



SPORT ACADEMY

DEPARTMENT OF SPORT SCIENCE

**THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL
PERFORMANCE IN THE WEST WOLLEGA ZONE YOUTH AND
SPORTS OFFICES**

BY:

ABUSH ASFAWU ETANA

**A THESIS SUBMITTED TO JIMMA UNIVERSITY SPORT
ACADEMY DEPARTMENT OF SPORT SCIENCE FOR PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER IN SPORT MANAGEMENT.**

JUNE, 2024

JIMMA, ETHIOPIA

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JIMMA, ETHIOPIA

BIOGRAPHY

The Researcher was born in 1982 E.C in the Oromia Region West Wollega zone Homa woreda. He attended primary and junior school in Homa primary school then He went to Biftu Gimbi secondary school and completed my secondary in 2000 E.C joined Nekemte College Teacher Education with a Diploma in 2006 E.C and attended Jimma University College of Natural Science Department of Sport Science and graduated in 2010 E.C. Then he was employed as a primary school teacher in 2004 E.C at West Wollega zone Homa woreda primary school and served the school for six years. Then in 2010, E.C was transferred to the Homa Woreda Youth and Sports Office which is located in West Wollega Zone, and served the office for eight years Now the researcher has been serving in the Homa Woreda Youth and Sports Office since 2015 E.C as a Team leader of competition and training and I also served as technical directors of Homa woreda football club and he has already completed all the courses and hope to obtain MSc degree in Sport Management from Jimma University the title of my thesis is ‘ **The Impact Of Leadership Styles On Organizational Performance In The West Wollega Zone Youth And Sports Offices**’

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APPROVAL SHEET

As thesis Research advisors, we hereby certify that we have read and evaluated this thesis entitled: “The Impact of Leadership Styles on Organizational Performance in The West Wollega Zone Youth and Sports Offices” prepared by **Abush Asfawu Etana**. We recommend that it be submitted as fulfilling the thesis requirement for a Master's Degree in sport management.

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As a member of the board of Examiners of the Masters' Degree in Sport Management thesis open defense Examination, we certify that we have read and evaluated the thesis work prepared by Abush Asfawu Etana and examined the candidate. We recommend that the thesis be submitted as fulfilling the thesis requirement for a Master's Degree in sports management.

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ACRONYMS

ANOVA	Analysis of Variance
CSA	Central Statistical Agency
GIC	Geographic Information system
OLS	Ordinary Least Square
SD	Standard Deviation
SPSS	Statistical Package for the Social Science
VIF	Variance Inflation Factor

ABSTRACT

The study aimed to examine the impact of leadership styles on organizational performance. For this study, the study employed a survey research design and generated data primarily through the use of a questionnaire to select youth and sports office staff of West Wollega Zone. The study focused on five major leadership styles -transformational, transactional, autocratic, democratic, and laissez-faire. The target population will be government employees from five selected districts and one town administration that have direct and practical bonds with youth and sports office management and control activities in the offices, while the available populations are a sample of 71 which the researcher will select by the application of purposive sampling. The researcher generated data through administering questionnaires to the districts. The study applied descriptive and explanatory research design to analyze and interpret data that make it possible to conclude the impact of leadership styles on the organizational performance of youth and sports offices in the zone. To analyze the impact of leadership styles on office performance the study used five independent variables that were mostly taken as leadership styles practiced in Youth and Sports offices of selected districts of the zone. Therefore, the study adopted multiple linear regression analysis to determine the impact of leadership styles on organizational performance in the study area. The result of multiple linear regression analyses confirmed that from five leadership styles used three variables namely: autocratic, democratic, and transformational leadership have a positive and significant effect on the performance of Youth and Sports offices while transactional leadership has a negative and significant effect on Youth and Sports Office performance. Finally, the study has recommended that Youth and Sports Offices should use leadership styles (transformational, democratic, and autocratic) that enhance the capabilities and abilities of the employees and office performance in the zone.

Keywords: Organizational performance, Transformational, Transactional, Autocratic, Democratic, and Laissez-faire leadership style

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Managers and all men and women in leadership positions use different styles to administer or manage their organizations. The styles they use have been classified into three main types namely: Autocratic style, Democratic style, and Laissez-faire style. Leadership styles in sports management are affected by the number of coaches/captains, and supervisor's factors including the personality of the coach, knowledge, experience, and competence in sports delivery, the coach management style, and his ability to create a conducive sporting environment that makes for meaningful learning in the absence of fear, stress and tension (Alor, 2018)

Leadership and organizational trust have become increasingly important in sports organizations. While inclusive leadership was positively related to organizational trust, autocratic leadership was negatively related to organizational trust. Organizational trust positively influenced employees' job satisfaction and organizational commitment (Oh et al., 2023). Leadership is an important element in directing functions of a group, an organization, or management, wherever there is an organized group of people working together towards a common goal, some form of leadership becomes essential Leadership therefore is a key organization (Deemua, 2020). Sports organization requires leadership because every human organization, large or small is structured to have leaders and followers. The success or failure of any organization is more often attributed to its leadership. Leadership is the ability to lead efficiently in sports and is one of the keys to being an effective manager. Leaders therefore play a critical role in helping groups, organizations or societies to achieve their goals.

The leadership styles most often employed by the leaders of the Sports Councils were autocratic, democratic, and transactional styles (Alla & Inengite, 2016).

According to (Tojari et al., 2011) transformational leadership has a significant positive influence on the effectiveness and organizational culture. Transactional leadership had a direct significant negative influence on organizational effectiveness and indirectly had a significant positive influence through organizational culture. Transactional leadership has a significant and negative

influence on organizational effectiveness directly and has significant and positive effects on organizational effectiveness through organizational culture indirectly. In explaining the reason for the negative impact, it can be said that according to Burns, transactional leadership is used for static and non-changing situations. Since sports organizations operate in a dynamic environment, it seems probable that in this environment transactional leadership does not have a positive effect on organizational effectiveness, and using transformational leadership for this organization can be more effective.

Leadership styles of sports administrators have a significant relationship with organizational performance, and all leadership styles significantly contribute to organizational performance (Ajeigbe & Owolabi, 2021). However, in West Wollega Zone Youth and Sports offices are facing problems related to unethical practices, high labor turnover, and poor employee and office performance. This may be due to the lack of effective leadership. Unfortunately, Youth and Sports Offices do not consider the leadership style adopted by their managers. Based on this premise, the present study aims to explore the impact of leadership styles on organizational performance or office performance of the West Wollega Zone.

1.2 Statement of the problem

Leadership is an essential and key element in directing functions of a group, an organization, or management, wherever there is an organized group of people working together towards a common goal, some form of leadership becomes essential and is a key in any organization (Deemua, 2020).

Currently, many companies are facing problems related to unethical practices, high labor turnover, and poor financial and organizational performance due to the lack of effective leadership. The main aim of many companies is to accomplish their stated objectives; hence, there is a need for effective leaders to coordinate and motivate employees (Hasan & Khajeh, 2018).

Unfortunately, some companies do not consider the leadership style adopted by their managers. Leadership styles of sports administrators have a significant relationship with organizational performance, each leadership style has a significant contribution to organizational performance and all leadership styles significantly contribute to organization performance. Therefore participative, Laissez-faire, Transactional, and transformational leadership styles were significant

whereas authoritarian leadership styles were not. It was also concluded that leadership styles were significant in their composite contribution to the prediction of organizational performance (Ajeigbe & Owolabi, 2021).

Leadership style has a significant positive impact on the level of employee performance in public institutions and in Nigeria the leadership style being dominantly practiced is the transformational leadership style (Shafiu et al., 2019).

The democratic leadership style is less dominant and less decisive in influencing organizational performance than the transformational leadership style at the Bandung City Youth and Sports Office. The dimensions of the democratic leadership style that give the greatest to the smallest influence sequentially on organizational performance are the delegation of responsibility, wisdom, decision-making, and empathy (Sastrawidjaja et al., 2021).

Another study revealed that democratic, transformational, bureaucratic, and autocratic leaders positively impacted organizational performance; while charismatic and transactional leaders harmed organizational performance. In general, organizational performance is associated with leadership style and they have both a positive and a negative impact on the performance in the sector (Hasan & Khajeh, 2018).

The existing studies in Ethiopia have concentrated on the challenges of managing sports office activities (Siyum, 2019) and comparative analysis of functional sports management activities (Hundito, 2022) whereas none of the studies have focused on the impact of leadership styles on Organizational performance of Sports offices in the context of Ethiopia particularly at West Wollega from researcher knowledge viewpoint. Almost all of the previous research on leadership style focused on one or two of the various types available. Particularly democratic and transformational leadership, transactional and transformational leadership, and studied the impact they had on organizational performance, and that's just on a club or project. Therefore, this study is unique as it examines the focus and impact of different leadership styles on sports offices in different districts and recognized sports events in the zone. Thus, this research is aimed at examining the effect of leadership styles on the organizational performances of the west-wollega zonal sports office in the Oromia regional state, western wollega zone.

1.3 Basic Research Questions

In this study, the following five main questions will be addressed.

1. What is the effect of Transformational leadership style on the organizational performance of youth and Sports offices?
2. What is the effect of Transactional leadership style on the organizational performance of youth and Sports offices?
3. What is the effect of a Laissez-faire leadership style on the organizational performance of youth and Sports offices?
4. What is the effect of the Democratic leadership style on the organizational performance of the youth and Sports office?
5. What is the effect of the Autocratic leadership style on the organizational performance of youth and Sports offices?

1.4 Objectives of the study

1.4.1 General Objective of the study

The main objective of this study was to examine the effect of leadership styles on the organizational performances of the West Wollega zonal youth and Sports offices in the Oromia regional state, western Ethiopia.

1.4.2 Specific Objectives

- To assess the effects of Transformational leadership on the organizational performance of youth and Sports offices.
- To determine the effect of Transactional leadership on organizational performance of youth and Sports office.
- To examine the effect of Laissez-faire leadership style on organizational performance of youth and Sports office.
- To find out the effect of the Democratic leadership style on organizational performance of youth and Sports office.
- To assess the effect of Autocratic leadership on organizational performance of youth and Sports office.

1.5 Significance of the study

The study has the potential to contribute valuable insights and benefits to various stakeholders. This study may contribute to the existing body of knowledge in the field of leadership and organizational performance by providing a case study specifically focused on the Youth and Sports Offices of West Wollega Zone. It may help to fill any existing research gaps and add to the understanding of the relationship between leadership styles and organizational performance. In addition to this, the study may provide practical insights by examining the impact of leadership styles on the Youth and Sports Offices in the study area. The findings can help leaders and managers understand how different leadership styles affect organizational performance, enabling them to make more informed decisions and implement effective leadership strategies. Furthermore, the study can assist the Youth and Sports Offices in identifying areas of improvement within their organizational structure and leadership practices. Finally, by understanding the impact of different leadership styles, the offices can make informed changes to their leadership approaches, employee management strategies, and organizational culture, leading to improved performance outcomes. In general, the study has the potential to provide valuable insights, both academically and practically, by investigating the impact of leadership styles on the organizational performance of the Youth and Sports Offices in the study area.

1.6 Delimitation of the study

All public organizations need effective management and control mechanisms. However, the study covers the impact of leadership styles on the organizational performance of youth and sports offices in some selected districts of the West Wollega zone. The study will investigate leadership styles in youth and sports offices and explore their impact on the organizational performance of youth and sports offices in the study area. On the other hand, the researcher going to examine the leadership styles of youth and sports offices and their influence because they are major aspects used to evaluate the status of organizational performance. There are different types of leadership styles. However, the study will focus only on examining the impact of leadership styles on organizational performance which are mostly practiced in sports offices and sport management.

1.7 Organization of the Study

The study has the following structural build-up. The first chapter consists of the introduction part. That is, it contains the background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study, and organization of the study. Chapter two is about literature reviews which include both theoretical and empirical literature, chapter three is about the methodology. Chapter four contains data presentation, analysis, and interpretation. Finally, chapter five summarizes, concludes, and recommends for concerned bodies based on the findings of the study. At the end of the thesis references and appendices were attached.

1.8 Definition of Operational Terms

Leadership: is the ability to guide, influence, and inspire others towards a common goal or vision. It involves the capacity to take charge, make decisions, and provide direction to a group of individuals or an organization (Hasan & Khajeh, 2018).

Transformational Leadership: is a leadership style in which leaders inspire and motivate their followers to achieve exceptional results and exceed their expectations (Hailu, 2023).

Transactional Leadership: is a leadership style characterized by a focus on the exchange of rewards and punishments to motivate and guide followers. Transactional leaders set clear expectations, establish performance goals, and provide rewards or punishments based on the performance of their followers (Hailu, 2023).

Democratic Leadership: is also known as participative leadership, is a style in which leaders involve their team members in the decision-making process. **Laissez-faire leadership:** is a leadership style characterized by a hands-off approach. This style can be effective in situations where team members are highly skilled and motivated, but it may lead to a lack of direction or coordination if not appropriately managed (Hailu, 2023).

Autocratic Leadership: is a leadership style in which leaders have complete control and authority over decision-making and task execution. This style involves a top-down approach, where the leader has significant power and control over the team (Alla & Inengite, 2016).

