

Research Article

The Effect of Leadership Styles on Employee Motivation's in Adama Hospital Medical College, Adama - Ethiopia

Awol Hussien Aman* 

Department of Management, Collage of Finance and Management Study, Oromia State University, Batu, Ethiopia

Abstract

The objective of this study was to examine the effect of leadership Styles on Employee Motivation's in Adama Hospital Medical College, Adama - Ethiopia. The study used descriptive and which incorporated both qualitative and quantitative research approaches. The researcher was employed Systematic Random Sampling Technique techniques to distribute the questionnaire to the respondents. Data was collected by using both closed and open ended self-administered questionnaires and a total of one hundred sixty nine (169) questionnaires were returned. The results were analyzed and interpreted using SPSS software version 20. The scores are interpreted quantitatively and open-ended suggestions are interpreted qualitatively. The research indicated that there is positive strong and significant relationships are existed between Leadership Styles attributes (Laissez faire leadership and democratic leadership) and Extrinsic Employee Motivation Practices at ($r = .946$, $p < 0.01$ and $r = .707$ $p < 0.01$) respectively. But, no relationship existed between democratic leadership and autocratic leadership styles. Linear regression analysis also indicated that at 58.2% variance in employee motivation can be predicted from the combination of all Leadership Styles Dimensions. This indicates that combination of the predictors significantly combined together to predict employee motivation. The study found that majority of the respondents was motivated with most variables of intrinsic motivational practices in the organization. This also proves that intrinsic motivation practices can contributed positively for employee motivations in their jobs. However, the study also found that majority of the respondents was de-motivated with extrinsic motivational practices in the organization. Finally, the researcher believes that this paper is not exhaustive that could provide all lists of topic researched. However, it gives a bird-eye view on topic and it is open for further discussion and/or critics.

Keywords

Leadership Style, Autocratic Leadership, Democratic Leadership, Extrinsic Motivation, Intrinsic Motivation, Laissez-Faire Leadership and Employee Motivation

1. Introduction

In this global competitive environment, effective leadership style is necessary to reduce the attrition rate. From the effective leadership styles only it is possible to achieve organizational goal productively. According to Swamy D. R. [8], Leadership styles effects on the employee performance and

productivity. Leadership consists of method, not magic" as (Schmoker, [7]) study. Leadership and the different associated styles have an immense effect on how employees succeed and grow, to lead positive organizational outcomes. The determination of this study was to investigate the effect of leader-

*Corresponding author: fenetawol@gmail.com (Awol Hussien Aman)

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ship styles on employees' motivation. In this day, Leadership is a subject of much debate and deliberation and how the different styles of leadership suggest different responses from groups. In corporate context the dynamics of these two entities 'the leader' and 'the led' play a key role in shaping the intention of any organization whether government or private.

Attracting and retaining employees in this age has become gradually challenging (Davis, Beverly M., [2]) globalization and multinational factors have contributed to make human resources more and more demanding. At the same time, motivating employees have been found to be a catalyst for employee's performance and therefore for organization success. In addition to this, Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., [12]). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them. Employees most stable and greasy challenges and this can be made possible through motivating them.

The challenges that are faced by companies in this era are not comparable with the challenges of the past. "No matter the size or the type of the organization, it must behave in innovative ways, seeking opportunity, solving problems, and embracing new directions" all types of organizations (profit or non-profit) are in need for such innovation and creativity. "there is emerging now a general set of requirements for organizations, their managers, and their employees that includes attributes like initiative, flexibility, and creative problem-solving" (Hiam, [4]). Another challenge that faces the organizations of today is how to retain its human capital in a competitive market.

Many companies struggle to offer attractive benefits, salaries and incentives (Davis, Beverly M., [2]). Small business can still stay competitive by adopting effective methods of motivating employees. Leaders and managers play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they need to do. "Most large organizations... continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on" (Dixon, [3]) with no real outcomes.

