisfied with the existing leadership style and the major leadership problem in Meta Abo Brewery S. Co.

In order to achieve these objective, related literatures have been studied and, relevant interviews were conducted with managers. Questionnaires were also distributed to employees in Meta Abo Brewery S. Co. in Sebeta plant. The distributed questionnaires were designed and distributed for collecting primary data. Then the collected data was tabulated and converted into percentage and frequencies were indicated in the form of table, chart and graph. The student researcher used descriptive research method and stratified sampling technique in the study.

Finally the following highlights of the major findings of the study;

- According to the findings, it was identified that (80) 59% of respondents are male. From this we can say that the gender distribution is not proportional. This implies that the work force is dominated by male, 38% respondents fall under the age 34-51. Regarding educational background 36% of the employees are certificate holders and 35% have between 3-6 years of service in the organization.
- From the respondents' point of view 67 % of the respondent responded that the style of leadership is autocratic. This infers the leadership style currently being exercised is more of Autocratic.

- According to the finding, 41% of the employees replied that the current leadership style is unsatisfactory. This can clearly indicate that employees are not satisfied with the current leadership style
- From the respondent's response, 42% of employee's strongly disagreed on leaders exercise rewards in order to motivate employees to achieve organizational objectives. One can determine that leaders of the company do not exercise rewards in order to motivate employees to achieve organizational objectives.
- Concerning leaders providing guidance without pressure 39% of the employees strongly disagree.
- 34% of employees have agreed response for the supervisor is the chief judge of the achievement of the members of the group.
- Input of the staff when making decision 36% of the respondent's strongly disagreed. This shows that the employees idea/opinion is never taken as an input for the decision making process.
- The finding shows that 36% of the respondents strongly disagreed the opportunity to discuss the unit's performance after an event. As a result, this contradicts with the literature in that the followers must participate in discussion.
- Taking time to meet with staff, 36% of the employees strongly disagreed.
- 44% of responses ensure that availability of resources is high.
- Regarding awareness of any situation or changes that may affect employee, 37% of employees strongly disagreed. This shows that there is a weak interaction between the management and operational employees.
- 32% of the respondents disagreed on the information dissemination in the company. This shows that the majority of employees believe there is a problem of addressing necessary information timely.
- The finding shows that employee's participation in decision making process.32% of respondent are strongly disagreed. This deduce that the tendency of the supervisor not encourage the employee to involve in routine decision making activities.
- Relationship between the leader-follower 31% of employees responded that there is no healthy relationship between the leader and the follower.
- Regarding supervisor's competency 36 % of employees believed that is high.
- 36% of employees said that freedom to do jobs independently is rare. This indicate that the employee do not use their full capacity in carrying out their duties

- 38% of the respondents said that leaders often show the group members to follow standard rules and regulations.
- 41% of the employee said that using their own judgment in solving problems is rare. From this one can infer that leadership style seems autocratic
- 39% of the employee said leaders never give feedback to reflect his/her satisfaction. So, employees can not improve their performance and limits to turn the weakness of employees into strength.
- The finding shows that 44% of the employee response about leaders understanding job problems and needs is low.
- 35% of the employee response about leaders' ability to resolve conflict resolution is high.

4.2 Conclusions

Based on the previous data analysis, the following conclusions can be drawn. The conclusion may put a guideline in all features and efforts to improve leadership practice in the Industry.

- There is a tendency of the supervisor not to allow employees complete freedom to their work and leaders do not give opportunity to express their ideas and feeling. In addition, employees do not use their own judgments to solve their problems and do not involve in decision making process and it also made them to refrain from forwarding valuable comments and suggestion for the improvement and change of the prevailing system. From these one can conclude that the leadership style under practice is so authoritarian.
- According to the respondents response the leader-follower relationship is not good and strong and they have negative attitude for their managers. Because leaders guiding employees with pressure and staffs are not aware of any situation or changes that may affect the employees. This situation shows that the productivity of the company is questionable due to the gap between managers and employees of the company.
- The study shows that employees are not satisfied with the current leadership style of the company due to lack of feedback and leaders do not exercise reward system. Thus, this may result in reduced employee initiation to work and they are not satisfied with their work.
- From the finding one can understand that the major leadership problems are that leaders do not involve the idea of employees as an input in decision making process, not to provide a chance to develop a plan and they do not create opportunities to discuss the

- unit's performance after an event. From this one can infer that there are critical leadership problems that affect negatively employees commitment towards organizational goal.

4.3 Recommendations

Based on the previous conclusions, the following recommendation can be drawn. The recommendation may contribute a better and improved leadership practice of Meta Abo Brewery S. Co.

