

**ASSESSMENTS OF CHALLENGES AND PROSPECTS OF
LEADERSHIP IN PUBLIC ORGANIZATION: THE CASE
OF GURAGHE ZONE CITY ADMINISTRATION.**

**BY
AYELE GIRMA TENI**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES OF WOLKITE UNIVERSITY IN PARTIALS
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION.**

**JUNE, 2019
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Declaration

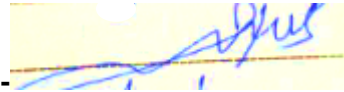
I hereby declare that this thesis entitled ***“Assessments of Challenges and Prospects of Leadership in Public Organization: The Case of Gurage Zone City Administrations”***, is outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged.

To the best of my knowledge, this study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration.

Name

Ayele Corina

Signature



Date

03/06/2019

Certificate

This is to certify that the thesis entitles “**Assessments of Challenges and Prospects of Leadership in Public Organization: The Case of Gurage Zone City Administrations**”, submitted to Wolkite University School of Graduate Studies, for the award of the Degree of Master of Business Administration (MBA) and is a record of confide research work carried out by **Mr. Ayele Girma Teni**, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Acronyms/ Abbreviations

ANOVA	Analysis Of Variance
CAP	Capacity Related Factors
Dr.	Doctor
DV	Dependent Variables
E	East
E.C	Ethiopian Calendar
EXV	External Environment Variables or External Environment Factors
F	Female
Fig.	Figure
IDP	Independent Variables
KPIs	Key Performance indicators
LEADS	Leadership
M	Male
MBA	Management of Business Administrations
N	North
OM	Organizational Staff Motivation
PO	Public Organizations
POGZCA	Public Organizations of Gurage Zone City Administration
SD	Staff Development Factors
SGS	School of Graduate Studies
SNNP	Southern Nations Nationalities and People Government
SPSS	Statistical Package for Social Science
St.D.	Standard Deviation
VIF	Variation Inflation Factor

Abstract

The aims of this study is to assess the challenges and prospects of public organizational leadership (LEADS) being as one of the major ways of successful organizational leadership concerts in the Public Organizations of Gurage Zone City Administrations (POGZCA). Studies on assessments of the challenges and prospects of Leadership of Public organizational could provide an important input for better leadership act of the organizations. This study therefore, intends to assess the challenges and prospects that affect the LEADS of the City Administrations of POGZCA namely, Wolkite and Butajira. Deductive and explanatory methods of are employed. Data are collected using structured questionnaires from 170 employees working in the two City Administrations or Municipalities. Both descriptive and inferential analyses were carried out and data are analyzed using Statistical Package for Social Sciences (SPSS). The bivariate correlation analysis was conducted and determined the existence of significant relationship between associated variables namely, organizational capacity (OC), organizational staff development (SD) and external environmental factors (EXV have significant correlation with Public Organizational Challenge and Prospects of the Municipalities and the dependent variables (DV), of LEADS of the City Administrations having a Pearson product-moment(r) value of 0.533, 0.439 and -0.374 respectively, which implies a moderate correlation as r value varies between ± 0.36 to ± 0.67 . In addition, a linear multiple regression is analyzed to measure the effect of the three independent variables (IV) on the public organizational leadership (LEADS) of public organizations and the findings showed that the three IV can explain 42% of the variation of the LEADS of the municipalities as represented by the adjusted R^2 . Analysis of variance also showed that there is a significant relationship between public LEADS and its determinants having an F statistics value of $F = 9.792$ which is the IV are significantly associated with the DV, LEADS. Hence, it is recommended that the public organizations administrators and leaders should continuously strengthen and consider CAP, SD & EXV factors to confirm sustained and achievable of goals of public organizational leadership.

Key Words: Organizations, Leadership, Significance, Relationship, Challenges

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Van Wart (2011) states that effective public organizational leadership requires a high level of competence in articulating the service and accountability needs of an increasingly diverse constituency. Public organization leadership further requires high levels of competence in integrating systems and operations across national boundaries to meet these services and accountability needs (Van Wart 2011). In a specific public environment the most important role of public sector leaders is to solve the problems and challenges faced.

“Several factors are causing a multitude of changes in the world and are having a significant impact on the way work gets done. Factors such as changing workforce, rapidly changing technology, and changing board requirements are causing organizations to take practical steps to plan for future leadership development” (Phillips & Schmidt 2004: 3).