It seems that the reason for that is the lack of understanding to what motivation means Conner, [1]. As Conner, M. [1], "Although motivation is widely recognized its essence is elusive... it is a complex multifaceted construct, which researchers have approached from many perspectives". Thus, this study was assessing the effect of leadership styles on the employees' motivation in Oromia Regional State at Adama

Hospital Medical College (AHMC).

1.1. Background of the Study Area

Adama Hospital Medical College (AHMC) is located in the Oromia Regional State, in Adama city 100km from Addis Ababa to the South Eastern. AHMC is one of the public hospital that serve large size of population from middle east and southern Oromia, Afar, Somali, Southern Nation, Nationalities and peoples (SNNP) and even some parts of Amhara region. It has space capacity of 856 beds for inpatient with five disciplines (Surgery, Internal Medicine, Pediatrics, Gynecology/Obstetrics and ophthalmology) with pharmacies (OPD, Ward, Emergency and ART pharmacy) and serves about 100 patients per day at OPD during working hours and on average 52 patients per day after working time. The hospital has 521 workers of which 313 are health professionals, 26 are teachers and the remaining 182 are administrative staff workers. The hospital is now working in collaboration with Adama General Hospital and Medical College (AGHMC) which delivers health care and standard services with technologically equipped and international professionals are serving in that hospital.

1.2. Statement of the Problem

Every organization, like every team requires leadership. Leadership allows managers to affect employee behavior in the organization. Thus, motivated employees are one of the most important results of effective leadership. According to (Abbas & Asgar [13]), successful managers are also successful leaders because they influence employees to help accomplish organizational goals. Achieving organizational goals, however, is not enough to keep employees motivated but helping employees accomplish their own personal and career goals is an important part of their motivation. Leadership and motivation are interactive. Leadership effectiveness is critically contingent on, and often defined in terms of leaders' ability to motivate followers toward collective goals or a collective mission or vision (Shamir, Zakay, Breinin, & Popper [14]). The more motivated the supporters, the more effective the leader; the more effective the leader, the more motivated the followers.

For healthcare professionals, the challenge in the composition of team motivation is in overcoming the leadership expectations inherited while maintaining the status quo in a multi professional rehabilitation organization (Strasser et al., [15]). The healthcare industry (Hospitals, clinics and health centers) represents a set of organizations that are conventionally shaped by the bureaucratic model, separating organization of work from delivery of work (Penprase & Norris, [17]; Uhl-Bien et al., [16]). In other words, leadership is characterized by a top-down approach to achieve maximum unit efficiency. Therefore, environments where leadership behavior is constrained by outdated management concepts may limit critical organizational

culture dynamics that facilitate the achievement of positive employee motivation. In other words, health care organizations gained less from spending on the efforts and resources used for improving the outcomes with the help of traditional leadership methods (Burns, [18]). In order to improve the outcome, there must be a shift from the traditional leadership models to modern leadership models. The healthcare professionals have to meet the changing demands of the patients, therefore they should focus on catalyzing the process of problem solving, collaboration, team management, and creativity, among others, to become central to efficacious employee motivation (Lemieux-Charles & McGuire, [19]). Evidence suggests that leaders must counter the current leadership styles to understand the behavior of healthcare professionals typically by transforming the corporate practices by involving the informal leaders.

According to observations made by the researcher of this investigation there are still problems found in the study site is in Oromia Regional State at Adama Hospital Medical College, of which there are some employees who demonstrate the disciplined low work seen from absenteeism, employee arriving late, running activity is low, delivering service to customers is unsatisfactory, overcrowding of patients for health services and it shows the low performance of some employees to the organization. Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation. Kreitner and Kinicki [20], also explain that motivation depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees. "There is a need to provide employee the kind of environment where he/she can perform effectively" Mengistu, Vogel [21].

Additionally, leaders frequently undermined the importance of developing effective relationship with stakeholders including the employees they lead (Kuczmarski, S. T., [5]). Leaders also must recognize that what motivates "X" is different than what motivates "Y". Broder maintains that leaders should implement different strategies that are customized to individuals. For example, some employees simply motivated by the job security, others by clear company policies, power, recognition,

compensation, on the other side, there is a category of employees who are intrinsically motivated who are just enjoying what they do (Broder, M. S., [9]). Therefore, to address this problem, developing an understanding of the effect of leadership styles can make on employees motivation was the major purpose of undertaking this study.