Laissez- Faire Leadership: is a style of leadership in which the leader adopts a hands-off approach, providing minimal guidance to their team members. In this leadership style, the leader

delegates decision-making and problem-solving responsibilities to the team, allowing them a high degree of autonomy in their work (Khan, 2016).

Organizational performance: The overall effectiveness and efficiency with which an organization achieves its objectives and goals. It is a measure of how an organization utilizes its resources and manages its process (Ferreira & Almeida, 2015).

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature

2.1.1 Definition of Leadership

Leadership refers to the ability of an individual to guide, inspire, and influence others towards a common goal or objective. It involves the skills, traits, and behaviors that enable a person to motivate and empower others to achieve their potential, solve problems, and make decisions. On the other hand, Leadership is one of the key determinants associated with the success and failure of any organization. Leadership style is how people are directed and motivated by a leader to achieve organizational goals (Hasan & Khajeh, 2018).

Furthermore, Rosari (2019), explained leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes. It is done by active people. In the leadership relationship, there must be four essential elements: first the relationship is based on influence; second leaders and followers are the people in this relationship; third leaders and followers intend real changes; and finally, leaders and followers develop mutual purposes.

2.1.2 Leadership theories

Many researchers and practitioners have developed a consensus that the progression of thinking over the years has developed a belief that leadership is a flexible developmental process, with each new piece of research building on and seldom completely disregarding that which was derived before it. The main theories that emerged during the 20th century include the Great Man theory, Trait theory, Process leadership theory, Style and Behavioral theory, Transformational, Transactional, and Laissez Faire leadership theory (Khan, 2016).

2.1.3 Leadership Styles

2.1.3.1 Transformational leadership style

Transformational leadership is a style of leadership in which a leader inspires and motivates their followers to achieve their full potential and perform beyond their expectations. Transformational leaders have a clear and compelling vision that they communicate to their followers. They inspire their followers to believe in and work towards a shared goal (Hailu, 2023).

According to Mach (2022), transformational leadership indirectly influences objective team performance through the mediation role of team cohesion and this indirect effect is more prominent when the level of previous performance is higher. In addition, the indirect effect of transformational leadership on team performance via cohesion is stronger in teams with higher consensus regarding their coaches' leadership.

2.1.3.2 Transactional Leadership

Transactional leadership is a style of leadership that focuses on maintaining stability and achieving predetermined goals through a system of rewards and punishments. This style of leadership is focused on achieving specific goals and objectives. Transactional leaders measure success based on how well their team members meet these objectives. Use rewards and punishments to motivate their team members. Rewards may include bonuses, promotions, or other incentives, while punishments may include reprimands, demotions, or termination.

According to Khan (2016), the transactional leadership style comprises three components; contingent reward, management-by-exception (active), and management-by-exception (passive). It also comprises laissez-faire leadership. A transactional leader follows the scheme of contingent rewards to explain performance expectations to the followers and appreciates good performance.

2.1.3.3 Democratic leadership

According to Hailu (2023) democratic leadership, also known as participative leadership, is a leadership style where the leader encourages participation and input from their team members in decision-making processes. Democratic leadership is deemed best compared to the other two styles as it will aid in enhancing the performance of the employees and the organization as a whole (Abdulraheb & Jee, 2020). Some of the key characteristics of democratic leadership include:

Collaboration: Democratic leaders encourage collaboration and teamwork. They believe that group members' input and contributions are valuable and essential in making informed decisions.

Participation: Democratic leaders value the opinions and perspectives of their team members and involve them in the decision-making process. They seek feedback, suggestions, and ideas from their team before making a final decision.

Empowerment: Democratic leaders empower their team members by giving them the freedom to make decisions and take ownership of their work. They provide guidance and support but allow their team members to take the lead in implementing solutions.

Open communication: Democratic leaders maintain an open-door policy and foster open communication with their team members. They encourage discussion, debate, and healthy disagreements to ensure that all opinions and ideas are heard

Transparency: Democratic leaders are transparent in their decision-making process and provide clear explanations of their reasoning. They keep their team members informed of important information and changes that affect them.

Trust: Democratic leaders trust their team members to make informed decisions and take ownership of their work. They delegate tasks and responsibilities and provide the necessary resources and support to ensure success.

2.1.3.4 Laissez- Faire Leadership

This is a leadership style in which the leader gives their team members complete freedom to make decisions and act. The leader is mostly hands-off and allows their team to work independently, without providing much direction or guidance. In this case, the leader trusts their team members to make the right decisions and take appropriate actions without much input from the leader (Hailu, 2023).

Laissez-faire leadership style reflects a lack of leadership which manifests itself as non-leadership behavior, having a propensity of escaping responsibilities”. Laissez-faire leaders demonstrate limited participation in vital organizational matters and are inclined to procrastinate their response to critical issues. The avoidance of involvement is a fundamental characteristic of the laissez-faire leadership style. This avoidance behavior leads to excessive frustration among followers and a low level of followers’ self-esteem. Laissez-faire leaders show very little care for followers' actions and their consequent impact on the organizational outcome rather than become a source of follower's demotivation (Khan, 2016).

2.1.3.5 Autocratic Leadership

Autocratic leadership is a top-down approach that usually includes the leader making most of the decisions alone. On the other hand, this type of leadership style involves a leader who makes all the decisions without considering input or feedback from others. The leader has complete control

over their team and expects their team members to follow their instructions without question. Also, team members have limited autonomy and are not encouraged to make decisions on their own (Hailu, 2023). The autocratic style was one of the styles most often used by the directors of Sports. The use of autocratic style does not receive high approval of many contemporary researchers as excessive use of authority may distort productivity in the long term (Alla & Inengite, 2016). Finally autocratic is the least effective as it might demotivate employees and reduce the productivity and performance of the organization (Abdulraqeb & Jee, 2020).

2.1. 3.6 Organizational Performance

Organizational Performance is the analysis of an organization's performance by considering the goals and objectives of the organization. It measures the efficiency of an organization in meeting its objectives with the help of given resources without putting undue strain on its employees. Organizational effectiveness is a concept that measures this efficiency and is defined as a company's ability to produce the target quota of products and services efficiently, with minimal waste. Organizational performance can be measured in three main areas: financial performance, product market performance, and human capital performance. Human capital performance covers topics around employee engagement, culture, development opportunities, and internal promotion opportunities (Elena-Iuliana & Maria, 2016).

Sports organizations cannot be separated from various problems such as corruption. This causes dissatisfaction with the management of sports organizations, even though job satisfaction is an important factor that must be created in improving organizational performance, where leaders play a role. Good organizational performance is an embodiment of achieving organizational goals. If organizational goals can be achieved, then an organization is said to be effective. The effectiveness of an organization in carrying out its duties is influenced by several factors, including political conditions, physical and mental health, finances, education level, internal and external relations, including leadership style (Nugroho et al., 2023).

2.2 Leadership styles and Organizational Performance

Leadership is an important aspect of management by making or dealing with and influencing people so that they will try hard happily and actively towards organization achievement. Transactional leadership and laissez-faire leadership styles significantly predict the likelihood of organizational performance. In other words, leadership styles transactional & laissez-faire

leadership styles have positive significant effects on organizational performance (Taye et al., 2023).

The connection between transformational and organizational performance is an important factor in the growth of effective organizations. Furthermore, enhancing the performance of employees is an important task of today's leaders. Most of the literature confirmed a positive correlation between transformational leadership styles and organizational performance (SEA, 2015).

In addition, leadership styles and organizational performance have a positive or negative relationship. Transformational, autocratic, and democratic leadership styles positively influence organizational performance, whereas, transactional, charismatic, and bureaucratic leadership styles negatively impact organizational performance. Over all, organizational performance is associated with the leadership style and they have both a positive and a negative impact on the performance (Hasan & Khajeh, 2018).

2.3 Empirical Literature

Leadership is among the major factors in improving organizational performance. It is believed that an organization's kind of leadership style influences its overall results and performance as well. Abdulraqueeb & Jee (2020) focused on the three styles of leadership which are autocratic leadership, democratic leadership, and laissez-faire style of leadership. The article confirmed that leadership styles have a strong relationship with a company's success, as the way the leader manages his employees will ultimately decide the performance of the organization itself. When a leader is engaging and puts employees' ideas and input into account when making decisions, productivity will indirectly increase especially from the employees as they feel like they are a part of an input that leads to motivation. The article indicated that leadership styles impact the organization. Managers who adopt the leadership style must contribute to the well-being of the employees as well as provide opportunities and allow them to be involved in decision-making. Therefore, leadership styles play a significant role in organizational performance and it is merely up to the managers to adopt the right one.

Gözcü & Çiftçi (2019) investigated the relationship between the leadership styles of managers who work actively in sports centers and employee performance by employing 150 volunteers working in 46 different sports centers in Istanbul. The study used Correlation analysis to determine the relationship and regression analysis to investigate the effect. Leadership style

dimensions and employee performance were examined within the framework of variables that are age, gender, educational status, marital status, total working time, and total working time in sports centers. There were differences in terms of conditional rewards in a marital status variable, exceptional management (exceptional) laissez-faire type leadership in the total working time variable, and exceptional management (passive) in the working time variable in the sports center.

Another study in Indonesia at the Bandung City Youth and Sports Office investigated the influence of democratic leadership style and transformational leadership style on organizational performance by using the descriptive analysis method with a quantitative approach as the basis for analyzing the influence model of democratic leadership style and transformational leadership style in influencing organizational performance. The study also included a correlational research type to identify the relationship between variables. As a result, democratic leadership style has little effect compared to transformational leadership style on organizational performance at the Office. In other words, the democratic leadership style is less dominant and less decisive in influencing organizational performance than the transformational leadership style at the office. Partially, the transformational leadership style has a greater influence than the democratic leadership style on organizational performance at the Bandung City Youth and Sports Office (44.0%). This means that the transformational leadership style is more dominant and becomes a top priority in influencing and determining organizational performance compared to the democratic leadership style at the Bandung City Youth and Sports Office. Simultaneously, the democratic leadership style and the transformational leadership style have a fairly large and significant influence on organizational performance at the Bandung City Youth and Sports Office (62.4%). This implies that democratic leadership styles and transformational leadership styles are very dominant in influencing and determining organizational performance at the Bandung City Youth and Sports Office. This study also found that there were other variables outside the democratic leadership style and transformational leadership style that also influenced organizational performance at the office including the bureaucratic culture variable (Sastrawidjaja et al., 2021).

Karakiliç (2019) studied the impacts of leadership styles on organizational performance in Pakistan. The study used a sample of 240 leaders who were working in various public and private organizations and employed factor analysis, correlation analysis, and regression analysis to analyze the relationship between independent variables and dependent variables. Accordingly, there are three main leadership styles; transformational, transactional, and laissez-faire leadership

styles. While the first two have a positive but different level of impact, the third one harms organizational performance. The findings indicated that though the most suited style of leadership is transformational in new and growing organizations transactional leadership style may be more productive, while in certain circumstances though limited and for a short period, a laissez-faire style may be required. Hence, leadership style has a significant impact on organizational performance.

Hasan & Khajeh (2018) conducted a study regarding the impact of leadership styles on organizational performance by focusing on six major leadership styles -transformational, transactional, autocratic, charismatic, bureaucratic, and democratic. The primary research has been done using the quantitative approach through a survey questionnaire and the secondary research has been done through the review of previously established literature. The finding of the study revealed that democratic, transformational, bureaucratic, and autocratic leadership have a positive impact on organizational performance; while charismatic and transactional leadership harm organizational performance.

In Nigeria, the relationship between leadership styles of sports administrators and organizational development in Ilorin Metropolis was studied by employing a descriptive survey design of correlation type and designed questionnaire in a modified four points Likert scale to collect data from the respondents which were validated by a Professor of sports management and a season sports administrator, ministry of youth and sports, Abuja and tested for reliability using split half method and Cronbach alpha. Multiple linear regressions were used to test the null hypotheses formulated at a 5% level of significance. The result of the study revealed that the leadership styles of sports administrators have a significant relationship with organizational performance and all the leadership styles significantly contributed to organizational performance in the study area.

Ojokuku et al. (2012) examined the effect of leadership style on organizational performance in the banking industry by adopting purposive sampling by selecting a total of 60 respondents as a sample for the study. In addition, the study used inferential statistical tools to analyze the data specifically. The study also examined the relationship between leadership style dimensions and organizational performance the study used Pearson product-moment correlation, while Regression analysis was employed to examine the significant effect of leadership style dimensions on followers and performance. The findings of this study revealed that there is a

strong relationship between leadership style and organizational performance. specifically, transformational and democratic leadership style, in which employees are allowed to have a sense of belonging, carry out higher responsibility with little supervision, and followers are helped to achieve their visions and needs to enhance organizational efficiency. Surprisingly autocratic leadership style also has a positive effect on banks' performance although is insignificant. Finally, the study concluded that transformational and domestic leadership styles are the best for management. Overall, leadership style has both positive and negative effects on organizational performance.

Alla & Inengite (2016) examined leadership styles and staff performance in sports organizations by selecting five hundred and thirty-two management staff purposively from five states' Sports Councils. The leadership styles most often used by leaders of the councils were autocratic, democratic, and pseudo-democratic. The finding also revealed that, there was a high level of job performance of Sports Councils ' staff of South-eastern Nigeria and that leadership styles significantly influenced the job performance of staff.