Phillips & Schmidt (2004) argue that in order for leaders to lead, they need capabilities in the areas of people management, empowerment and communication skills. Arguably, “a common understanding among researchers in the field of public leadership indicates that responsible leadership responds to both existing gaps in leadership theory and the practical challenges facing public organizational leadership” (Pless & Maak, 2011: 4). In the field of public organizational leadership it is understood that there are changing factors that affect the leadership of public organizations (LEADS) and requires practical planning for future LEADS.

It then follows that the aim of this study is to investigate the relationship between effective LEADS and organizational change. The study will focus on evidence suggesting a relationship between LEADS and the probability of successful organizational capacity, staff development and external environment variables. The

significance of this study is to support the confirmation of understanding what causes effective organizational change in the public health sector.

Hereby in this research it is also intended to investigate the role of leadership and how it affects the effectiveness of public organizational management in Gurage Zone city administration in view of leadership being responsible for creating the vision, the culture, and the strategies and mobilizing and focusing energy towards that direction (Jones, George & Hill, 2000).

Leadership as a discipline is dominant in Gurage Zone city administration and needs to be investigated in relation to the prospect and challenge factor in terms of how it is fixed and applied as a way of doing tasks in these organizations. The researcher intended to gather relevant literature that speaks to this phenomenon, holistically, from the history of leadership, organizational strategies, and the role of leadership in understanding its prospect and challenges in public organization in Gurage Zone city administration, and the link between all of them. All of these factors need to be understood in the context of how their relationship affects effective public organizational management in Gurage zone city administration.

The two municipalities have a common background in terms of their role on way of leadership; however, the intention is not to make this a comparative study, but rather to seek to acquire lessons from both concerns that can be further developed rather than validated. These municipalities have a majority male leadership. They have been mandated to transform and reflect the demographic face of the Gurage Zone administrative setting. Commonly males and females are pushing for leadership positions in these organizations. Resistance to change is revealed among the LEADS of the Gurage Zone city administration

1.2 Statement of the Problem

Study found that that unfair evaluation of employee makes them feel insecure or discouraged leading to the development of poor relationship between the employer and employee and employee to organization (Mone and London (2010). From various mixed

results, the current study aims to examine whether the organizational capacity, organizational staff development practices and external environments variables continuous can identify existing issues and corrective measures to be designed to improve organizational leaderships.

Some of the drivers of this prospects and the source of challenge in responding to LEADS policies are notions of integrating leader and followers, capacity based leadership, devolution of power and responsibility to public organizations and linking delivery to social and economic changing aspects development imperatives Hoppers *et al* (2000:193).

A number of studies have suggested that leadership is responsible here because it introduced system of administration through public organizations, but never put in place processes to assist employees to cope with the change. That leaves public organizations assuming that change has taken place when this has not been achieved at individual level.

There are various findings that LEADS ensure productive leadership of public organizations putting into account:

- ✚ The internal capacity of the organization (CAP).
- ✚ The development practices of employees (SD).
- ✚ The handling ability of external influences (EXV) separately (Breu & Benwell, 2000).

But, still there is no firsthand evidence to show how combined influences of the CAP, SD, and EXV affects the LEADS (Usono 2000). Given this scenario, this study tries to fill this gap.

1.3 The Research Questions

- ✚ To what extent does the external environment factors affect the leadership of public organizations?
- ✚ What are the main organizational capacities related factors affecting the leadership of public organizations?

- ✚ How staff developmental programs related factors affect the leadership of public organizations?

1.4 Objectives of the Study

1.4.1 General Objective

The broad aim of this study is to assess the challenges and prospects leadership of the LEADS the public organizations in the Gurage Zone City Administrations.

1.4.2 Specific Objectives

To achieve the general objectives the following specific objectives are formulated:

- ✚ To identify EXV which affect the LEADS of public organizations in Gurage Zone City Administrations.
- ✚ To identify CAP related factors that affect the LEADS.
- ✚ To assess how SD development programs related factors affect the LEADS.

1.5 Research Hypothesis

The followings are the research hypotheses tested at 5% level of significance

H₀: There is no statistically significant correlation between each public organizational leadership challenges and public organizational leadership in Gurage Zone City Administrations. That means:

H₀₁: There is no statically significant correlation between LEAD and CAP.

H₀₂: There is no statically significant correlation between LEAD and SD.

H₀₃: There is no statically significant correlation between LEAD and EXV.