1.3. Objective of the Study Specify

The general objective for this study was to investigate The Effect of leadership Styles on Employee Motivation's at Adama Hospital Medical College (AHMC), Ethiopia.

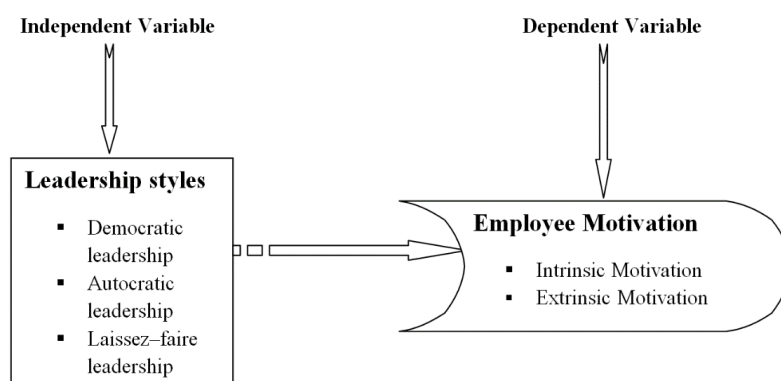
Specific Objectives

To achieve the general objective, the following Specific objectives were divided:

1. To identify the level of leadership styles that motivates employees working in the Adama Hospital Medical College.
2. To determine the level of employee motivation practices in the Adama Hospital Medical College.
3. To assess in how much degree employee motivation practices are related with their leaders' leadership styles in the Adama Hospital Medical College.
4. To investigate the extent to which the leadership styles can affect employee motivation practices in the Adama Hospital Medical College.

2. Conceptual Framework

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. As a direction this study was intended for purpose to investigate on the effect of leadership styles on employees' motivation: the case of Adama Hospital Medical College in Adama city. Leadership styles were independent variables and would be examined based on its' own factors independently. The dependent variable was employees' motivation. By reviewing of research literature and backgrounds, the conceptual framework of this study was mentioned as follows:



Source: designed by the researcher, 2018

Figure 1. A Conceptual Framework Showing the Relationship among Leadership styles And Employee Motivations.

3. Research Methods

3.1. Research Approach

This study, was adopted both a quantitative and qualitative research approaches, which are aligned with the objectives of the research that it aims to attain.

3.2. Research Design

The research design that was used in the study is descriptive. Descriptive research permits the explanation of phenomena as they naturally transpire and without intervention from the researcher. In addition to being descriptive, the study is also said to be co relational in design because there is intent to establish the relationship between leadership styles (autocratic, democratic and leisez-faire) and, employee motivations' (intrinsic and extrinsic motivation's) on the other. A co-relational type of research design aims to ascertain if there are significant associations between five variables. The Multiple standard regressions, independent t-tests and analysis of variance (ANOVA) is used to answer the research questions set in the study and to examine the predictive power of each independent variable on employee motivations'.

3.3. Study Populations and Sampling

Systematic Random Sampling Technique was used to select sample from the target population which in hand depend on the total non-managers employees found in Adama Hospital Medical College. This would include professional workers as well as administrative staff of the organizations. Presently, Adama Hospital Medical College had 474 em-

ployees who are working in the Organization. Thus, the researcher was taken a list of employees from HR department by selecting the first unit randomly and the remaining units was selected at affixed interval or at every n^{th} .

The study populations for the survey from each listed categories' were selected proportionally in order to give equal chances to the respondents (see on [table 1](#)).