Another study in Nigeria investigated the effect of organizational leadership on the organization's level of performance. Survey research was employed and data was generated primarily through the use of a questionnaire, focus was given to the academic staff of Nigeria's University and the leadership of the various faculties and departments. Data generated was tested using correlation and the result reveals that to a large extent, the leadership style employed has affected the timely achievement of stated goals by academic staff. Also, it was revealed that the leadership of the organization does not promote academic staff exceeding their stated goals. has discovered that the leadership style being dominantly practiced is the transformational leadership style, which is reflected in the quality of responses presented by the respondents, also this study was able to establish that to improve employee level of performance, leaders should be able to motivate their staff, give advice, interference with difficult situations especially out of control situations and finally there is need to adequate guidance, promotion of innovative ventures and creating a good atmosphere for teaching and learning (Shafiu et al., 2019).

Koech & Namusonge (2012) investigated the main effects of leadership styles on organizational performance at state-owned corporations in Kenya by employing descriptive survey research based on the perceptions of middle and senior managers in thirty state-owned corporations. The study identified three independent variables with various factors. These were laissez-faire; transactional; and transformational leadership styles. The study employed correlation analysis to

investigate the relationship between leadership styles and organizational performance. The findings revealed that correlations between the transformational-leadership styles and organizational performance ratings were high whereas correlations between transactional-leadership behaviors and organizational performance were relatively low. Laissez-faire leadership style is not significantly correlated to organizational performance.

In Ethiopia, Lema et al. (2020) investigated the relationship between leadership styles and Organizational culture dimensions in Jimma Zone Youth and Sports Affairs. The study used a multifactor leadership questionnaire and an organizational Culture assessing instrument to measure leadership styles and organizational Culture respectively. The study analyzed collected data with graphs. The findings revealed that hierarchy culture was the dominant culture as perceived by employees and the preferred culture as perceived by employees was the clan culture. Jimma Zone Youth and Sports Affairs Office leaders firmly believed that the application of Hierarchy culture was the principal means to bring success. The study also revealed that the transformational leadership style has significant and positive correlations with the criteria of success. Therefore, transformational leaders focus on developing their followers by tapping into their potential, inspiring them, promoting collaboration, motivating them, and reinforcing positive behaviors.

Girma (2016) also examined the relationship between leadership style (transformational vs. transactional) and employee job satisfaction in federal and Addis Ababa sports organizations in Ethiopia. The study used the Multifactor Leadership Questionnaire and a Job Satisfaction questionnaire to survey 185 employees. The findings revealed that transformational leadership style was positively associated with all subscales of employee job satisfaction except for reward, operating procedure, and co-workers. This implied that the transformational leadership style can get satisfaction from the employees through increasing salary to the employees and providing various packages of benefits to the employees and they get benefits from the profit of the organization. Overall, the study found that job satisfaction is influenced by factors like goal setting, job design, demographics, rewards, leadership, and individual differences.

Another study conducted in Ethiopia focused on the relationship between sports organizational management practice and coaching leadership style in premier league football clubs. The authors of the study collected data from 100 players from four Primer League football clubs that participated in the 2015/16 Ethiopian Primer League football clubs computation. By employing descriptive and inferential statistics, the study found that under the sport organizational

management practice, both perceived and preferred coaching leadership style they are positive correlation Perceive coaching leadership style and preferred coaching leadership style also reveal a strongly positive correlation. Finally, the result of the post hoc test indicated that sports organizational management practice, perceived and preferred coaching leadership styles were better in the preferred coaching leadership style than others (Hundito et al., 2018).

2.4 Conceptual Framework

The conceptual framework of this study is developed based on the literature review presented Earlier and the impact of leadership style on Organizational performance (Hasan & Khajeh, 2018) to support the linkages between leadership styles and organizational performance suggested in this conceptual framework. To achieve this, the study identified leadership styles, namely Transactional, Transformational, Democratic, Autocratic, and Laissez-Faire as discussed earlier in this chapter.

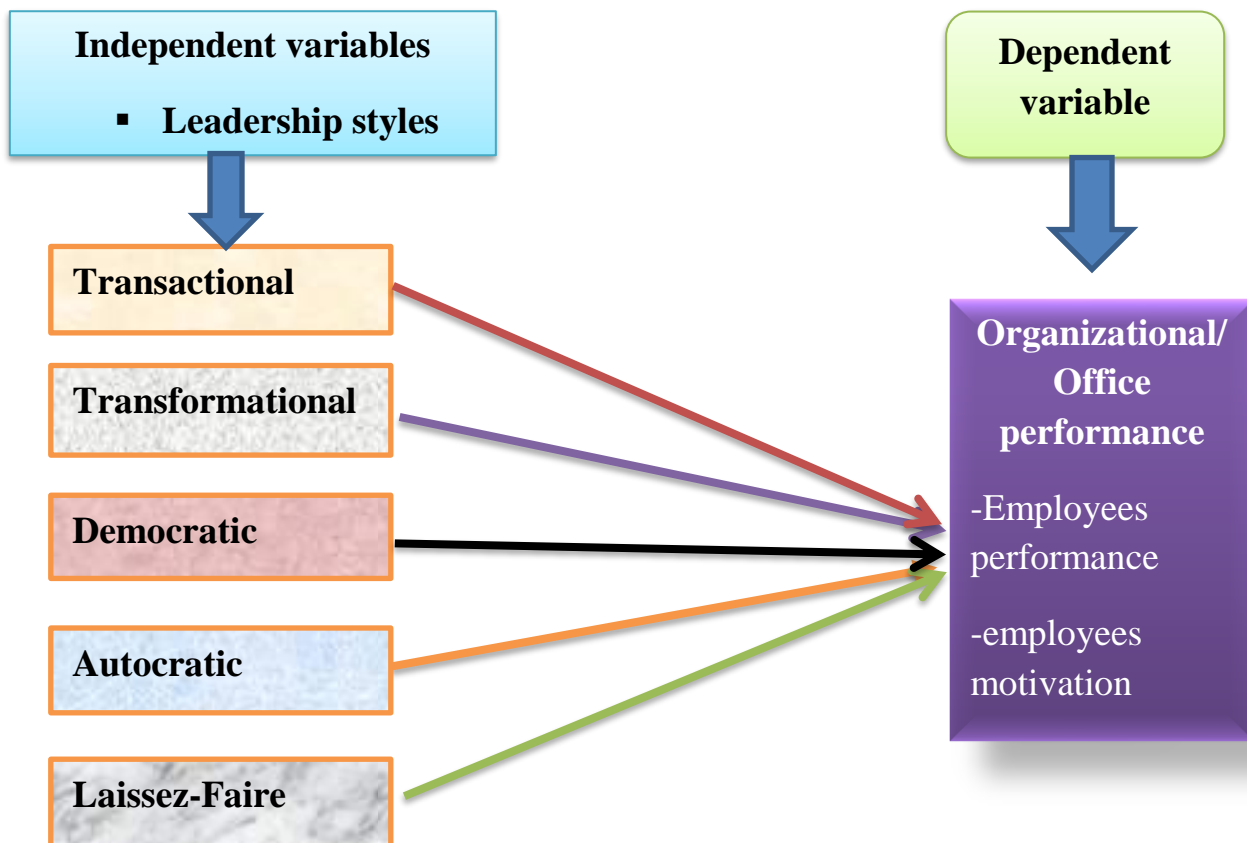


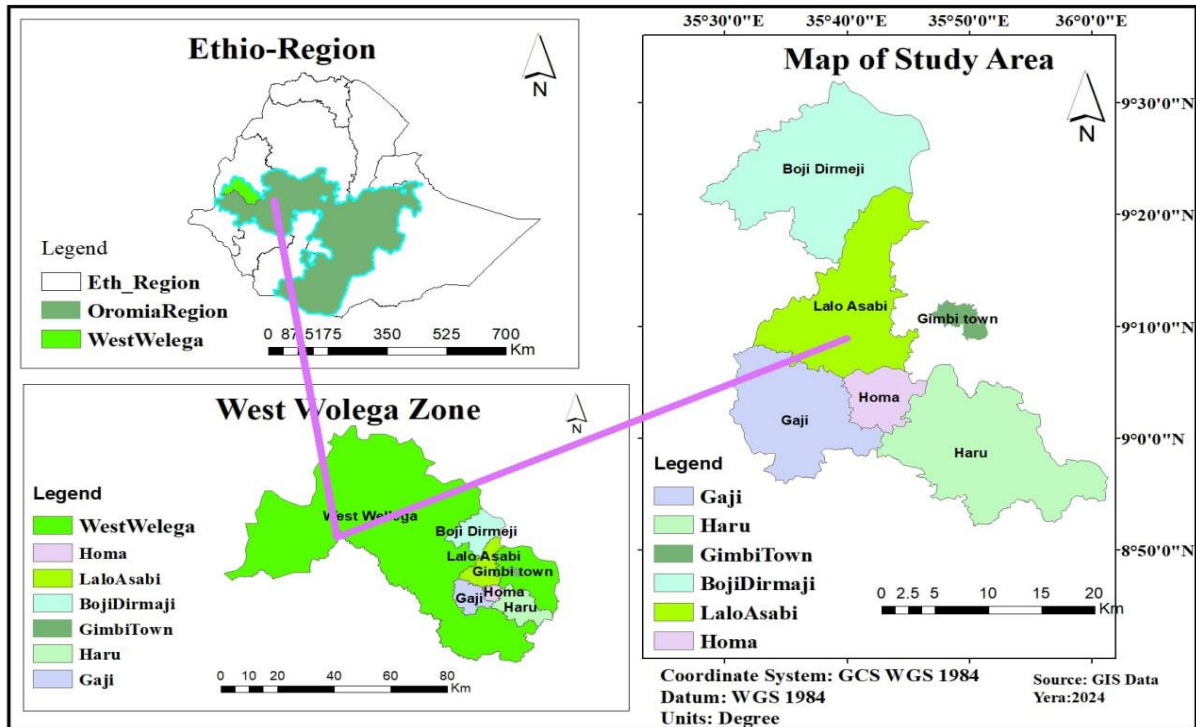
Figure 1: Conceptual Framework

CHAPTER THREE

3. MATERIAL AND METHODS

3.1 The Study Area

West Wollega Zone is a zone in the western part of the Oromia Region, Ethiopia. This zone is named after the former province of Wollega, whose western part lay in the area West Wollega now occupies. West Wollega is bordered on the west by the Kelam Wollega Zone, on the north by the Benishangul-Gumuz Region, on the east for a short space by East Wollega, and on the southeast by the Illubabor Zone. Towns and cities in West Wollega include Gimbi, Mendi, and Nedjo. Based on the 2007 Census conducted by the Central Statistical Agency of Ethiopia (CSA), this Zone has a total population of 1,350,415, of whom 671,538 are men and 678,877 women; with an area of 10,833.19 square kilometers, West Wollega has a population density of 124.66. While 146,672 or 7.39% are urban inhabitants, a further 2,578, or 0.19% are pastoralists. A total of 266,773 households were counted in this Zone, which results in an average of 5.06 persons per household, and 250,473 housing units. The three largest ethnic groups reported in West Wollega were the Oromo (76.72%), the Mao (1.45%), and the Amhara (21.2%); all other ethnic groups made up 0.63% of the population. Oromo was spoken as a first language by 97.06%, 1.36% spoke Mao, and 21.15% Amharic; the remaining 0.43% spoke all other primary languages reported. The majority of the inhabitants professed Protestantism, with 54.55% of the population having reported they practiced that belief, while 24.19% of the population practiced Ethiopian Orthodox Christianity and 18.66% were Muslim.



Source: Extracted from Ethio- GIS Data, (2024)

Figure 2: Map of the study area

3.2. Research Design

The study employed a descriptive and explanatory research design. The researcher preferred this method because it allowed for an in-depth study of the case that would lead to establishing a solution to the problem at hand (Islamia, 2016). It is a technique that utilizes quantitative techniques to establish a relationship between the explanatory variable and the explained variable (Atmowardoyo, 2018). It is also the best method to analyze cross-sectional data which aimed to analyze the effect of leadership styles on the organizational performance of youth and sports offices in some selected districts of the West Wollega zone. This study used quantitative approaches. Quantitative research is associated with a deductive approach to testing theory, often using numbers or facts.

3.3 Target Population of the Study

This study's target population is 20 district zone offices and three town administrations. Since the budget users are homogeneous, among twenty districts and three town administrations, the researcher selected five districts, & one town administration as a sample frame based on purposive sampling. These districts include Ganji, Haru, Lalo Asabi, Homa, Boji Dirmaji, and Gimbi town administration.

In these sample frames, there are 71 employees (Office managers, team leaders, human resources, and Employers) whose work directly relates to Youth and Sports office management-related issues. The researcher contacted all employees related to Youth and Sports office management and control for the survey since their number is very small.

3.4 Sample Size and Sampling Technique

Since the number of target populations stated above is manageable, the researcher took the sample size to be the total population. Therefore, the study took all 71 respondents from five selected districts and one town administration that have direct and practical bonds with youth and sports office management and control activities in the offices. Based on this, the researcher selected a total number of respondents purposively.