H₁: There is a statistically significant correlation between each public organizational leadership challenges and public organizational leadership in Gurage Zone City Administrations. Which means:

H₁₁: There is a statistically significant correlation between LEADS and CAP.

H₁₁: There is a statistically significant correlation between LEADS and CAP.

H₁₁: There is a statistically significant correlation between LEADS and CAP.

1.6 Significance of the Study

The findings of this study could help the public organizations to be aware of the challenges and prospects that affect their leadership performance, i.e. it can help relevant administrators to become conscious of roles on internal and external challenges and means of controlling that challenges on public organizational leadership. It can also help to identify the factors that may lead to the failure of and success of leadership of public organizations and to take remedial prospects. It can help the leaders of the public organizations to decide what type of challenges do relevant for their organizations and its organizational performance based on study rather than expectations.

The result of this study could assist the policy makers to be attentive of organizational leadership challenges and prospects. This research could also stimulate interests in future researches in organizational performance of public organizations in Ethiopia. The findings of this study would be beneficial to researchers in organizational management by adding to the body of knowledge on the challenges that influence the organizational leadership of public organizations.

1.7 Scope of the Study

The geographical boundary of the research is limited LEADS of Gurage Zone City Administrations' public organization.

Conceptually, the research is concerned on analyzing the influence of organizational capacity, staff development practices and those external influences on organizational leadership.

1.8 Limitation of the Study

This study has some potential limitations. The first restraint is the data used in the study were acquired using the structured questionnaire and interview. And this procedure might have led to common method bias that might have inflated the relationship among factors.

The second limitation is about the sampling strategy which is limited to 170 employees of the municipalities. The researcher have to study a broader cross-sections of

employees in public organizations and also to travel extensively and interview public organizational employees, even in count level to get a better insight on the topic of study.

Thirdly, the study could then also have a higher coverage to include other functions, like styles, aspect of culture, political development, and publicizing. Culture affects behavior patterns, but that would have called for a study in itself and hence not covered here.

1.9 Definition of Concepts and Terms

Transactional leadership: “Leaders inducing followers to act for certain goals that represent the values and the motivations – the wants and needs, the aspirations and expectations – of both leaders and followers” (Burns, 1978: 19).

Challenges: -refer to factors standing in the ways of public organizational leadership (Dimmock, 1993).

The Leadership Challenge: is about how leaders mobilize others to want to make extraordinary things happen in organizations. It’s about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It’s about leadership that creates the climate in which people turn challenging opportunities into remarkable successes (Breu & Benwell, 2000).

Leadership: Leadership is an essential driving force to achieving the vision and mission of any organization. Northouse (1997) defines leadership as a process whereby individuals are able to influence other individuals to achieve or reach commonly desired outcomes.

Public organizational leadership: Morse, Buss and Kinghorn (2007) define public organizational leadership as people in government with positional authority.

Practice: A method, procedure, process, or rule used in a particular field or profession.

Transformational Leadership: Leadership behavior that centers on the development of followers by raising their individual needs to a higher level and seeking to meet those higher needs.

1.10 Organization of the Research

Chapter 1: claims the background of the study area with its problem, questions, scope significance and limitation of the study as grasped so far. Chapter 2, the review of related literature is explored the theoretical, empirical and conceptual framework of this research in order to understand the prospects, challenges and concepts of LEADS, and how they relate to one another in the LEADS environment. Chapter 3, the research methodology adopted is explained in detail. The design, instruments used, and a specific way of analyzing data are discussed. Chapter 4, data presentation, analyzing, discussion of findings that are specific to the respondents interrogated are presented here. Finally, Chapter 5, summarizes, conclusions and recommendations in relation to challenges and prospects of LEADS in Gurage Zone City Administrations.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2. Introduction

The review of related literature consists of the following concepts: strategy, leadership, organizational management, organizational structures, effectiveness, and efficiency. The theoretical framework that describes this research concludes the literature review.

Concepts such as strategy, leadership, project management, organizational structures, and the theoretical relationships are discussed in this chapter, with leadership constituting the theoretical framework of the study as indicated to in the introduction in which leadership is viewed as the missing link in public organization execution.

2.1 Theoretical Review

2.1.1 Strategy

It is not the researcher's intention to discuss strategy in isolation, but rather to discuss it with special focus on its effect on organizations as determined by the leadership factor. Strategy in any organization is concerned with the basic direction for its future, purpose, ambitions, resources, and how it interacts with the world (Lynch, 2000, p. 5). The direction for the future during the execution of strategy is not defined in a tested model to follow, leaving a gap in implementing strategy, particularly in public organization development implementation. While Lynch generalizes, the strategy is not so generic as to be applicable to any situation, but rather is executed differently.