The following formula was used to select the appropriate sample size based on 95% confidence level and 5% margin of error or level of precision.

$$n = \frac{z^2 * p * q * N}{e^2 (N-1) + z^2 * p * q}$$

Source: Kothari, [11]

Where, p = sample proportion, $q = 1 - p$; z = the value of the standard variance at a given confidence level and to be worked out from table showing area under Normal Curve; n = size of sample. Based on this, the sample size for the study is calculated as follow:

Given: At 95% confidence level the value of $Z = 1.96$, P = the population proportion (assumed to be .50 since this would provide the maximum sample size). $N = 474$ which is population size, $e = 0.05$ which is acceptable sample error.

$$212 = \frac{1.96^2 * 0.5 * 0.5 * 474}{0.05^2 (474-1) + 1.96^2 * 0.5 * 0.5}$$

So, based on the above formula a sample of 212 was selected from the target population and participated in the study which was a sample of the employees.

The sample size obtained was allocated to all listed categories' of the organization proportionally to their population size as the following in the table.

Table 1. The size of non-managers' employees of AHMC in Categories'.

No	Category	Population	Proportion (%)	Sample size	male	Proportion	fe-male	Proportion
1	All specialist	38	8	17	36	16	2	1
2	All GPS	11	2.32	5	9	4	2	1
3	BSc Nurses	83	17.51	37	11	5	72	32
4	Dip. Nurses & level IV	48	10.13	21	13	6	35	15
5	BSc & Dip. Midwifery	25	5.27	12	6	3	9	9
6	Pharmacist & Pharmacy techn.	25	5.27	12	10	5	15	7
7	HO, BSc, MSc & MPH teachers	36	7.59	16	21	9	15	7
8	MSc & BSc lab. technol.	14	2.95	6	12	5	2	1
9	Lab technician	9	1.90	4	5	2	4	2
10	All anesthetist	12	2.53	5	7	3	5	2

No	Category	Population	Proportion (%)	Sample size	male	Proportion	fe-male	Proportion
11	Radiologist & x-ray professionals	4	0.84	2	3	2	1	0
12	All Other health professionals	14	2.95	6	8	3	6	3
13	Non-managers administrative staff	155	32.70	69	55	24	100	45
TOTAL		N=474	100%	n=212	196		278	

Source: from Data of HRD in AHMC, 2018

3.4. Data Collection Procedures and Instrument

There are two methods of data collection which were used in the research, namely, secondary and primary data collection. Primary data were collected through the use of self-administered questionnaires. A questionnaire consisted of a number of questions printed or typed in a definite order on a form or set of forms. A total of 212 accomplished questionnaires were distributed to AHMC. Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure responses. The online references were downloaded from databases such as Google. The data were initially screened for relevance based on their titles, and re-screened manually after downloading.

3.5. Ethical Consideration

In order to enhance standards in research, ethical issues were considered: informed consent, voluntary participation, privacy, and confidentiality.

3.6. Validity

To test the validity of survey questionnaire the researcher used content validity test. Six subject matter specialists in the area (Organization managers, Journalists and University instructors) were provided to check for its validity. The formula for computing the CVR, as originally proposed by Lawshe (1975), is expressed as:
$$CVR = \frac{ne - N/2}{N/2}$$

The survey measuring instrument for this research was 0.99 and is valid.

3.7. Reliability from the Survey of Questionnaire

The Cronbach's coefficient Alpha was used to determine the consistency of measurement of each item.

Table 2. Cronbach's Alpha Value (n=169).

Variables	Items	Cronbach's Alpha Value
Autocratic Leadership	.746	11
Democratic Leadership	.885	10
Leis-Faire Leadership	.816	11
Intrinsic Motivation	.716	8
Extrinsic Motivation	.954	8

Source: computed from questionnaire by the researcher, 2018

Therefore, all items indicated reliable and enough to be used in this study.

3.8. Data Processing and Analysis

The accomplished survey forms were collected, encoded and statistically analyzed. Analysis was carried out through the Statistical Package for the Social Sciences (SPSS) version 20.0. The statistics that generated were interpreted in light of the findings of past empirical studies. Both descriptive and inferential statistics was used to analyze the data. The statistical tools would align with the objectives of the research. Descriptive statistics was used to describe and to analyze the demographical data collected and it includes frequency, mean, percentage distribution and standard deviation. Correlation analysis more specifically Pearson correlation coefficient is used to measure the degree of association between leadership styles and employee motivations. From inferential statistics, Regression analysis was used to test the questions of the study.