3.5 Data Collection Procedure

The study used primary data through questionnaires" The questionnaires were used to collect quantitative data that provided statistical descriptions, relationships and analysis. The one-on-one interviews with the five principals provided qualitative and exploratory data. De. Vos (1998) cited by (Araujo, 2017) indicates that when working from a qualitative perspective, the researcher attempts a first-hand, holistic understanding of a phenomenon, and data collection is shaped as the investigation proceeds. The researcher then administered questionnaires to the respondents through the respective selected districts' Youth and Sports offices team leaders and collected after approximately seven working days which the researcher deems to be an adequate period for filling.

3.6 Reliability and Validity of the Instrument

3.6.1 Instrument Validity

Validity is the evaluation of any measurement instrument or tool for good research. It concerns what an instrument measures, and the extent to which a questionnaire or the instrument, a concept is accurately measured in a quantitative study (Mohajan, 2017). There were various types of validity used in research studies, but for this study face validity was used. Therefore, to ensure its face validity, the researcher's advisor was engaged in commenting on the instruments. Besides, the opinion of office experts and academicians in the field was taken to ensure the validity of the instrument. The questionnaire was finally revised based on the field feedback collected from experts in the field.

3.6.2 Instrument Reliability

Reliability refers to the degree of consistency or dependability of an instrument, including stability, and internal consistency (Mohajan, 2017). An internal consistency reliability test was conducted and the Cronbach's alpha coefficient for the instrument was calculated. Cronbach alpha values vary in values from 0, meaning no consistency, to 1, meaning complete consistency. Cronbach alpha values of 0.80 or higher are considered as high reliability, those between 0.70 and 0.80 are regarded as having acceptable reliability, values between 0.60 and 0.70 are fair, and coefficients lower than 0.60 are questionable (SÜRÜCÜ & MASLAKÇI, 2020)

Before distributing the questionnaire to all respondents, 15 questionnaires were distributed for a pilot test to make sure the questions were clear and reliable (Che Md Ghazali, 2016; Rozali et al., 2022). Hence, a total of 15 questionnaires were distributed to Youth and sports office employees for the pilot test, which helped the researcher to ensure that the questionnaire was clear to respondents and reliable. The alpha values for all constructs in the study as shown in Table 1 were greater than the guideline of 0.70, so it can be concluded that the scales can be applied for analyses with good and acceptable reliability.

Table 1: Reliability Test for Pilot Study

Study variables	Cronbach's Alpha value
Organizational performance	0.908
Autocratic leadership	0.912
Democratic leadership	0.887
Transformational leadership	0.832
Laissez faire leadership	0.866
Transactional leadership	0.755
Total Average	0.86

3.7 Data Processing and Analysis

The researcher collected data through questionnaires from selected districts' budget and Finance process owners and experts. After the data was collected first cleaned and edited as a measure of dealing with extreme outliers. Thereafter, the researchers apply descriptive statistics to establish the influence of the explanatory variables on the organizational performance of Youth and Sports offices in the study area. The descriptive statistics here was the application of measures of central tendency (mean, mode, and median), measures of variability (range, variance, and standard deviation) percentages, frequency distribution tables, standard deviations, and also data tried to form tables. The correlation coefficient, chi-square test, and regression analysis were also calculated to establish the nature of relationships between the explained or dependent and the explanatory variables. The data also tested whether it meets the assumptions of the classical linear regression model. A correlation is a statistical device that measures the strength or degree of a supposed linear association between two or more variables and the Pearson correlation estimates a relationship between two interval variables.

The researcher going to analyze data using descriptive statistics including Mean and Standard Deviations and inferential statistics including ANOVA and regression analysis. The study carried out analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 26.

3.7.1 Model specification

The study adopted linear multiple regression analysis to determine the impact of the explanatory variables on the dependent variable. Multiple regressions are a mathematical model that characterizes the relationship between a dependent variable and two or more independent variables. Accordingly, to analyze the impact of leadership styles on organizational or office performance the researcher going to use five independent variables that mostly the researcher takes as leadership styles practiced in Youth and Sports offices of selected districts of the West Wollega zone. Therefore, multiple regression analysis was applied to determine the effects of these five explanatory variables on the explained variable or dependent variable. The study adopted the following regression model(Parks et al., 2010).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

Y= dependent variable

$\beta_0 =$ the intercept

X₁, X₂, X₃, X₄, and X₅ are explanatory or independent variables.

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 are slopes of explanatory variables

ε is stochastic term or the error of estimation .

3.8 Dependent and Independent Variables of the Study

The dependent variable of this study was the Organizational or office performance of the selected districts of the West Wollega Zone

- **Dependent variable**

Organizational Performance or Office Performance

- **Independent or Explanatory variables**

Transactional Leadership

Transformational Leadership

Democratic Leadership

Laissez- Faire Leadership

Autocratic Leadership

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

The main objective of the study was to examine the Effect of leadership styles on office performance of Youth and sports offices by formulating basic research questions with the five types of leadership styles. To meet the objective of the study, the data that were gathered from the primary source using a questionnaire were analyzed, presented, and interpreted in this section.

4.1 Response Rate

The questionnaires were distributed in person and by mail to the selected employees. These selected employees were informed by phone and in person to send the questionnaires back for collection. A total of 71 questionnaires were distributed, and all of them were received back. Thus, the response rate was 100%.

4.2 Demographic Characteristics of the Respondents

Demographic variables are very important indicators of Office or Organizational performance in any office and the basis for the research questionnaire. Even though demographic characteristics did not have a great influence on this study, the researcher considers some of them which are believed to have a relationship to the study. The demographic analysis of this study aimed to explain the characteristics of the sample, like the sex of respondents' age, educational status (academic qualification), work experience, department or place of work, and their position in the office and their field of study. The demographic composition of the respondents is summarized in Table 2 below. It's evident that from the table majority of Youth and Sport Offices employees are between the ages of 25-34 (52.1%). The main participants were males (73.2%), whereas 26.8% of the participants were females. Furthermore, the educational status or academic qualifications of the employees consist of 14.1% Diploma, 62% BA/BSc degree, and 23.9% Master's degree and above. 19.7% of respondents were service years between 1 to 5 years, 35.2% of the respondents were service years between 6-10 years, 31% of the respondents were service years between 11-15 years, and 14.1% of the employees above 15 years.

In summary, most of the respondents were males within the people age group 25-34 having a predominantly degree and 6-10 service years in the Youth and Sport offices of West Wollega Zone. This suggests that the respondents have good experience and academic qualifications to answer the questionnaire. Concerning the department, they work in or the job Position of the respondents, the majority of the respondents were experts of the office 46 (64.8%), and team leaders 18(25.4%) respectively. The other 7(9.9%) of the respondents were leaders of the office. The job of these respondents is related to the leadership in the offices. In other words, they have awareness about leadership and leadership styles; and organizational performance due to their field of study related to management and related fields, leadership 26(36.6%), sport management/sport science 13(18.3%). Only 14(19.7%) of the sample respondents studied unrelated or other fields in the Youth and Sports offices of the West Wollega zone

Table 2: Demographic Characteristics of the Respondents

Variables	Category	Frequency	Percentage
Sex of respondents	Female	19	26.8
	Male	52	73.2
	Total	71	100
Age of respondents	Under 25	7	9.9
	25 – 34	37	52.1
	35 – 44	24	33.8
	45 -54	3	4.2
	Total	71	100
Educational status of respondents	Diploma	10	14.1
	BA/BSc Degree	44	62
	Master’s and above	17	23.9
	Total	71	100
Work experience of respondents	1-5 years	14	19.7
	6-10 years	25	35.2
	11-15 years	22	31
	>15 years	10	14.1
	Total	71	100
Field of study	Management and related fields	18	25.4
	Leadership	26	36.6
	Sport management/sport science	13	18.3
	Others	14	19.7
	Total	71	100
Department/position of Employees	Expert	46	64.8
	Team leader	18	25.4
	Leader of the office	7	9.9
	Total	71	100

Source: Survey Result, 2024

4.3 Descriptive statistics

In this section, the youth and sports office employees’ responses were presented in tabular form. The tables contain the mean and standard deviation of their response. Mean value provides the idea about the central tendency of the values of a variable. Standard deviation is to give the idea about the dispersion or the existence of variance of the values of a variable from its mean value. Therefore, the results attained for all variables included in the study depend on the five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The interpretations of the Likert scale results are: scores of 1 to 2.42 indicate a low level, scores of 2.42 to 3.66 indicate a medium level, and scores of 3.67 to 5 indicate a high level.

4.3.1 Employees Response on Transformational Leadership

This section of the questionnaire tested the respondents’ responses regarding transformational leadership style in youth and sports offices. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 3 indicates the mean and standard deviation for each item.

Table 3: Transformational Leadership Response Analysis

Transformational Leadership			
	N	Mean	Std. Deviation
My leader inspires me to reach my full potential.	71	2.62	1.200
My team leader encourages me to think creatively and come up with new ideas.	71	2.41	1.249
The leader sets high-performance standards and expects the best from their employees	71	2.65	1.148
The office leader provides a compelling vision for our office's future.	71	2.68	1.066
My team leader acts as a role model for ethical behavior and integrity	71	2.76	1.088
Cumulative mean and Std. Deviation	71	2.6225	1.1502

Source: Survey Result, 2024

The means for the transformational leadership items constructs ranged between 2.41 and 2.76 and the standard deviation for the transformational leadership construct ranged between 1.066

and 1.249 which show some level of variance. The statement that respondents agreed with most was “Youth and Sports offices” transformational leadership styles my team leader acts as a role model for ethical behavior and integrity” (mean = 2.76 and standard deviation = 1.088). The statement indicating the lowest level of agreement was “My team leader encourages me to think creatively and come up with new ideas.” (Mean = 2.41 and standard deviation = 1.249). The overall mean for advertising level of agreement by respondents is 2.6225. This implies that according to employees’ responses, the effect of transformational leadership on Youth and sports office organizational performance is towards the medium level. This is as per the standard of (Alhakimi and Alhariry, 2014), which is mentioned in detail in the descriptive statistics section above.

4.3.2 Employees’ Responses on Transactional Leadership Style

This section of the questionnaire tested the attitudes and views about transactional leadership style among youth and sports office employees of selected districts. A series of five statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4 indicates the mean and standard deviation for each item.

Table 4: Transactional Leadership Response Analysis

Transactional Leadership style			
	N	Mean	Std. Deviation
The office leader clearly defines the tasks and responsibilities expected of employees	71	2.62	1.200
The leader of our office rewards and recognizes employees for meeting their targets.	71	3.35	1.122
The team leaders of the office monitor and evaluate employee performance regularly	71	2.63	1.186
My team leader provides timely feedback and guidance to help me improve my performance	71	3.46	1.067
The leader uses a reward system and punishments to motivate employees	71	3.28	1.098
Cumulative mean and Std. Deviation	71	3.0704	1.1346

Source: Survey Result, 2024

The above table summarizes five statements that were administered to measure the effect of transactional leadership style on office performance of the Youth and Sport office. The mean score for the effect of transactional leadership on Youth and Sports office performance ranged between 2.62 and 3.46 and the standard deviation for the transactional leadership style construct ranged between 1.067 and 1.200 which shows some level of variance. The statement “My team leader provides timely feedback and guidance to help me improve my performance” contributed the highest mean (mean score = 3.46, SD = 1.067) while “The office leader clearly defines the tasks and responsibilities expected of employees.” posting the lowest mean (mean = 2.62 SD = 1.200). The overall mean for transactional leadership style is 3.0704. This implies that, according to employees’ responses the effect of transactional leadership on Youth and sports office organizational performance is towards the medium level. This is as per the standard of (Alhakim & Alhariry, 2014).

4.3.3 Employees' Response to Laissez-Faire Leadership Style

The study required establishing the effect of the Laissez-faire leadership style on the organizational performance of youth and sports offices. A series of five statements were presented to respondents and their views based on a five-point Likert scale. The mean and standard deviation for each item is indicated in Table 5 below.

Table 5: Laissez-faire Leadership Response Analysis

Laissez faire leadership style			
	N	Mean	Std. Deviation
In complex situations my leader allows me to work my problems out on my way	71	3.10	1.097
My Team leader stays out of the way as I do my work	71	3.55	1.131
The team leader gives me complete freedom to solve problems on my own.	71	2.97	1.134
In most situations, I prefer little input from my leader	71	3.10	1.030
In general, the leader feels it's best to leave subordinates alone.	71	3.07	.976
Cumulative mean and Std. Deviation	71	3.1577	1.0736

Source: Survey Result, 2024

The above table summarizes five statements that were administered to measure the effect of laissez-faire leadership on the organizational performance of youth and sports offices. The mean score for the effect of laissez-faire leadership on organizational performance ranged between 2.97 and 3.55 and the standard deviation for the laissez-faire leadership construct ranged between 0.976 and 1.134 which shows some level of variance. The statement “My Team leader stays out of the way as I do my work.” contributed the highest mean (mean score = 3.55, SD = 1.131) while “The team leader gives me complete freedom to solve problems on my own.” posting the lowest mean (mean = 2.97, SD = 1.134). The overall mean for laissez-faire leadership style is 3.1577. This implies that, according to the response of the office employees, the effect of laissez faire on Youth and Sports office performance is towards medium level. This is as per the standard of (Alhakim & Alhariry, 2014), which is mentioned in detail in the descriptive statistics section above.