The focus of LEADS is to execute the strategic objectives and be able to measure their success. All aspects of the organization such as people, processes, technology, and the external environment are looked into by leadership, with the objective of satisfying the

shareholder compact. The role of executing this responsibility is shared among all its employees, with the executive leadership and top management taking the leading role.

Strategy execution entails applying minds through planning, making sure there is commitment to what the organization has focused on to achieve, seizing the opportunity that has appeared, optimizing resources, using the strategic position to gain advantage, being flexible regarding alternatives, and keeping things simple (Cohen, 2004). Other facets of strategy entail leading with the right skills, transforming organizational psychology, focusing on your energy, rewarding success (Watkins, 2003), concentrating on core business, balancing a mix of initiatives, balancing risk of return versus investment, having difficult metrics, closing non-core business ventures, prioritizing initiatives, gaining better visibility regarding the value that investment delivers to the business, communicating consistently, and stopping the madness (Hartman, 2004).

Strategies could fail due to various reasons such as failure to get buy-in from those who implement strategy, insufficient resources, bad strategy, having a checklist, and outperforming the competitor (Sterling, 2003). The missing element is the process to follow in ensuring that the metrics for implementing strategy are measured, and this is compounded by challenges around the shortage of skilled labor in organizations. Municipalities experience some of the items described here such as not prioritizing and being in a mad rush to execute initiatives, of which the majority may not be linked to any specific strategy. While the strategy is defined, the format of implementing, tracking, and measuring in public organizations seems to be hazy, with no effective follow-through.

This is typically so due to the lack of strategic leadership at different levels of the organization, which, in turn, results in towns being executed without a clear link to strategy and firm direction as defined by the company's vision. This, again, results in towns that are performed being misaligned to the strategy, hence failing to comprehensively contribute to the objectives of meeting the shareholder compact.

The core areas of strategy, as presented by Lynch (2000) below, are strategy analysis, strategy development, and strategy implementation. The challenge in towns is to involve

the people, an element that Lynch also does not seem to project in the argument on strategy analysis. While it is expected that leadership takes a leading role, ignoring the opinions of the rest of the people in the organization alienates the employees and prevents them participating and understanding the reasons behind a specific strategy. While it is acknowledged that high-level analysis can be done by leadership, the details of the analysis should involve the operational employees so that it enhances their understanding of the strategic intentions. The same would go for developing strategy, as the understanding of meeting customer satisfaction and having an edge over competitors would be cleared to all employees. The execution of towns would be understood in the context of satisfying both internal and external customers, if not exceeding their expectations.

If strategy becomes a leadership issue alone without cascading it to lower levels in a systematic way, then the desire to use projects as a tool to execute strategy may not be realized. To support this management practice, which enhances stronger management, Sitd and Bradach (2009, p, 35) argued in their experience of working hard to clarify their organization's strategy; they established meaningful metrics with which to assess progress; and they made it a priority to assemble a balanced team at the top. They also made a point of engaging the organization to adopt these changes in ways that were consistent with – and pushed by – the overall vision. It requires strategic leadership and certain competency levels to operate at that level from a leadership point of view.

The culture of assessing strategy implementation seems to be attached at top leadership, while the implementers fail due to the lack of processes that determine the ensuring of implementing strategy through towns.

2.1.2 Metrics for Leadership

Measurements are necessary in order for leadership's effectiveness and success to be realized. This aspect includes measuring whether the strategic objectives of the organization have been implemented as desired. The opportunity to evaluate the progress made against the metrics is the one way in which an organization can establish whether it is moving with the times or is simply remaining behind as other public

organizations progress. This supports the concept of performance, which has become a challenge to towns due to their nature of servicing stakeholders with diverse interests. Some of the metrics identified by McLean (2005) are listed below:

- ✚ *Think and act as strategic leaders*
- ✚ *Human capabilities are needed to implement that business strategy effectively.*
- ✚ *All employees need to recognize that they not only perform a functional role, but also a strategic role in their organization.*
- ✚ *A workforce must collaboratively understand and practice its strategy on a daily basis.*
- ✚ *Teams have strategic responsibilities.*
- ✚ *A leadership culture.*
- ✚ *Share a common vision of its future.*
- ✚ *Continuous strategic conversation.*
- ✚ *Concisely communicate.*
- ✚ *Impact of your behavior on other people and the organization.*
- ✚ *Strategic mindsets, when cultivated correctly and continuously*

In many cases, when employees are asked about what the business strategy is, different answers emerge. This is a sign that while administrators define strategy and desire to implement it, the ordinary employee does not possess a similar understanding.