4. Results and Discussion

4.1. Response Rate

The Response rate was 80% and adequate for the study to make relevant conclusions.

4.2. Demographic Characteristics of Respondent (N=169)

In this study the respondents' general characteristics and

information took into account to provide a clear picture of the nature of people that participated in the study and to undertake analysis in demographic variables.

4.3. Descriptive Statistical Analyses

4.3.1. Descriptive Statistical Analyses on the Level of Dimensions of Autocratic Leadership Style's

Table 3. Descriptive statistical analyses on the Level of Dimensions of Autocratic leadership style.

Autocratic leadership style	N	Mean	Std. Dev
My supervisor believes that most employees in the general population are lazy.	169	1.96	.739
My supervisor closely monitors all my activities to ensure whether or not performing correctly	169	1.98	.686
My supervisor believes employees need to be supervised closely they are not likely to do their work	169	2.09	.908
My supervisor do not consider suggestions made by employees, as he/she does not has the time for them	169	2.71	1.212
My supervisor when I make a mistake, tell me not to ever do that again and make a note of it.	169	2.72	1.191
My supervisor like the power of his/her leadership position holds to exert over subordinate	169	2.75	1.165
As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	169	2.91	1.290
New hires are not allowed to make any decisions unless it is approved by my supervisor first	169	2.93	.979
My supervisor is the chief judge of the achievements of employees.	169	2.99	1.246
My supervisor gives orders and clarifies procedures	169	3.23	1.249
I feel insecure about my work and need direction.	169	3.44	.830

Source: computed from questionnaire by the researcher, 2018

As the above table indicates from its result, total respondents participated were 169. All variables or factors were presented in the table in mean order of their level, to report the level of autocratic leadership style practiced in AHMC. As the result shows the Hospital was a slightly practiced the Autocratic leadership style in only by the two last variables as mentioned in table. The respondents were reported that their leaders practiced power of autocratic leadership style to or-

ders and clarifies procedures. At this hand their leaders practiced in autocratic way with mean score of 3.23 and standard deviation (S.D) 1.249 and forced them to feel in secured in their work that scored for only mean score of 3.44 and standard deviation (0.830). This value also shows that the respondents were indifferent to report with practices of their leaders. Therefore, the AHMC was not practiced autocratic leadership style perfectly.

4.3.2. Descriptive Statistical Analyses on the Level of Dimension of Democratic Leadership Style

Table 4. Descriptive statistical analyses on the Level of Dimension of Democratic leadership style.

Democratic leadership style	N	Mean	Std.Dev
My supervisor asks for employee ideas and input on upcoming plans and projects	169	2.73	.863
My supervisor always tries to include me in determining what to do and how to do it. However, He maintains the final decision making authority	169	2.81	1.220
My supervisor allows me to participate in the decision making process	169	2.83	1.045

Democratic leadership style	N	Mean	Std.Dev
My supervisor asks employees for their vision of where they see their jobs going and then use their vision where appropriate	169	3.02	.963
My supervisor allows his/her employees to set priorities with his guidance	169	3.21	1.036
My supervisor call a meeting to get employee's advice, When things go wrong and need to create a strategy to keep a project or process running on schedule.	169	3.28	.995
When there are differences in role expectations between employees, my supervisor work with them to resolve the differences	169	3.38	1.220
My supervisor likes to use his leadership power to help subordinates grow	169	3.68	.649
Employees will exercise self-direction if they are committed to the objectives	169	3.77	.724
Employees know how to use creativity and ingenuity to solve organizational problems.	169	4.07	1.100

Source: computed from questionnaire by the researcher, 2018

As described in previous table similarly variables in dimension Democratic leadership style were also described in their order in mean score. The first three variables were no indicate any practices or attribute for democratic leadership styles'. The respondents were in different in describing the level of democracy offered with mean score of 3.02 and S.D

0.963 to mean score 3.38 and S.D 1.220. However, AHMC was able to practice well for democratic leadership style by giving power support to its subordinates, allowing employee self-direction exercises and make free and support its employees for creativity and ingenuity to solve organizational problems.