- In order to improve the participation of employees in routine operational decisions and increase their involvement in forwarding valuable comments and suggestion for improvement of the prevailing system, the company should exercise better leadership style, leaders give opportunity to express their ideas and feeling and involve in decision making process.
- The benefits of improving workplace relationship are immense and allow to feel recognized, accepted and appreciated. Harmony and peace in the work place are the key to success of the people as well as the organization. Leaders should improve their relationship with employees through guiding employees without pressure, allow employees complete freedom to their work, creating awareness to any situation or changes that may affect the employees, transparent relationship and respect others point of view
- It is strongly recommended that the company should establish modern type of feedback system to give immediate response for complaint of employees and this will help create satisfaction of employees and has a direct impact to enhance performance. Effective feedback creates trust and satisfaction to employees at work. Moreover, lets other know how they are going, whether the instructions provided are understood and whether the standard of work is acceptable.
- Reward system is an important tool and always has a positive relation with the performance. Thus, the company should improve the reward system in order to increase employee's satisfaction and as the same time performance. They also are risk taker, sacrificing them serves to achieve their vision.
- Lack of involvement of the employee in the decision making process leads to employees not assuming ownership of their work, contributing to low morale, lack of commitment, and manifesting in high turnover, absenteeism, and work stoppage. Therefore, the Company leaders should take employee's ideas as an input and more creative solution to

- problems, give them a chance to develop a plan, employees use their own judgments to solve their problems and create an opportunity to discuss the unit's performance after an event, which encourages them to share their thoughts and ideas for better performance.
- The company should create the awareness of what good leadership quality to be and awareness for its managers and employees the effect of leadership quality in performance improvement. This helps for manager to identify which type of leadership style will be appropriate to use in which area of work or employees.

Bibliography

- Barker, A.M (1991:). **Transformational leadership**. Industry, Military, and Educational Impact. Mahwah, NJ: Eribaum Associates.
- Bass, B.N Avolio, B. (1995) **Improving Organizational Effectiveness through Transformational Leadership**. CA: Sage thousand Oaks.
- Buchanan, D. And Huczyskia, A. (1997). **Organizational Behavior**. 3rd Edition, London: Prentice Hall.
- Burns, J.(1978), **Leadership**, Harper and Row: New York
- Conger, J. and Kanungo, R. (1988) **Charismatic leadership**:, The elusive factor in organizational effectiveness. 1st Edition, San Francisco: Jossey-Bass.
- Dubrin, A. (2004). **Leadership: Research, practice, and skills**. 4th Edition. New York: Houghton Mifflin
- Fraling, M. , Stone, A. and Winston, B. (2003). “**Servant leadership: setting the stage for empirical research**”. The journal of leadership studies, Vol.6 No.1/2
- Gill,R. (2006). **Theory and practice of Leadership**. Los Angeles: Sage Publications.
- Griffin, M. (2001). **Organization Behavior**. 6th edition.New York: Mittline Corporation.
- House, R. et al. (1992). **Cultural Influences on Leadership and Organizations**. London: Pearson Education. Stanford, CT: JAI Press.
- John Adair (2005). **The Leadership Challenges**. 4th Edition, San Francisco: CA
- Kikpatric and Locke (1991). **Improving Employee performance through workplace**. AMACOM publication.
- Kinard, (1988). **Management**. New York: Houghton Mifflin Harcourt Trade & Reference Publisher
- Lewin, K. Lippitt, R., and While, R,K. (1939). **Pattern of aggressive behavior in experimentally created “Social climates”** Journal of special psychology 10, 271-279.
- Manske, Fred. A (1999). **Secrete of Effective Leadership**. 3rd Edition, USA: Leadership Education and Development Inc.
- Mintzberg, (1980). **The Nature of Managerial Work**. London: Prentice Hall
- Montgomery Van Wart (2008). **Leadership in Public Organizations**. An Introduction: Asoke K.Ghosh, Glorious Printer, Delhi-110092.
- Mullins, L. (2006). **Essentials of Organizational Behavior**. London : **Prentice Hall**.
- Pierce, J. and Newstorm, J.(1995). **Leaders and the leadership process Readings**. Self Assessments Applications. New York: Mcgraw-Hill
- Robert, J. (2003). **Leadership Myths and Realities**. New Delhi: Tata McGraw-Hill Publishing Company Limited.

Russell, R. and Stone, A. (2002).” **A review of servant leadership attributes. developing a practical model**, The leadership organizational Development Journal, Vol.23.3

Tracey J. and Hinkin, T. (1998). **Transformational leadership or effective managerial practices**”; Group Organization Management vol. 23.

Wart, M. (2008). **Leadership in Public Organizations**. An introduction. New York: Armonk.

Yukl, G. (2001). **Leadership in organization**, 5th Edition. New Jersey: Prentice-Hall

Yukl Gary (2006). **Leadership in organizations**. 6th Edition. Pearson Education Inc., upper Saddle River, New Jersey.

Leadership Qualities

Available at <http://www.questia.com>, accessed on January 7, 2014 at 5:10 pm

DECLARATION

I, the undersigned, declare that this senior research is my original work, prepared under the guidance on advisor Yimer Adem. All sources of materials used for the manuscript have been duly acknowledged.