Compounding this within towns is the lack of use of change managers in organizations, which, in turn, aggravates the lack of knowledge about what component of strategy is being addressed by a specific organization. This can be enhanced by having a clear relationship between leadership and business strategy through a change management process. The literature seems to discuss strategy as if it exists in a vacuum. The execution of strategy depends on the people and, for this research, particularly municipality mayors and the relevant stakeholders. While leadership should be driven by strategy in its daily tasks, the same should be sought for the entire workforce at operational level for the strategies to be implemented successfully. As towns are executed to address tasks that complement attainment of strategic objectives, it is

essential that the strategy is understood by the leadership at organizational level or else organizations are executed without any benefit.

The following – clarifying aspirations and business strategy, identifying capabilities to implement strategy, assessing those capabilities, making leadership development a key component, and getting top leadership support – are recommendations from Hughes and Beatty (2005), who define them as the five steps to leading strategically.

The same concept of having metrics for leadership in order to improve the success factors is supported by Prabhakar (2005), who argues:

1. **Idealized influence** indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.
2. **Inspirational motivation** measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.
3. **Intellectual stimulation** shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant.
4. **Individualized consideration** indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.

The challenge is to apply these metrics in developing countries such as Ethiopia where a skills shortage is prevalent. At the top of what Prabhakar proposes should be the link between leadership metrics being married to project metrics of success so as to ascertain that the organizational strategy and the town execution are intertwined. These should typically be the cornerstones of leadership at towns that the team members expect from leadership, as they create an appropriate environment for motivation. The leaders here require tact to deal with the unexpected, as this is typical with towns where there could be a change of scope or critical resources resigning. They should assume a change agent

role, while ensuring that all resources are on top of their game with regard to tasks and goals.

The challenge to these metrics is that they do not show that they have been constructed with special attention to issues such as cultural background, personalities, politics, literacy levels, or economic circumstances, which may result in different metrics when considered. The impact of such omission may yet be found in terms of the leadership issue in organizational situations, as the environment brings together different resources, sometimes across continents, with a variety of different cultures, including work ethics, to mention a few.

In the same context as with strategy, organizations use processes to describe how individuals perform their day-to-day activities. Having the leadership success factors as defined by Prabhakar without strategy embedded in business processes and follow-up soundness checks is not enough to give confidence that towns are executed according to the defined strategy, thereby creating a gap between implementation and strategic objectives. Even if the leadership met the criteria in terms of these definitions, other factors influence the success of towns, as has just been described. It is important that the lower levels of employees understand the need for the link in their day-to-day tasks through processes that make alignment during their design stage.

2.1.3 Leadership Styles

According to Van Wart (2012) leadership styles are clusters of behaviors understood by followers and leaders. Generally, good leaders have a range of styles that they use. They are able to adopt a style to the situation or adopt the situation to the style (Van Wart, 2012).

DuBrin (2010) refers to leadership styles as a combination of attitudes and behaviors which leads to a certain regularity and dealing with group members. Six leadership styles are referred to: participative leadership; autocratic leadership; the leadership grid; entrepreneurial leadership; gender difference and choosing the best style.

Many leadership theories exist in the field of leadership studies. The following literature summarizes different leadership theories:

A. Fiedler's contingency theory

Fred E. Fiedler developed a widely researched and cited contingency model that proves that the best leadership style is determined by the situation in which the leader is working. DuBrin (2010) explains that Fiedler's theory categorizes a manager's leadership style as relationship-motivated or task-motivated.

According to Daft (2011), Fiedler found a pattern in leadership styles and refers to task-oriented and relationship-oriented leaders. Daft defines the former as follows: "The task-oriented leader excels in the highly favorable situation because everyone gets along, the task is clear, and the leader has power, all that is needed is for someone to take charge and provide direction.