4.3.3. Descriptive Statistical Analyses on the Level of Dimension of Laissez-Faire Leadership Style

Table 5. Descriptive statistical analyses on the Level of Dimension of Laissez-faire leadership style.

Laissez-faire leadership style	N	Mean	Std. Devia.
My supervisor stays out of the way as I do my work	169	2.15	1.282
In complex situations my supervisor allows me to work my problems out on my own way	169	2.31	1.444
As a rule, my supervisor allows me to appraise my own work.	169	2.53	.772
To pass a major decision in my supervisor needs the approval of each individual or the majority of his/her employees.	169	2.53	.627
My supervisor delegate tasks in order to implement a new procedure	169	2.58	.791
To get information out, my supervisor has called very rarely for meeting.	169	2.58	.495
My supervisor and his employees always vote whenever a major decision has to be made	169	2.62	.616
In general my supervisor feels it's best to leave subordinates alone.	169	2.67	.605
In most situations I prefer little input from my supervisor.	169	2.68	.649
My supervisor gives me complete freedom to solve problems on my own.	169	2.91	.830
My supervisor likes to share his leadership power with his subordinates.	169	2.91	.778

Source: computed from questionnaire by the researcher, 2018

As indicated in table 5 Dimension of Laissez-faire leadership style was consists of variables that scored with Mean value 2.15, 2.31, 2.53, 2.58, 2.62, 2.67, 2.68, and 2.91 (disagreement to laissez faire leadership style practice) and Std. Deviation 1.282,

1.444, .772, .627, .791, .495, .616, .605, .649, .830 and .778 respectively. This also proves that AHMC was used other types leadership style than practicing laissez faire leadership style.

4.3.4. Descriptive Statistical Analyses on the Level of Dimensions of Intrinsic Employee Motivation Practices

Table 6. Descriptive statistical analyses on the Level of Dimensions of Intrinsic Employee Motivation Practices.

Intrinsic Employee Motivation Practices	N	Mean	Std. Deviation
The chance to work alone on the job	169	3.16	.581
The chance to tell people what to do	169	3.23	1.234
Being able to keep busy all the time.	169	3.36	1.533
The chance to try my own methods of doing the job	169	3.72	.886
Being able to do things that don't go against my conscience	169	4.31	1.012
The chance to be somebody in community	169	4.35	.781
The feeling of accomplishment I get from the job	169	4.44	.925
The chance to do different things from time to time.	169	4.45	.794

Source: computed from questionnaire by the researcher, 2018

As defined in table 5 All the dimension were listed in their order of mean level from mean value 3.16 and S.D 0.581 to 4.45 and S.D 1.533. The employees in AHMC were slightly neutral with first three variables of intrinsic motivation practices while employees of the organization were intrinsically motivated to all remaining variables. At this hand the organization's able to make its' employees Being able to do things

that don't go against their consciences, The chance to be somebody in their community, The feeling of accomplishment they get from their jobs and giving them a chance to do different things from time to time. This also proves that intrinsic motivation practices can contributed positively for employee motivations in their jobs.

4.3.5. Descriptive Statistical Analyses on the Level of Dimensions of Extrinsic Employee Motivation Practices

Table 7. Descriptive statistical analyses on the Level of Dimensions of Extrinsic Employee Motivation Practices.

Extrinsic Employee Motivation Practices	N	Mean	Std. Deviation
My pay and the amount of work I do	169	2.66	1.262
The way organization policies are put into practice for organization	169	2.95	1.112
The way my boss handles his/her workers.	169	3.13	1.105
The way satisfied with occupational health care	169	3.13	1.105
The chances for advancement on this job	169	3.20	1.126
The chance to work in conducive environment	169	3.26	1.114
The way you satisfied with your current House Allowance	169	3.26	1.114
The way receive information about your performance from the managers	169	3.40	1.071

Source: computed from questionnaire by the researcher, 2018

As defined in table 6 all variables were listed in their order of motivation level from mean value 2.66 to mean value 3.40. As it can be understood from the result all extrinsic motivations are scored near neutral except for the first two listed

variables that disagreed to motivate employees. Reward dimension's is composed of allowance, recognitions and compensation factors. All factors in this dimensions is also verified that employees were dissatisfied with rewards that might

be given from their organization to them. This observation was summed by the comments from open ended questionnaires:

“many factors were demotivated employees in our work place: The salary (reward) offered is low; no conducive working environment; no appreciation; no moral value; In-competent leadership; lack of recognition; poor leadership qualities; lack of smooth relationship; poor in regulation; and policies were not used properly”.