4.3.4 Employees' Response to Democratic Leadership Style

The fourth objective of the study was to examine the effect of the democratic Leadership style on the organizational performance of youth and sports offices. To achieve this objective, respondents were asked to indicate their level of agreement on five statements represented on a 5-point Likert scale from strongly disagree to strongly agree. The agreement on the statements is explained by the means and standard deviation in the table below

Table 6: Democratic Leadership Style Response Analyses

Democratic Leadership style			
	N	Mean	Std. Deviation
The leader of our office actively involves me in decision-making processes	71	2.96	1.114
My team leader values and considers my opinions and ideas	71	3.55	1.011
My team leader encourages open communication and dialogue within the team.	71	3.41	1.226
The administration of our office promotes teamwork and collaboration among team members	71	3.32	1.118
My team leader supports and empowers me to take ownership of my work	71	3.31	1.154
Cumulative mean and Std. Deviation	71	3.3099	1.1246

Source: Survey Result, 2024

The means for the democratic leadership style items ranged between 2.96 and 3.55, and the standard deviation for the democratic leadership style construct ranged between 1.011 and 1.226 which shows some level of variance. The statement that respondents agreed with most was “My team leader values and considers my opinions and ideas” (mean = 3.55 and SD = 1.011). The statement indicating the lowest level of agreement was “The leader of our office actively involves me in decision-making processes” (mean = 2.96 and SD = 1.114). The cumulative mean for the democratic leadership style is 3.3099. This implies that the effect of democratic leadership on the organizational performance of the Youth and Sport office is towards the medium level. This is as per the standard of (Alhakim & Alhariry, 2014).

4.3 5 Employees' Response to Autocratic Leadership Style

The study established the effect of autocratic leadership style on organizational performance in Youth and Sports offices. six questions were presented to the respondents and respondents were asked to rate their level of agreement with each statement based on a five-point Likert scale. Table 7 indicates the mean and standard deviation for each item.

Table 7: Autocratic Leadership Style Response Analyses

Autocratic Leadership style			
	N	Mean	Std. Deviation
The leader makes decisions in an autocratic way in our District Youth and Sports office	71	3.17	1.146
The leader often pushes his/her opinions	71	3.32	1.131
The leader makes decisions alone without asking for suggestions	71	3.21	1.145
The leader harshly tells subordinates what to do	71	3.68	.875
The leader is bossy and orders subordinates around	71	3.58	.889
The leader makes sure that his/her interests are always met	71	3.44	1.038
Cumulative mean and Std. Deviation	71	3.3991	1.03733

Source: Survey Result, 2024

The above table summarizes five statements that were administered to measure the effect of autocratic leadership style on the organizational performance of Youth and Sports offices. The mean score for the effect of autocratic leadership on organizational performance ranged between 3.17 and 3.68 and the standard deviation for the autocratic leadership style ranged between 0.875 and 1.146 which shows some level of variance. The statement “The leader harshly tells subordinates what to do” contributed the highest mean (mean score = 3.68, SD = 0.875) while the statement “The leader makes decisions in an autocratic way in our District Youth and Sports office.” posting the lowest mean (mean = 3.17, SD = 1.146). The cumulative mean for autocratic leadership style is 3.3991. This implies that according to employees’ responses, the effect of the autocratic leadership style on the Youth and Sport office organizational performance is towards the medium level. This is as per the standard of (Alhakim & Alhariry, 2014).

4.3.6 Employees' Response to Office Performance

This section of the questionnaire tested the level of agreement among Youth and Sport Office employees on the office's organizational performance. A series of five statements was presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 8 indicates the mean and standard deviation for each item.

Table 8: Organizational Performance Response Analysis

Office Performance			
Statements	N	Mean	Std. Deviation
Our District Youth and Sports office has been performing at a high level	71	3.58	.889
Our office consistently achieves its goals and objectives.	71	3.44	1.038
Our office effectively utilizes its resources to achieve results	71	3.38	.900
The performance of our office has improved over time.	71	3.35	.864
Employees in our office are motivated and engaged in their work.	71	3.28	.959
Cumulative mean and Standard deviation	71	3.405	0.93

Source: Survey Result, 2024

Table 8 above summarizes the statements that were shown to measure the Office performance of Youth and Sports offices in some selected Districts of West Wollega Zone. The means for the Office/Organizational performance items ranged between 3.28 and 3.58 and the standard deviation for the Office Organizational performance item ranged between 0.864 and 1.038 which show some level of variance. The statement that respondents agreed with most was “Our District Youth and Sports office has been performing at a high level” (mean = 3.58 and SD 0.889). The statement indicating the lowest level of agreement was “Employees in our office are motivated and engaged in their work.” (Mean= 3.28 and SD = .959). The cumulative mean for the office performance of the Youth and Sport office is 3.405, indicating that the majority of respondents towards the medium level of agreement with the statements Youth and Sport office performance.

4.3.7 The Overall Descriptive Statistics

Table 9: overall mean and standard deviation scores for the Leadership styles

Overall Descriptive Statistics			
	N	Mean	Std. Deviation
Transformational Leadership	71	2.6225	.86292
Transactional Leadership	71	3.0704	.59243
Laissez faire Leadership	71	3.1577	.73517
Democratic Leadership	71	3.3099	.72253
Autocratic Leadership	71	3.3991	.69607
Office Performance	71	3.405	.72975

Source: Survey Result, 2024

Table 9 shows the overall means of all items in the leadership styles and constructs for Youth and Sport office employees' level of agreement. According to the findings means of the Autocratic leadership style represented the highest overall mean score around 3.3991, this implies that Youth and Sport office employees have a high tendency towards agreeing with statements relating to the autocratic leadership style. Compared to other leadership styles Democratic Leadership followed with an overall mean score of 3.31. Laissez-faire Leadership took the third stage with an overall mean score of 3.1577. The fourth rank was given to Transactional Leadership with an overall mean score of 3.0704. The lowest level of agreement was with the transformational Leadership construct with a total mean score of 2.6225.

4.4 The Assumptions of Multiple Linear Regressions

4.4.1 Linearity Checking

The organizational performance of the Youth and Sport office is assumed to be linearly related with leadership styles; meaning the dependent variable office performance is assumed to be impacted by changes in the leadership styles or predictors. The relationship between the two variables should be linear. This means that a scatter plot of scores should be a straight line (roughly), not a curve (Pallant, 2010). The scatter plots for employees' respondents in this study show that there is an almost linear relationship between the variables. Figure 3 plots do not show any evidence of non-linearity between office performance and transformational leadership; therefore, the assumption of linearity is satisfied. For the remaining independent variable general information about linearity checking is described in the appendix part.

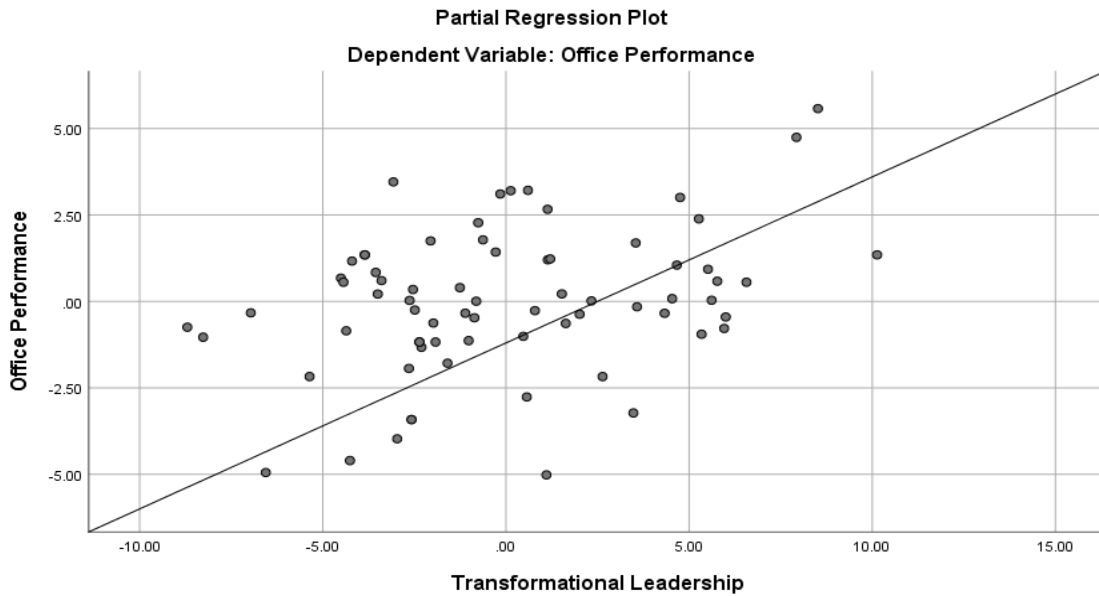


Figure 3: Scatter plot for checking linearity

Source: Survey Result, 2024

4.4.2 Normality test based on Skewness and kurtosis values

According to ORCAN (2020) checking the normality assumption is necessary to decide whether a parametric or non-parametric test needs to be used. Skewness and kurtosis values are some of the methods to use for checking normality in fact; skewness indicates the symmetry of the distribution. Kurtosis turns to the peak or flatness of the distribution relative to the normal distribution.

Accordingly, the normal distribution is detected based on skewness and kurtosis statistics. As proposed by (Ebenehi et al., 2019), the acceptable range for normality for both statistics is between -2 and +2. Therefore, as depicted in Table 10 below, all variables 'values of kurtosis and skewness are almost within the acceptable range for normality. So, this implies that all variables show close to normal distribution considering the criteria of scenes and kurtosis values between -2 and +2. For this very reason, the data used in this study could be assumed to be normally distributed.

Table 10: Normality Distribution Using Descriptive Statistics (Skewness and Kurtosis)

Skewness and Kurtosis					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership	71	.402	.285	-.827	.563
Transformational Leadership	71	.236	.285	1.042	.563
Laissez faire Leadership	71	-.521	.285	-.263	.563
Democratic Leadership	71	-.983	.285	1.073	.563
Autocratic Leadership	71	-1.023	.285	1.471	.563
Office Performance	71	-1.163	.285	1.720	.563

Source: Survey Result, 2024

4.4.3 Histogram Test of Normality

The residuals of the model are normally distributed and checked by using a histogram. The test of normality was checked that the data fit. The below histogram shows that the data is normally distributed due to the bell-shaped imposed curve covering all the bars of the histogram and therefore considered fit to apply the OLS technique in the entire analysis. The analysis entails determining the impact of transformational leadership, transactional leadership, laissez-faire leadership, democratic leadership, and autocratic leadership on the organizational performance of the office.

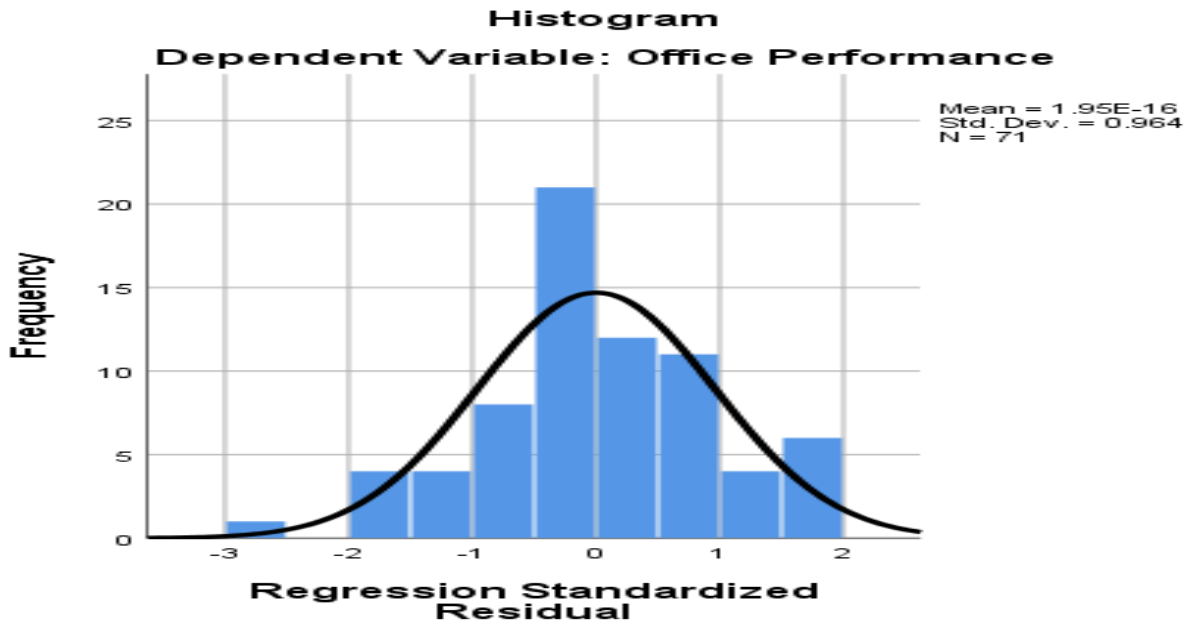


Figure 4: Histogram test of normality

Source: Source: Survey Result, 2024

4.4.4 Multicollinearity test of predictors

Multicollinearity is a problem that which two or more variables giving rise to the same piece of information are included that is we may have redundant information or unnecessarily include related variables. Multicollinearity is used to describe the association between independent variables. If there is a high correlation between two or more explanatory variables, it may cause problems when trying to draw inferences about the relative contribution of each predictor variable to the success of the model (Pallant, 2010). Multicollinearity in this study was tested using the Variance Inflation Factor (VIF) value. For the current model, the VIF values are all below 10 and the tolerance statistics are also above 0.2; therefore, we can conclude that there is no problem of multicollinearity among predictors within our data.