Similarly, if the situation is highly unfavorable to the leader, a great deal of structure and task direction is needed. A strong leader defines task structure and can establish authority over subordinates" (Daft 2011: 76). Daft continues to define the latter as follows: "The relationship-oriented leader performs better in situations of moderate favorability because human relations skills are important in achieving high group performance. In these situations, the leader may be moderately well liked, have some power, and supervise jobs that contain some ambiguity. A leader with good interpersonal skills can create a positive atmosphere that will improve relationships, clarify task structure and establish position power" (Daft 2011:75 76).

In view of Daft, Fiedler's theory explains the relationship among style, situational favorability and group task performance. To use Fiedler's contingency theory, a leader needs to know whether he or she is engaged in a task-oriented or relationship-oriented style of leadership.

Murray, Poole & Jones (2005) suggests three important factors: the leader's position and the legitimate power in the organization which enables the leader to reward followers

based on achievement; task structure which concerns how tasks are coordinated within the group and represents the leader's authority in the team; member relations.

Fiedler's contingency theory therefore suggests a leadership style of engaging with followers but is affected by the degree to which a leader holds power in the organization.

B. The path-goal theory

According to DuBrin (2010), the path-goal theory emphasizes the requirements a leader must possess to achieve high productivity or performance as well as morale in a given situation. This theory was developed by "Robert House" (House, 1971 cited in DuBrin, 2010: 139). The path-goal theory specifies that a manager should choose a leadership style that takes into account the characteristics of the group members and the demands of the task. The path-goal theory searches for the right fit between leadership and the situation. This is detailed further by House as follows:

- "Directive leadership: letting followers know what is expected; giving directions on what to do and how; scheduling work to be done; maintaining definite standards of performance; clarifying the leader's role in the group;

- ✚ Supportive leadership: doing things to make work more pleasant; treating team members as equals; being friendly and approachable; showing concern for the wellbeing of subordinates;
- ✚ Achievements-oriented leadership: setting challenging goals; expecting the highest levels of performance; emphasizing continuous improvement in performance; displaying confidence in meeting high standards; and
- ✚ Participative leadership: involving team members in decision-making; consultation with them and asking for suggestions when making decisions" (Schermerhorn, 2011: 321).

C. McGregor's X theory and Y theory

McGregor (1960) identified two separate sets of assumptions that managers, in general, have about their employees. Theory-X is an authoritarian management style and assumes that most people dislike work. Employees must be controlled and threatened

with punishment to get the work done and managers deal with employees who lack ambition (McGregor, 1960). Whereas Theory-Y accepts the management style as being participatory and finds work to be a source of satisfaction, employees own their motivation, exercise self-control, and have self-direction, creativity in pursuit of individual and share goals (McGregor, 1960).

Miller (2009) refers to McGregor's theory as conceptualizing employees as individuals characterized by needs for attention, social interaction and individual achievement. Theory X and Theory Y are two leadership styles which are appropriate for different types of organizations. According to Rowitz (2014), "Theory X is more suitable for an organization in which the employees do not like their work situation and will avoid work whenever possible. In this case the employees have to be forced, controlled, or reprimanded in order for the organization to meet its goals and objectives". Theory X perceptions are negative which include perceiving that people are lazy, dislike work and require close supervision. Rowitz (2014) further describes Theory Y as being appropriate for an organization where employees like their jobs because they accept the organizations' goals and objectives. These employees are self-directed and want to take on more responsibility. Theory Y leaders believe employees are positive, seek responsibility and can work without supervision.

Thus, we can say that Theory X presents a negative view of employees' nature and behavior at work, while Theory Y presents a positive view of the employees' nature and behavior at work. From the literature, Theory X encourages use of tight control and supervision and implies that employees are reluctant to organizational changes. Theory Y implies that the managers should create and encourage a work environment which provides opportunities to employees to take be resourceful and self-direction.

D. The leadership grid of Blake & Mouton

Robert Blake and Jane Mouton developed a leadership grid in 1964. The Blake & Mouton (1964) model of leadership provides an outline of leadership styles. According to Amos, Ristow, Ristow & Pearse (2008), this model is based on two major concerns, namely production and people: "Production concerns focus on accomplishing an

assignment task or attaining desired results, while people concerns address the needs, morale, and capabilities of the individual employee” (Amos et al. 2008: 203). Nel, Werner, Haasbroek, Poisal, Sono & Schultz (2008) agree that the Blake & Mouton leadership grid compares different leadership styles by taking concern with production. Furthermore, according to Mills, Helms Forshaw & Bratton (2007), Blake & Mouton’s leadership grid describes a way of plotting leadership behaviors, for example a leader who shows concern towards people and a leader who only shows concern towards production.