Name: _____ Genet Abera _____

Signature: _____

Place of submission: _____

Date of submission: _____

SUBMISSION APPROVAL SHEET

This senior research paper has been submitted to the Department of Management in partial fulfillment for the required of B.A Degree in Management with my approval as an advisor.

Name: _____ Yimer Adem _____

Signature: _____

Date: _____

APPENDICES

Appendix - A
St. Mary University
Faculty of Business
Department of Management

Questionnaire to be filled out by Meta Abo Brewery S. C. permanent workers.

Dear Respondent;

First I would like to thank for your willingness to answer this questionnaire. This questionnaire is prepared to gather pertinent data for the preparation of research entitled leadership practice in the case of Meta Abo Brewery S.C. The research is conducted in a partial fulfillment of the requirements of BA Degree in Management. It is the researcher's conviction that your answers to the items questionnaire have a direct bearing on the quality of the findings. I, therefore, kindly request you to fill the questionnaire with due care and return back in time. I thank you in advance for your cooperation.

General Instruction

1. You don't need to write your name or and identifying remark.
2. Put ' ^ ' mark on the box (s) that suits your best.
3. Give your answers to open ended item in the blank space below the items.

General Information

1. Are you....
O Male O Female
2. Age group that applies to you.
O 18-25 O 26-33 O 34-41 O 42-50 O Above 50
3. Educational Background.
O 12th complete O Diploma O B.A. Degree
O Certificate O Masters and above
4. How long have you been working in META ABO BREWERY S. C?
O Less than 3 years O 3 to 6 years O 7 to 10 O Above 10 years

5. What kind of leadership style do you think META ABO BREWERY S. Co. uses?
 Laissez-faire Autocratic Democratic
 If any other please specify _____
6. Are you satisfied with current leadership style of your company?
 Very satisfied Satisfied Neutral Unsatisfied Very unsatisfied
7. To what extent leaders/supervisors exercise rewards in order to motivate them to achieve organizational objectives?
 Very high High Neutral Very low Low
8. Is the leader providing guidance without pressure?
 Strongly Agree Agree Neutral Disagree Strongly Disagree
9. Is the leader a chief judge of the achievements of the members of the group in Meta Abo Brewery S. Co.?
 Strongly Agree Agree Neutral Disagree Strongly Disagree
10. To what extent the following factors were considered during supervision on Leadership Practice?

Factors	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
My supervisor considers staff input when making decisions.					
My supervisor provides opportunities to discuss the unit's performance after an event.					
My supervisor takes time to meet with staff to develop a plan.					
My supervisor ensures that adequate resources (e.g. staff, supplies, equipment, information) are available					
My supervisor ensures that staffs are aware of any situations or changes that may affect the employees.					
Information dissemination is exercised properly in the company always					
Employees are part of decision making process					
Integrity of the leader (the quality of being honest and having strong moral principle)					

11. Do you believe there are healthy relationship between the leaders and followers at different levels of the organization?
O Strongly Agree O Agree O Undecided O Disagree O Strongly Disagree
12. How much is your immediate supervisor competent (qualified) to properly lead the department?
O Very High O High O Neutral O Low O Very Low
13. How often leaders allow the members complete freedom in their work?
O Always O Often O Occasionally O Rarely O Never
14. How often the leaders show the group members to follow standard rules and regulations?
O Always O Often O Occasionally O Rarely O Never
15. How often leader allow you to use your own judgment in solving problems?
O Always O Often O Occasionally O Rarely O Never
16. How often your leader gives you feedback to reflect his/her satisfaction level?
O Rarely O Occasionally O Sometimes O Often O Very often
17. How well does your leader understand your job problems and needs?
O Very High O High O Neutral O Low O Very Low
18. To what degree are the leaders capable to resolve conflict between employees/ employer and employees when it arises?
O None O Small O Moderate O High O Very high
19. How do you rate your working relationship with your leader?
O Very good O Good O Moderate O Poor O Very poor
20. If you have any other ideas on Leadership practice that you would like to suggest, please state? _____

Appendix - A
St. Mary University
Faculty of Business
Department of Management

Interview questions to be conducted with management of Meta Abo Brewery S. C on leadership practice.

1. How long did you stay in the company?
2. What is your role in leadership?
3. What factors are considered during supervision on Leadership Practice?
4. What type of leadership style that your company employs?
5. Do you think the current leadership practice is better for the success of the company?
6. Is there coordination with in the company? (employees, supervisors, managers, senior executives, division, departments etc)
7. Do you think that there is smooth relationship between the management and employees?
8. Would you have the ability to accept and seek new challenges?
9. How do you evaluate employee's performance with regard to employee productivity?
10. What do you suggest to enhance the productivity of the company in future?
11. Do you have any other comments or suggestions?



This work is licensed under a
Creative Commons
Attribution - Noncommercial - NoDerivs 4.0 License.

To view a copy of the license please see:
<http://creativecommons.org/licenses/by-nc-nd/4.0/>

This is a download from the BLDS Digital Library on OpenDocs
<http://opendocs.ids.ac.uk/opendocs/>