Table 11: Multicollinearity test of predictors

Model		Coefficients	
		Collinearity Statistics	
		Tolerance	VIF
1	Transformational Leadership	.901	1.110
	Transformational Leadership	.975	1.026
	Laissez faire Leadership	.481	2.079
	Democratic Leadership	.549	1.820
	Autocratic Leadership	.660	1.516
a. Dependent Variable: Office Performance			

Source: Survey Result, 2024

4.4.5 Homoscedasticity

Homoscedasticity is the variability in scores for explanatory variables that should be similar at all values of the dependent variable. To ensure the fulfillment of this relationship between predictors and dependent variables, the variance of dependent variable values must be equal at each value of independent variables (Yang et al., 2019). For a basic analysis, it is worth plotting ZRESID (Y-axis) against ZPRED (X-axis), because this plot is useful to determine whether the assumptions of random errors and homoscedasticity have been met.

Decision rule: If the data are homoscedastic, the residuals should be normally distributed around the zero line, with no noticeable patterns in the scatter plot or the residuals plot. If the data are heteroscedastic, the residuals will not be normally distributed, and there will be a noticeable pattern in the scatter plot or the residuals plot. The scatter plots show that there is homoscedasticity. Thus, the assumption is reasonably supported in this study. Please see Appendix II.

4.5 Pearson Correlation Analysis

To measure the degree of association between the leadership styles and organizational performance of the Youth and Sport office the researcher has used Pearson correlation through the SPSS 26 version as follows:

Table 12: Correlation matrix between explanatory variables and Organizational Performance of Youth and Sports office

Independent Variables		Transformational leadership	Transactional leadership	Laissez faire leadership	Democratic leadership	Autocratic leadership
Organizational performance	Pearson Correlation	0.431**	-0.092	0.620**	0.635**	0.702**
	Sig. (2-tailed)	.000	.445	.000	.000	.000

Source: Survey Result, 2024

Pearson’s Correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. The result of the Pearson correlation coefficient can range from -1 to +1. The value of -1 represents a perfect negative correlation, while a value of +1 represents a perfect positive correlation. A value of 0 correlation represents no relationship (Suresh & Raju, 2022).

The results of the Pearson correlation coefficient may be interpreted by the guideline of (Schober & Schwarte, 2018), the value of $r = 0.00$ to 0.10 negligible correlation or $r = 0.10$ to 0.39 be located weak, $r = 0.40$ to 0.69 be located with moderate correlation, $r = 0.70$ to 0.89 be located strong correlation and $r = 0.90$ to 1.00 be located very strong correlation independent variables with dependent variable.

In this study Pearson’s correlation coefficient, the sig. value ‘0.000’, shows that four leadership styles used in the study (transformational, laissez-faire, democratic, and autocratic) have a significant relationship with organizational performance of the office, with $p < 0.05$, and the stars ‘**’ indicating the correlation is significant at 0.01 level. As described in the above table four independent variables are positively correlated with each other.

Accordingly, autocratic leadership style is positively and significantly correlated with organizational performance which is ($r = 0.702$, $p = 0.000$). This finding is supported by (Hasan & Khajeh, 2018) which investigated the impact of leadership styles on organizational performance and found the result ($r = 0.064$, $p = 0.000$). The leadership style (democratic) is positively and significantly correlated with youth and sports office performance at ($r = 0.635$, $p =$

0.000) under the study. It revealed that there is a statistically moderate relationship between democratic leadership and office performance. This finding coincided with (Mbura & Sekela, 2020) which studied promotional strategies and performance of commercial banks and found ($r = 0.186$, $p = 0.016$). In addition, laissez-faire and transformational leadership were also found significantly and positively correlated with the organizational performance of youth and sports offices at ($r = 0.620$, $p = 0.000$); and ($r = 0.431$, $p = 0.000$) respectively under the study. This finding is supported by Hasan & Khajeh (2018) who studied the impact of leadership styles on organizational performance. Finally, transactional leadership is found to be negatively and insignificantly correlated with office performance at ($r = 0.092$, $p = 0.445$). This implies there is a statistically negligible correlation between transactional leadership style and organizational performance of youth and sports offices of West wollega zone. Overall all leadership styles such as autocratic leadership, democratic leadership, laissez-faire leadership, and transformational leadership styles have a positive relationship with the office performance with ($r = 0.702, 0.635, 0.620, 0.431$; $P < 0.001$) respectively. This indicates that these four leadership styles induce as per the level of expectations. Therefore, these leadership styles must be promoted in the organizations.

4.6 Regression Analysis

To determine the extent to which the explanatory variables (leadership styles such as transformational, transactional, laissez-faire, democratic, and autocratic) explain the variance in the dependent variable (Office Performance). The results of the multiple regression analysis are presented in the following.

Table 13: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.843 ^a	.710	.688	2.03862	1.861
a. Predictors: (Constant), Autocratic Leadership, Transformational Leadership, Transactional Leadership, Democratic Leadership, Laissez-faire Leadership					
b. Dependent Variable: Office Performance					

Source: Survey Result, 2024

The model summary in Table 13 above shows the multiple linear regression model summary and overall fit statistics. R-value is 0.843, indicating a correlation of the six explanatory variables (leadership styles) with the dependent variable (Office performance), and the model exhibited an adjusted R² value of 0.710 with the R² = 0.710. This means that the linear regression model with the independent variables explains 71% of the variance of the dependent variable. In other words, it indicates that 71% of office performance in the West Wollega zone was explained by the variation of the five leadership styles and 29 % was due to other factors. The Durbin-Watson result $d = 1.861$, which is between the two critical values of 1.5 and 2.5 ($1.5 < d < 2.5$), thus it can be assumed that there is no first-order linear autocorrelation in the multiple linear regression data in this study.

Table 14: Regression Analysis: ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	661.807	5	132.361	31.849	.000 ^b
	Residual	270.137	65	4.156		
	Total	931.944	70			
a. Dependent Variable: Office Performance						
b. Predictors: (Constant), Autocratic Leadership, Transformational Leadership, Transactional Leadership, Democratic Leadership, Laissez-faire Leadership						

Source: Survey Result, 2024

The ANOVA Table indicates whether the overall model results in a significantly good degree of the prediction of the outcome variable (Field, 2009). The proposed model was adequate as the Sig value is less than 0.05. This indicates that the overall model had a statistically significant relationship between leadership styles and organizational performance. The above table indicates that the significance value is 0.000 ($p = 0.000$) which is below 0.05 and therefore we can say that leadership styles the Youth and Sports offices use affect office performance.

From Table 15 the Sig. Values of transformational leadership, transactional leadership, democratic leadership, and autocratic leadership were 0.004, 0.008, 0.002, and 0.000 respectively. This test shows that the coefficients of the four explanatory variables are statistically significant at less than a 5% level of significance. Thus, four variables were found to

be significant predictors of the organizational performance of Youth and Sports offices under the study area. However, the P value of direct marketing was 0.138, which was not statistically significant and not a predictor of office performance. The standardized beta coefficient column shows the contribution that an individual variable is made to the model. The beta is the amount that the dependent variable increases or decreases when the independent variable increases by one standard deviation. Thus, the largest influence on office performance is from autocratic leadership (0.409), and the next is democratic leadership (0.294), Transactional leadership (0.23), and Transformational Leadership (0.177) respectively. On the other hand, Laissez-faire leadership with a beta value of .143 was the lowest predictor of office performance when it was compared with the other explanatory variables under study.

A 95% confidence interval is a range of values that can be 95% certain and contains the true parameter of the population. If the confidence interval does not include zero in the interval, the independent variables are statistically significant to predict the dependent variable. From the coefficient table below the confidence interval for Transformational leadership, Transactional leadership, Democratic leadership, and autocratic leadership did not include zero value which encountered significance, whereas the interval for Laissez-faire in between (-0.047, 0.334), included zero value and statistically insignificant.

Table 15: Regression coefficients and intercept

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.777	1.820		1.526	.132	-.857	6.411
	Transformational Leadership	.177	.059	.209	2.973	.004	.058	.296
	Transactional Leadership	-.230	.083	-.187	-2.759	.008	-.396	-.063
	Laissez faire Leadership	.143	.096	.145	1.501	.138	-.047	.334
	Democratic Leadership	.294	.091	.291	3.229	.002	.112	.476
	Autocratic Leadership	.409	.072	.468	5.688	.000	.265	.552
a. Dependent Variable: Office Performance								

Source: Survey Result, 2024

4.6.1 Interpretation of Regression Coefficients

Based on table 15; shows the unstandardized beta coefficient, which tells us the unique contribution of each independent variable to the model. A high beta value and a small p-value ($P < 0.05$) indicate the independent variable has made a significant statistical contribution to the model. On the other hand, a small beta value and a high p-value ($p > 0.05$) indicate the explanatory variable has little or no significant contribution to the model.

The Coefficients of independent variables in the multiple linear regressions above show the relationships between dependent variables and independent variables. Accordingly, Autocratic

Leadership, Transformational Leadership, and Democratic Leadership were positive and statistically significant at a 5% level of significance. This means they have great contribution to enhancing the organizational performance of Youth and Sports offices in selected districts of the west Wollega Zone. However, the transactional leadership style was negative and statistically significant at a 5% level of significance. However, laissez-faire leadership had no significant effect on office performance due to its p-value of 0.138 is greater than the significance level of 0.05. The objective of the multiple regressions in this study was to find such an equation that could be used to find the effect of explanatory variables on the dependent variable. The estimated regression equation takes the following form:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

Where Y = Organizational Performance of Youth and Sport offices

β_0 = intercept that shows the value of office performance by taking the value of all independent variables equal to zero

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ and β_6 are the regression coefficients or weights of the following respective independent variables:

X_1 = Transformational leadership,

X_2 = Transactional leadership,

X_3 = Laissez faire leadership

X_4 = Democratic leadership

X_5 = Autocratic leadership

So, the estimated regression equation of the study is:

$$OP = 2.777 + 0.177X_1 - 0.230X_2 + 0.143X_3 + 0.294X_4 + 0.406X_5 + \varepsilon$$

The result of Table 16 indicates that, from five leadership styles three variables namely: autocratic leadership, transformational leadership, and democratic leadership have a positive and significant impact on office performance of Youth and Sports offices at $p < 0.05$ levels. But, the degree of significance varied from variable to variable. Based on the multiple linear regression above autocratic leadership ($\beta = 0.409$, $p = 0.000$), democratic leadership ($\beta = 0.294$, $p = 0.002$), and transformational leadership ($\beta = 0.177$, $p = 0.004$) have a highly positive and significant effect on youth and sport offices performance of West Wollega zone. However, the finding further indicates that transactional leadership ($\beta = -0.230$, $p = 0.008$) has a negative and

significant impact on the office performance of youth and sports offices under the study area. The coefficient for laissez-faire leadership is not statistically significant at the 5% level, suggesting that it does not have a significant effect on office Performance of youth and sports offices in the study area.

In general, the results revealed that organizational/ office performance is impacted by leadership styles. Three leadership styles were found to have a positive relationship with youth and sports office performance. These are autocratic leadership, democratic leadership, and transformational leadership style. However transactional leadership has a negative effect on office performance. Even if the coefficient of laissez-faire leadership is positive the result is not statistically significant at a 5% level. Implying that this leadership style does not significantly impact youth and sports office performance in the study area

4. 7 Discussion of the Result

The study was carried out to examine the impact of leadership styles on the organizational performance of youth and sports offices. Based on the result of the above multiple regression analysis and Pearson correlation analysis the following findings are discussed.

4.7.1 The Effect of Transformational leadership on the organizational performance of youth and sport offices

In this section, the study evaluates the effect of transformational leadership style on the organizational performance of youth and sports offices. The Pearson correlation coefficient analysis results in Table 12 show that transformational leadership and organizational performance have a significant relationship at the 95% confidence level. A correlation test was conducted to know the degree of association between transformational leadership and dependent organizational/ office performance. The results of the correlation between this variable indicated that there was a statistically significant relationship between transformational leadership and the Youth and Sports office's organizational performance. In another explanation office's transformational leadership style and organizational performance have a moderate relationship ($r = 0.431$, $p = 0.000$). This finding is coherent with the result of Tojari et al. (2011) concluded that transformational leadership has moderate relationships with effectiveness in sports organizations.