The managerial grid is based on a behavioral theory with five different types of styles. According to Miner (2002) this model identifies five different leadership styles based on the concern for people and the concern for production. Miner (2002) describes the leadership styles as: impoverished management associated is associated with neither commitment to the work environment nor to be appreciated by the people; social management refers to placing high value on personal relationships; organizational management aims for security through compromise and being part of a team; team management refers to being involved, participative and prioritizing creativity and welcoming new ideas (Miner, 2002).

The Blake & Mouton Grid is understood to be concerned with the degree to which a leader considers the needs of team members and considers the concern for emphasizing objectives and organizational efficiency when accomplishing a task. When applying this theory, the first step is to identify the suitable leadership style, to identify areas of improvement and to develop leadership skills. The leadership grid of Blake & Mouton focuses on two leadership behaviors, namely task and relationship behaviors.

E. The situational leadership theory of Hersey & Blanchard

Hersey & Blanchard developed a theory in 1982 that proposed the following: “A leader should adjust his or her style to the maturity or readiness level of employees” (Nel et al., 2008: 362). According to Nel et al. (2008), Hersey & Blanchard’s situational leadership theory states that the leader must firstly determine his subordinates’ maturity levels, particularly with regard to the tasks that are carried out. The more developed the

subordinates are in the tasks; the more the activities must be reduced. The model illustrates that the leadership style is dependent on the situation.

In contrast to Fiedler's view that a leadership style is hard to change, Hersey Blanchard's situational leadership model suggest that successful leaders do adjust their leadership styles based on follower readiness to perform in a given situation.

When applying the Hersey & Blanchard situational leadership model, the leadership style depends on each individual situation and no single leadership style can be considered the best. For Hersey & Blanchard, tasks are different and each type of task requires a different leadership style. A good leader will be able to adapt her or his leadership to the goals or objectives to be accomplished. Not only is the leadership style important for a successful leader-led situation, but the ability or maturity of those being led is a critical factor as well. Goal setting, capacity to assume responsibility, education and experience are the main factors that make a leader successful.

F. Transformational theory

Burns (1978: 19-20) defined transformational leadership as a process where leaders and followers engage in a mutual process of raising one another to higher levels of morality and motivation. Burns' (1978) view is that transformational leadership is more effective than transactional leadership, where the demand is for more selfish concerns. This demand for social values thus encourages people to collaborate, rather than working as individuals. He also views transformational leadership as an ongoing process rather than the discrete exchanges of the transactional approach.

Furthermore, DuBrin (2010) defines transformational leadership as a focus on what the leader accomplishes, his personal characteristics and his relationship with group members. This theory suggests that a leader brings about major positive change. The transformation theory identifies the need to transform organizations from a level of low performance to a level of acceptable performance. In practice this theory focuses on the process of changing an organization by focusing on the leader's role.

DuBrin (2010) highlights key elements such as: “Raising people’s awareness; helping people look beyond self-interest; helping people search for fulfilment; helping people understand the need for change; investing managers with a sense urgency; committing to greatness; adopting a long-range perspective and at the same time observing organizational issues from a broad rather than a narrow perspective; building trust; concentrating resources on areas that need the most change” (DuBrin 2010: 85-86).

Transformational leadership is viewed as charismatic and idealized influence. Charismatic leaders represent a strong character to influence subordinates with a high moral and ethical behavior (Winkler, 2010).

“Transformational Leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. The transformational leadership theory believes that leaders are people centered; create a vision, nurture trust and innovation.

G. Transactional leadership theory

Transactional leadership has key characteristics, according to Andriopoulos & Dawson (2009) leaders use rewards to motivate employees and only take corrective action when followers fail to complete a task. Transactional leaders also provide guidance by clarifying roles and setting task requirements.

These leadership theories retain different focal areas determined by individual beliefs. Fiedler’s theory emphasizes that the leadership style is determined by the situation a manager is exposed to. Arguably leaders have personality traits that contribute to leadership effectiveness as long as it suits the situation. The path-goal theory, however, focuses on the characteristics of the group members and their tasks. McGregor’s X theory and Y theory differentiate between negative and positive behavior of employees to determine the leadership style. Blake & Mouton’s theory is more concerned with reaching objectives whereas Hersey & Blanchard’s theory uses the measurement of employee maturity of the work to determine the volume of tasks that must be given to employees.