These observations were also supported by the comments from individual respondent in his/her suggestions.

“there is no a single attempt to motivate his/her, no more

praise in this organization for me and my friends, even no single certificate, no thank you in words....”.

Thus, the management of the organization needs carefully plan to add up value to satisfy the employees and hard work to change organizational performance in line with its competitors. This also supported in Markova and Ford [10], mentions that the real success of companies originate from employees' willingness to use their creativity, abilities and know-how in favor of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices or extrinsic employee motivation practice in place.

4.4. Relationships Between Leadership Styles Dimensions and Employee Motivation Practices

Table 8. Summary of the Relationship between Leadership Styles attributes with Employee Motivation Practices.

	Autocratic Leadership	Democratic Leadership	Laissez-faire leadership	Intrinsic Motivation	Extrinsic motivation
Autocratic Leadership	1				
Democratic Leadership	-.079	1			
Laissez-faire leadership	-.164*	.880**	1		
Intrinsic Motivation	.255**	-.496**	-.554**	1	
Extrinsic motivation	-.163*	.707**	.946**	-.466**	1

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

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

Source: computed from questionnaire by the researcher, 2018

As its result indicated in table 8 there is positive strong and significant relationships are existed between Leadership Styles attributes (Laissez faire leadership and democratic leadership) and Extrinsic Employee Motivation Practices at ($r = .946$, $p < 0.01$ and $r = .707$, $p < 0.01$) respectively. Laissez faire leadership has positive and large significant relationship with Intrinsic Motivation. Strong positive and significant relationships are existed between laissez faire Leadership Styles and democratic leadership styles. On other hand small relationship were existed between autocratic leadership styles

and intrinsic and extrinsic employee motivation practices while negative medium and positive large relationship existed between democratic leadership styles and intrinsic employee motivations and extrinsic employee motivation practices respectively. But, no relation existed between democratic leadership and autocratic leadership styles.

As the result of finding is revealed, there is direct relationship between all variables and employee motivation practices except for relationship between democratic leadership and autocratic leadership styles.

4.5. The Effect of Leadership Styles Dimensions on Employee Motivation Practices

Table 9. Model Summary^b of the Effect of Leadership Styles Dimensions on Employee Motivation Practices.

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.768 ^a	.590	.582	.590	79.020	3	165	.000

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change

Predictors: (Constant), Laissez-faire leadership, Autocratic Leadership, Democratic Leadership

b. Dependent Variable: employee motivation

Table 10. Coefficients^a of the Effect of Leadership Styles Dimensions on Employee Motivation Practices.

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	1.656	.168		9.834	.000		
	Autocratic Leadership	.115	.039	.149	2.925	.004	.954	1.048
	Democratic Leadership	-.430	.066	-.687	-6.488	.000	.222	4.513
	Laissez-faire leadership	1.137	.092	1.318	12.312	.000	.217	4.609

a. Dependent Variable: employee motivation

Source: computed from questionnaire by the researcher, 2018

As the Results of linear regression analysis were indicated in table 9, 58.2% variance in employee motivation can be predicted from the combination of all Leadership Styles Dimensions. The result from table 9 also shows that $F=79.020$ at $p<0.05$ statistically significant. This indicates that combination of the predictors significantly combined together to predict employee motivation. Because, without providing such Leadership Styles it is impossible motivating employees to their work. The Regression Equation that predicts the dependent variable was presented as follows:

$$DV = 1.656 + 0.115X_1 - 0.430X_2 + 1.137X_3$$

Whereas: DV=Dependent Variable,

X_1 = Autocratic Leadership,

X_2 = Democratic Leadership, and

X_3 = Laissez-faire leadership,

As output of the model is shown in table 9 reveals, all variables were significantly affecting the employee motivation practices, at 95% confidence level ($p < 0.05$). The Laissez-faire leadership is the most influential factor that significantly affect the employee motivation with a beta value (beta = 1.137, $t=12.312$), at 95% confidence level ($p < 0.05$) while Democratic Leadership negatively affecting significantly with a beta value (beta = -0.430, $t=-6.488$), at 95% confidence level ($p < 0.05$). Therefore, the Democratic Leadership has a negative and significant effect on employee motivation.

5. Conclusion

Based on the results, there is positive strong and significant relationships are existed between Leadership Styles attributes (Laissez faire leadership and democratic leadership) and Extrinsic Employee Motivation Practices. This indicates that when democratic and Laissez faire approaches are applied, the motivational level of employees would increase. Therefore, AHMC leaders were encouraged to adopt both democratic leadership style and Laissez faire leadership in combination that the employees of the organization were doing their work best under this style of leaderships. Providing employee motivation is one of the primary tasks of the managers who have the leadership qualities and this process starts with the increase of freedom of work for employees, encourages innovation, and creativity that leads to job motivation, increased productivity and subsequently increased performance. But, no relation existed between democratic leadership and autocratic leadership styles. Thus, the organization has being kept itself than using both styles of leadership at the same time. Because, the two types of leadership when applied together was negatively affecting on employee motivational practices of the organization. On the other hand, Autocratic leadership style, however, shows a small relationship with extrinsic employee motivation practices. This indicates that employee motivation would not increase when autocratic approach is applied. Autocratic leadership style may no longer be accepted by employees who are

now becoming more knowledgeable, independent and competent. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing jobs and decisions. Finally, The Laissez-faire leadership is the most influential factor that significantly affects the employee motivation in AHMC. The Laissez-faire leadership has a greater positive effect on employee motivations in which situation employee feel power and confidence in doing their job and in making different decisions. And In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

6. Recommendations

Organizations need to have highly capable leaders to lead their employees in daily operation and accomplish the organizational goals. Based on the findings of this research, laissez-faire leadership style has greater effect than democratic leadership style and autocratic styles in terms of employee motivations. In order to stay in the competitive business environment, it is recommended that the right leader with high capability be identified at all levels of the organization and make use of the recommendations to adopt both laissez-faire leadership style and democratic leadership in combination instead of autocratic leadership style. It should be known that employees are the most important asset in the organization, and employee motivated highly depends on leadership style. In the organization laissez-faire leadership style and democratic leadership are highly correlated and while negatively related with autocratic leadership style. Thus, it need from the organization leaders applying multiple leadership approaches to lead their followers. From the literature review, Lussier [6], states that there is no single leadership style which is suitable to be applied in all situations. Therefore, effective leaders need to employ different leadership styles in different circumstance.

According to this finding, some strategies for improving supervisor's leadership styles and employee motivation practices could be suggested. It indicated that laissez-faire leadership style would lead to higher employee motivation practices. They should connect with the employee self-interest. A sense of confidence and power for the workloads should be displayed. On the other hand, Supervisor's authoritative leadership style will decrease employee motivation. So they should try to avoid this type of leadership style.

Finally, the study found that majority of the respondents was de-motivated with extrinsic motivational practices in organization. Thus, Improved employee motivation pursued with appropriate remuneration to performance, incentives for work, pay attention to the welfare of employees, meet the psychological needs of employees, pay attention to employee workplace environments and give employees the opportunity to advance, so as to encourage employees to work spirit, and especially the organization should be alarmed with all intrinsic motivational practices which are held up to respond quickly and courteously to patients' and customers' needs, to

the new opportunities and innovations and to achieve its' foundational vision and mission.

Abbreviations

AHMC Adama Hospital Medical College

Author Contributions

Awol Hussien Aman is the sole author. The author read and approved the final manuscript.

Conflicts of Interest

The author declares no conflicts of interest.

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