The multiple regression analysis results shown in Table 15 were standardized Coefficients (beta) for transformational leadership ($\beta = 0.209$, $p = 0.004$). The beta average results show that the transformational leadership style has a statistically positive and significant effect on office

performance in the study area. According to the table, the standardized coefficient (Beta) for transformational leadership is 0.209, and the corresponding t-value is 2.973 with a significant level of 0.000. This indicates that there is a positive and significant effect of transformational leadership on the organizational performance of youth and sports offices in selected districts of the West Wollega zone. Furthermore, the unstandardized coefficient for transformational leadership style is 0.177, which means that for a one-unit increase in transformational leadership style, the Office Performance of the youth and sports office is expected to increase by 0.177 units, holding all other variables constant. In summary, the results suggest that transformational leadership style has a positive impact on youth and sports offices organizational performance. The result implies that transformational leadership style has a meaningful impact on office performance. Organizations or leaders of the office who adopt transformational leadership styles, such as inspiring and motivating their subordinates, setting high expectations, and fostering a supportive work environment, are likely to see improved performance outcomes in their office settings. This finding is supported by Hasan & Khajeh (2018) who investigated the impact of leadership styles on organizational performance and found transformational leadership has a positive relationship with organizational performance.

4.7.2 The Effect of Transactional leadership on the Organizational Performance of Youth and sport offices

In this section, the study examines the effect of transactional leadership on the organizational performance of Youth and sports offices in selected districts of the West wollega zone. The Pearson correlation coefficient analysis; results shown in Table 12 the dependent variable Office performance had a negligible and negative correlation with transactional leadership style ($r = 0.092$, $p = 0.445$) at the 95 % confidence level. The Pearson correlation coefficient of 0.092 suggests that there is a negligible linear relationship between transactional leadership and Office Performance.

The multiple regression analysis results shown in Table 15 indicated that the standardized Coefficients (beta) for transactional leadership (beta = -0.187, $p = 0.008$). According to the table, the standardized coefficient (Beta) for transactional leadership is -0.187, and the corresponding t-value is -2.759 with a significant level of 0.000. This indicates that there is a strong negative and significant impact of transactional leadership on Organizational/ office Performance of youth and sports offices in the study area. The unstandardized coefficient for

transactional leadership is -0.230, which means that for a one-unit increase in transactional leadership, the Office Performance of Youth and Sport office is expected to decrease by 0.230 units, holding all other variables constant. In general, the results suggest that transactional leadership has a strong negative impact on Youth and sports offices organizational Performance. Therefore, decreasing the transactional leadership style enhances Organizational Performance for Youth and sports offices. This conclusion is by Hasan & Khajeh (2018) who studied the impact of leadership styles on Organizational Performance.

4.7.3 The Effect of Democratic Leadership on the Organizational Performance of Youth and Sports Offices.

In this section, the study determines the effect of democratic leadership on the Youth and sports offices' Organizational performance. The Pearson correlation coefficient analysis results indicated in Table 12 that the dependent variable office performance had a strong and positive correlation with democratic leadership ($r = 0.635$, $p = 0.000$) at the 95% confidence level. This result coincides with the finding presented by Hasan & Khajeh (2018) who found that democratic leadership statistically positive correlation with organizational performance.

The multiple regression analysis results shown in Table 15 indicated that the standardized Coefficients (beta) for democratic leadership ($\beta = 0.291$, $p = 0.002$). According to the table, the standardized coefficient (Beta) for democratic leadership is 0.291, and the corresponding t-value is 3.229 with a significant level of 0.002. This indicates that there is a strong positive and significant effect of democratic leadership on the organizational performance of Youth and sports offices. The unstandardized coefficient for democratic leadership is 0.294, which means that for a one-unit increase in democratic leadership, the organizational Performance of the office is expected to increase by 0.294 units or 29.4%, holding all other variables constant. In general, the results suggest that the democratic leadership style has a positive impact on youth and sports offices' Organizational Performance. Therefore, highly using the democratic leadership style can be an effective leadership style to improve Organizational or office Performance for Youth and sports offices in the zone. This conclusion is by (Awara & Esu, 2014).

4.7.4 The Effect of Autocratic leadership on the Organizational Performance of Youth and Sport offices

In this section, the study examined the effect of autocratic leadership style on the organizational performance of youth and sports offices under the study. The result of the Pearson correlation coefficient analysis shown in Table 12 indicated that the dependent variable Youth and Sport office organizational performance had a strong and positive correlation with autocratic leadership ($r = 0.702$, $p = 0.000$) at the 95% confidence level. This finding is consistent with the result presented by Ojokuku et al. (2012) that showed autocratic leadership style is significantly correlated with organizational performance.

The multiple regression analysis results shown in Table 15 indicated that the standardized Coefficients (beta) for autocratic leadership ($\beta = 0.468$, $p = 0.000$). According to the table, the standardized coefficient (Beta) for autocratic leadership style is 0.468, and the corresponding t-value is 5.688 with a significant level of 0.000. This indicates that there is a strong positive and significant effect of autocratic leadership style on the organizational performance of Youth and sports offices. The unstandardized coefficient for autocratic leadership is 0.409, which means that for a one-unit increase in autocratic leadership, the organizational Performance of Youth and sports office is expected to increase by 0.409 units or 40.9%, holding all other leadership styles constant. The finding implies that autocratic leadership style has a strong positive impact on the organizational performance of Youth and Sports offices in the study and autocratic leadership style is effective due to unskilled labor in selected districts of the zone. Fulani & Doe (2022) in their review concluded that autocratic leadership style can be effective when unskilled labor is used or in high-stress situations requiring immediate actions as long as the advantages outweigh the disadvantages.

4.7.5 The effect of Laissez-faire leadership style on organizational performance of Youth and Sports offices

In this section, the study examined the effect of laissez-faire leadership style on the organizational performance of youth and sports offices under the study. The result of the Pearson correlation coefficient analysis shown in Table 12 indicated that the dependent variable Youth and Sport office organizational performance had a moderate and positive correlation with laissez-faire leadership style ($r = 0.620$, $p = 0.000$) at the 95% confidence level. This finding is consistent with the result presented by (Taye et al., 2023) which indicated there is a significant positive relationship between the laissez-faire leadership styles the organizational performance

However the findings of Koech & Namusonge (2012) contradict this result with laissez-faire leadership style is not significantly correlated to organizational performance.

The result of the standardized beta value of laissez-faire leadership has the last and weakest effect on the office performance of youth and sports offices than the four leadership styles (autocratic, democratic, transformational, and transactional). It's important to note that the p-value for laissez-faire leadership is not statistically significant ($p\text{-value} = 0.138$), which means that there is not enough evidence to conclude that laissez-faire has a significant impact on the organizational Performance of Youth and Sports offices in selected districts of West Wollega zone.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary

The primary objective of this study was to examine the effect of leadership styles on the organizational performances of the West Wollega zonal youth and Sports offices. To do this, five determinants of leadership styles were used. These are transformational, transactional, laissez-faire, democratic, and autocratic leadership.

The study adopted a descriptive and explanatory research design and used a quantitative research approach. A total of 71 structured questionnaires were distributed to sample respondents and all of them (100%) were collected. Hence, for this particular study, 71 questionnaires were effectively used for analysis which indicates a 100% response rate which is acceptable to undertake a study.

Since all the leadership styles used in the study were greater than 70%, it was good for further analysis. The result of descriptive statistics indicated that the mean value represents the average score for each variable, and it ranges from 2.6225 for transformational leadership the demographic findings of the study were summarized as the majority of respondents were males, the majority of the respondents were first-degree holders, the majority of the respondents were experts, Majority of the respondents had 6-10 years of working experience in the office. As the descriptive statistics, the autocratic leadership style was mostly used in the office. The respondents were asked to answer the effect of the five leadership styles on the organizational performance of the Youth and Sport office in West Wollega Zone. The researcher tested the questionnaires before going to the analysis by using the reliability test and the result showed that the coefficient alpha for autocratic, democratic, transformational, laissez-faire, and, transactional leadership was found to be 91.2%, 88.7%, 86.6%, 83.2%, and 75.5% respectively. to 3.3991 for autocratic leadership. The standard deviation ranges from 0.69607 for autocratic leadership to 0.86292 for transformational leadership. This indicates that the respondents gave relatively medium scores to all variables, with mean values ranging from 2.6225 to 3.3991 on a 5-point scale. However, there is some variability in the scores, as indicated by the standard deviations, which range from 0.69607 to 0.86292. The result showed that leadership styles have relatively

moderate levels of effect on organizational performance which supports the result of Pearson correlation analysis.

Pearson correlation analysis results in the study showed that autocratic leadership, democratic leadership, laissez-faire leadership, and transformational leadership styles have a positive relationship with office performance ($r = 0.702, 0.635, 0.620, 0.431$; $P < 0.001$) respectively. This indicates that these four leadership styles induce the level of expectations. On the other hand, transactional leadership is found to be negatively and insignificantly correlated with office performance at ($r = 0.092, p = 0.445$). This implies there is a statistically negligible correlation between transactional leadership style and organizational performance of youth and sports offices in the study area.

The outcome of the multiple linear regression analysis confirmed that from five leadership styles used three variables namely: autocratic, democratic, and transformational leadership have a positive and significant effect on Office performance of Youth and Sports offices at $p < 0.05$ levels. Transactional leadership has a negative and significant effect on Youth and Sports Office performance. But, the degree of significance varied from variable to variable. Accordingly, autocratic leadership ($\beta = 0.409, p = 0.000$), democratic leadership ($\beta = 0.294, p = 0.002$), and transformational leadership ($\beta = 0.177, p = 0.004$) have a highly positive and significant effect on youth and sports offices performance of West Wollega zone. However, the finding further indicates that transactional leadership ($\beta = -0.230, p = 0.008$) has a negative and significant impact on the office performance of youth and sports offices under the study area. The coefficient for laissez-faire leadership is not statistically significant at the 5% level, suggesting that it does not have a significant effect on office Performance of youth and sports offices in the study area. In general, when five leadership styles are taken as predictors of organizational performance, autocratic leadership has a high positive and significant effect on office performance followed by democratic, and transformational leadership whereas transactional leadership has a negative and significant effect on office performance of Youth and Sports Offices of West Wollega zone.

5.2 Conclusion

This study has focused on the impact of leadership styles on the organizational performance of youth and sports offices of the West Wollega zone. The focus was on only five types of leadership styles- transformational, transactional, democratic, laissez-faire, and autocratic.

The study found that autocratic leadership, transformational leadership, and democratic leadership have a statistically significant positive impact on the organizational performance of Youth and Sports offices in the selected districts of West Wollega Zone. The coefficients for these leadership styles were 0.409, 0.177, and 0.294, respectively, with p-values of 0.000, 0.004, and 0.002, indicating their significance at a 5% level of significance. On the other hand, transactional leadership was found to have a statistically significant negative impact on office performance, with a coefficient of -0.230 and a p-value of 0.008. This suggests that the use of transactional leadership practices may hinder the performance of Youth and Sports offices. However, the laissez-faire leadership style was not found to have a significant effect on office performance, as indicated by its coefficient of 0.143 and a p-value of 0.138, which is greater than the significance level of 0.05. This implies that the lack of leadership or hands-off approach represented by laissez-faire leadership does not significantly influence the organizational performance of the offices under study. Based on these findings, it can be concluded that autocratic, transformational, and democratic leadership styles are important predictors of office performance, while transactional leadership and laissez-faire leadership have limited or no significant impact. This study reveals that organizational performance is associated with leadership style and they have both a positive and a negative impact on the performance. It is important for a leadership style to offer opportunities to employees, offer a sense of belonging along with allowing them to participate in the decision-making.

5.3 Recommendations:

Based on the regression results presented in the table, the following recommendations can be made:

- Since transformational leadership has a positive and significant impact on office performance, therefore leaders of the office should promote and encourage the adoption of transformational leadership practices within Youth and Sports offices. This leadership style inspires and motivates employees, fosters innovation and creativity, and promotes a positive work environment thereby enhancing office performance.
- Transactional Leadership was found to have a negative and significant impact on office performance. Therefore, this study recommended addressing any issues related to transactional leadership practices. This may involve revising reward systems, clarifying

expectations, and improving communication channels to minimize the negative effects and enhance employee motivation and performance.

- Democratic Leadership was also found to have a positive and significant impact on office performance. For this very reason, the youth and sports office leaders have to enhance democratic leadership practices within the offices. This includes involving employees in decision-making processes, encouraging open communication, and fostering a collaborative work environment.
- Autocratic leadership was also found to have a positive and significant impact on Youth and Sports office performance.
- Even if Laissez-Faire Leadership was not found to have a significant impact on office performance, it is still important to review and address any potential issues related to this leadership style. Leaders should be encouraged to be more proactive, engaged, and supportive of their subordinates. Providing guidance, direction, and support can contribute to improved performance and employee satisfaction.
- Over all implement leadership training and development programs for supervisors and managers within the Youth and Sports offices. These programs can focus on enhancing leadership skills, promoting effective communication, fostering teamwork, and developing a positive organizational culture. Continuous training and development will contribute to the improvement of leadership practices and overall office performance.

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APENDEX I: -Questionnaire

Jimma University

Sport Academy

Survey Questionnaire

Questionnaires were administered and distributed to Some Selected Woredas of Youth & Sport Office employees in the West Wollega Zone.

I am a postgraduate student at Jimma University, **Sports Academy**; Department of Sport Science. These questionnaires are prepared to collect the data for the partial fulfillment of the requirements for the award of Master of Science in Sports Management, and focus on establishing “**The Impact Of Leadership Styles On Organizational Performance In The West Wollega Zone Youth And Sports Offices**” The research is intended for academic purposes only; therefore you are kindly requested to participate in the study by providing all appropriate information in the spaces provided honestly and precisely. I will assure you that your response will be used only for the academic purpose and kept confidential.

Part I: Background Information

Direction: Please tick (✓) the appropriate response in the box provided.

1. Woreda: _____

2. Sex: Male Female

3. Age: Below 30 30-39 40-50 51-60

4. Marital Status: Single Married Widowed Divorced

5. Educational level: Diploma BA Degree MA and above

6. Work experience (in years): 0-5 6-10 1-15 Above 15

7. Your field of study 1/ management and related fields 2/Leadership

3/ Sport Management/Sport Science 4/others

8. Position: Expert Team Leader Leader of the office

Part II In the following section, the researcher is requesting your specific perceptions toward research questions. Please kindly indicate (X) mark to express the extent to which you agree or disagree with the given statement from the choices.

Employee Competency and Budget Management

TRANSFORMATIONAL LEADERSHIP

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

Transformational Leadership	SD	D	N	A	SA
	1	2	3	4	5
My leader inspires me to reach my full potential.					
My team leader encourages me to think creatively and come up with new ideas.					
The leader sets high-performance standards and expects the best from their employees					
The office leader provides a compelling vision for our office's future.					
My team leader acts as a role model for ethical behavior and integrity					

TRANSACTIONAL LEADERSHIP

Transactional Leadership	SD	D	N	A	SA
The office leader clearly defines the tasks and responsibilities expected of employees					
The leader of our office rewards and recognizes employees for meeting their targets.					
The team leaders of the office monitor and evaluate employee performance regularly					
My team leader provides timely feedback and guidance to help me improve my performance					
The leader uses a reward system and punishments to motivate employees					

LAISSEZ-FAIRE LEADERSHIP

Laissez-faire leadership	SD	D	N	A	SA
	1	2	3	4	5
In complex situations my leader allows me to work my problems out on my way					
My Team leader stays out of the way as I do my work					
The team leader gives me complete freedom to solve problems on my own.					
In most situations, I prefer little input from my leader					
In general, the leader feels it's best to leave subordinates alone.					

DEMOCRATIC LEADERSHIP

Democratic Leadership	SD	D	N	A	SA
	1	2	3	4	5
The leader of our office actively involves me in decision-making processes					
My team leader values and considers my opinions and ideas					
My team leader encourages open communication and dialogue within the team.					
The administration of our office promotes teamwork and collaboration among team members					
My team leader supports and empowers me to take ownership of my work					

AUTOCRATIC LEADERSHIP

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

Autocratic Leadership	SD	D	N	A	SA
	1	2	3	4	5
The leader makes decisions in an autocratic way in our District Youth and Sports office					
The leader often pushes his/her opinions					
The leader makes decisions alone without asking for suggestions					
The leader harshly tells subordinates what to do					
The leader is bossy and orders subordinates around					
The leader makes sure that his/her interests are always met					

ORGANIZATIONAL PERFORMANCE

Organizational performance	SD	D	N	A	SA
	1	2	3	4	5
Our District Youth and Sports office has been performing at a high level					
Our office consistently achieves its goals and objectives.					
Our office effectively utilizes its resources to achieve results					
The performance of our office has improved over time.					
Employees in our office are motivated and engaged in their work.					

DABALATA I: -Gaaffii

Yuunivarsiitii Jimmaa

Akkaadaamii Ispoortii

Gaaffii Qorannoo

Hojjetoota Waajjira Dargaggootaa fi Ispoortii Godina Wollega Lixaa jiraniif Aanaalee Filatamaa Tokko Tokkotti gaaffileen bulfamee raabsameera.

Yuunivarsiitii Jimmaa, Akkaadaamii Ispoortii keessatti barataa digirii lammaffaati; Kutaa Saayinsii Ispoortii. Gaaffileen kunneen badhaasa Master of Science in Sports Management argachuuf ulaagaalee gartokkoon guutuuf ragaalee walitti qabuuf kan qophaa’an yoo ta’u, **“Dhiibbaa Akkaataan Hooggansaa Raawwii Jaarmiyaa Waajira Dargaggootaa Fi Ispoortii Zoonii Wollegaa Lixaa Irratti Qabu”** hundeessuuf kan qophaa’anidha qorannoon kaayyoo barnootaa qofaaf kan yaadame yoo ta’u; kanaaf iddoowwan kennaman keessatti odeeffannoo barbaachisaa ta’e hunda amanamummaa fi sirritti kennuudhaan qorannicha irratti akka hirmaattan kabajaan isin gaafanna. Deebiin keessan kaayyoo barnootaa qofaaf akka oolu fi iccitiin akka eegamu isiniif mirkaneessa.

KUTAA I:

Odeeffannoo Duubbee

Kallattii: Maaloo saanduqa kenname keessatti deebii barbaachisaa ta’e (√) irratti mallattoo kaa’i.

1. **Aanaa /B/Magalaa:** _____

2. **Saala:** Dhiira Dhalaa

3. **Umurii:** 30 gadi 30-39 40-50 51-60

4. **Haala Gaa’elaa:** Gaa’ela tokko qofa kan ta’e/ taate abbaan/haadha/ manaa kan irraa du’e Hiike/ Hiikte

5. **Sadarkaa barnootaa:** Dippiloomaa BA Digirii MA fi isaa ol

6. **Muuxannoo hojii (waggoota keessatti):** 0-5 6-10 11-15 15 ol

7. **Dirree barnoota kee** 1/ hoggansaafi dameewwan kanaan walqabatan 2/Hoggansa

3/ Bulchiinsa Ispoortii/Saayinsii ispoortii/barnoota qaamaa 4/Kanneen biroo

8. **Gitoota hojii:** Hogganaa Garee Ogeessa Hogganaa mana hojii

KUTAA II

Kutaa itti aanu keessatti qorataan gaaffilee qorannoo irratti ilaalcha addaa qabdan gaafachaa jira. Maaloo filannoowwan keessaa ibsa kenname irratti hammam akka walii galta ykn akka walii hin galle ibsuuf mallattoo (X) agarsiisi.

Gahumsa Hojjetaa fi Bulchiinsa Baajata

HOGGANSAA JIJJIIRAMA

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Hoggansa Jijjiiramaa	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Hogganaan koo humna koo guutuu akkan ga'u na kakaasa.					
Hogganaan garee koo akkan kalaqaan yaaduu fi yaada haaraa akkan baafadhu na jajjabeessa.					
Hogganaan ulaagaa raawwii hojii olaanaa kan kaa'u yoo ta'u, hojjetoota isaanii irraa waan gaarii eega					
Hogganaan waajjira kanaa egeree waajjira keenyaaf mul'ata dirqisiisaa ta'e ni kenna.					
Hogganaan garee koo amala naamusaa fi qulqullinaaf fakkeenya ta'ee hojjeta					

HOGGANSAA DALDALAA

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Hoggansa Daldalaa	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Hogganaan waajjira hojii fi itti gaafatamummaa					

hojjettoota irraa eegamu ifatti ibsa					
Hogganaan waajjira keenyaa hojjettoota galma isaanii galmaan gahuuf badhaasa, beekamtii ni kenna.					
Hoggantoonni garee waajjirichaa raawwii hojii hojjetaa yeroo yeroon hordofuu fi madaalu					
Hogganaan garee koo ga'umsa koo fooyyessuuf na gargaaruuf yaadaafi qajeelfama yeroon kenna					
Hogganaan sirna badhaasa fi adabbii fayyadamee hojjettoota kakaasa					

HOGGANSALAISSEZ-FAIRE

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Hoggansa Laissez-Faire	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Haala walxaxaa keessatti hogganaan koo rakkoo koo karaa koo irratti akkan furu naaf hayyama					
Hogganaan Garee koo yeroon hojii koo hojjetthuu karaa irraa fagaata					
Hogganaan garee rakkoo ofii kootiin akkan furu bilisummaa guutuu naaf kenna.					
Haala baay'ee keessatti galtee xiqqoo hogganaa koo irraan filadha					
Walumaagalatti, hogganaan namoota jala jiran qofa dhiisuun gaarii ta'ee itti dhaga'ama.					

HOGGANSА DIMOKRAATII

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Hoggansa Dimokraatii	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Hogganaan waajjira keenyaa adeemsa murtee kennuu keessatti dammaqinaan na hirmaachisa					
Hogganaan garee koo yaadaafi yaada kootiif iddoo guddaa kenna, ilaalas					
Hogganaan garee koo garee keessatti qunnamtii fi marii banaa ni jajjabeessa.					
Bulchiinsi waajjira keenyaa hojii garee fi tumsa miseensota garee gidduutti ni jajjabeessa					
Hogganaan garee koo hojii koo irratti abbummaa akkan fudhadhu na deeggara, humnas naaf kenna					

HOGGANSА OTOKRAATII

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Hoggansa Otokraatii	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Hogganaan murtoo karaa abbaa irree ta'een waajjira Dargaggootaa fi Ispoortii Aanaa keenya keessatti murteessa					
Hogganaan yeroo baayyee yaada isaa dhiiba					
Hogganaan yaada osoo hin gaafatin kophaa isaa					

murtii kenna					
Hogganaan sun gara jabinaan warra jala jiranitti maal akka godhan itti hima					
Hogganaan kun hogganaa waan ta'eef namoota jala jiran naannootti ajaja					
Hogganaan fedhiin isaa yeroo hunda akka guutamu taasisa					

RAAWWII JAARMIYAA

1=cimsee walii hin galu 2=Wali hin galu 3=Giddu galeessa 4=Waliigalte 5= Cimsee walii gala

Raawwii Jaarmiyaa	CWHG	WHG	GG	WG	CWG
	1	2	3	4	5
Waajjirri Dargaggootaa fi Ispoortii Aanaa keenya ga'umsa sadarkaa olaanaan agarsiisaa tureera					
Waajjirri keenya kaayyoo fi kaayyoo isaa wal irraa hin cinne galmaan gaha.					
Waajjirri keenya qabeenya isaa bu'a qabeessa ta'een fayyadamuun bu'aa galmeessa					
Raawwiin hojii waajjira keenyaa yeroon fooyya'aa dhufeera.					
Hojjettoonni waajjira keenya keessa jiran kaka'umsa fi hojii isaanii irratti bobba'anii jiru.					

KUTAA III.

Filannoo(wwan) sirrii ta'an irratti mallattoo (√) kaa'uudhaan gaaffilee armaan gadii tokkoon tokkoon isaaniif yaada kee kenni. Yeroo barbaachisaa ta'etti filannoo tokkoo ol filachuu dandeessa.

1. Adeemsa hooggansa waajjira keessan keessatti hirmaattaa?

Eeyyee Lakki

2. Muuxannoo keessan irraa akkaataa hoggansa armaan gadii keessaa isa kamtu irra caalaa waajjira keessan keessatti shaakala? (Wanta tokkoo ol filachuu dandeessa)

Jijjiirama

Dabarsa

Dimookiraatawaa

Laayiseez Faayiree

Abbaa irree

Yoo warri kaan mee ibsaa _____

3. Raawwii Hojii Jaarmiyaa Aanaa keessan keessatti qormaanni maal fa'a?

Akka qormaata guddaa waajjira keessan keessatti qabanitti sadarkaa?

Hirmaannaa hawaasaa dhabuu

Malaammaltummaa

Dandeettii hojjetootaa

Hoggansi gaarii hin taane

Tasgabii siyaasaa dhabuu

Akkaataa hoggansaatti harkifachuu

Karoora gaarii dhabuu

qunnamtii bu'a qabeessa ta'e qabaachuu dhabuu

Deeggarsa hoggansa olaanaa

kanneen biroo, .

Rakkoollee raawwii hojii waajjira keessanii wajjin walqabatan irratti dhiibbaa kan geessisan kamiyyuu fi rakkoo akkasiitif furmaata sirrii ta'e bakka kenname keessatti gaarummaadhaan kenni

Appendix 2: Pearson Correlation Analysis

Pearson correlation

		Office Performance	Autocratic Leadership	Democratic Leadership	Laissez faire Leadership	Transactional Leadership	Transformational Leadership
Office Performance	Pearson Correlation	1	.702**	.635**	.620**	-.092	.431**
	Sig. (2- tailed)		.000	.000	.000	.445	.000
	N	71	71	71	71	71	71
Autocratic Leadership	Pearson Correlation	.702**	1	.446**	.568**	.113	.211
	Sig. (2- tailed)	.000		.000	.000	.347	.078
	N	71	71	71	71	71	71
Democratic Leadership	Pearson Correlation	.635**	.446**	1	.648**	.103	.293*
	Sig. (2- tailed)	.000	.000		.000	.392	.013
	N	71	71	71	71	71	71
Laissez faire Leadership	Pearson Correlation	.620**	.568**	.648**	1	.129	.218
	Sig. (2- tailed)	.000	.000	.000		.284	.068
	N	71	71	71	71	71	71
Transactional Leadership	Pearson Correlation	-.092	.113	.103	.129	1	-.034
	Sig. (2- tailed)	.445	.347	.392	.284		.776
	N	71	71	71	71	71	71
Transformational Leadership	Pearson Correlation	.431**	.211	.293*	.218	-.034	1
	Sig. (2- tailed)	.000	.078	.013	.068	.776	
	N	71	71	71	71	71	71

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix 3: scatter plot