Leadership is also conceptualized as either transactional or transformational. Transactional leaders are those who lead through social change whereas transformational leaders are those who inspire followers to achieve extraordinary outcomes and develop their own leadership potential. The transactional leader allocates work to a subordinate. The subordinate is considered to be fully responsible for it, whether or not they have the resources or capability to carry out the work. When things go wrong, the subordinate is considered to be personally at fault and is punished for their failure (just as they are rewarded for succeeding). The transformational theory is based on a theory according to which leaders are those who inspire followers. Leaders do this by responding to individual goals and by empowering followers and aligning the objectives of their followers, themselves, the group and the organization.

All above mentioned attributes refers the leadership to have an innovative approach in there, thinking, decisions and strategies. It can be assumed from the discussion that the leadership with innovative and visionary approach along with other characteristics can prove more beneficial for organizations, for the purpose of success, development and sustainability (Gesell 2010).

By summarizing the debate, though the researcher stick with a claim that the qualities of appropriate vision and innovative approach may lead a leader to be more effective and capable to run an organizational and better cope with leadership of public organizational matters, but we also agree that there are other qualities of leadership which can play an important role in dealing with leadership of public organizational matters.

The literature read and explored on the topic also mentions that there are the other importance qualifications and factors for leadership which are prominent. Moreover the implication of environmental, social, financial, and unexpected situations can't be denied while taking big decisions or initiating the process of change for public organizational leadership.

2.1.4 History of the Theory of Leadership

As one looks at the theories of leadership, a comprehensive understanding of the history of the theory of leadership can also assist in contextualizing the accuracy and relevance of these theories in relation to public organization challenges and prospects. The theories seem to have been developed as academics tried to find what constituted a leader. In the midst of variations, this dilemma of leadership is still being debated today. What has compounded this leadership issue is the realization of its masculine definition. In the process of challenging theories of leadership in view of their lack of comprehensiveness, some generalization has emerged, such as that by Irby, Brown, Duffy, and Trautman (2002, p. 305), where they argue:

- ✚ “Great men” leadership models excluded the female experience in theory development.
- ✚ Theory development was limited to males, as corporate leadership positions were exclusively to males.
- ✚ Male-dominated agencies and/or corporations sponsored many of the studies which led to leadership theories: military; Xerox Corporation;
- ✚ Sexist language was present, as a leader/manager was defined in male terms (“he,” “his,” “fine fellow”).
- ✚ Females, when mentioned, were not expected to have the same career aspirations as males. Further females were expected to behave like men. If females did not produce the same results as males, their results were simply ignored.
- ✚ While some of the theories advocated democratic leadership styles, the theories themselves were undemocratic because only one gender was represented in the theory development.
- ✚ Several theories opposed paternalism as a leadership style, yet they affirmed it in gender-biased descriptions of leaders.
- ✚ Some of the theories recognized the need for participative, democratic, employee-friendly, and consensus building approach to leadership; however, when these models were not present, theorists did not consider this absence as attributable to the fact that female leaders were not included in the theory development.

- ✚ The theories were generalized to both males and females, even though they did not take into account the female experience or significantly include females in the sample population for development.

The generalization above shows the lack of diligence in the way the theories have been developed. This generalization has led them to conclude that the current theories do not promote gender equity, are irrelevant to the female situation, are a perpetuation of barriers against women, stereotype females, and marginalize them. The other thinking about theories is that they negate the subjective realities of an individual leader. The theories ignore process and are prescriptive by ignoring the life experiences of individuals, their values, and their emotions (Turner & Mavin, 2008). Theory development has not taken the difference in individuals into account; theories have relied on management ideas and past theories of management (Fairholm, 2004). They use traits defined from a male perspective, charisma (which is equality disputed due to its limitations such as its link to legitimacy and the modern world), situational factors of individuals, and circumstances of individuals (Paul, Costley, Howell & Dorfman, 2002).

Having observed the history of theories of leadership, it follows that the concept of theories of leadership has not yet been benchmarked due to its flows. This leaves public organizations in Gurage Zone with a problem of identifying the kind of strategic leader that is required in order to deal with the challenges currently faced by these organizations due to the leadership factor. Understanding the difference between leadership and management can help, as the two components complement each other in a public organization.

2.1.5 Management versus Leadership

This is a subject that sometimes results in emotional debate, as the older employees, if at leadership level, are by default assumed to be more inclined to rigidity tendencies, while the younger employees are regarded as dynamic and accepting of change and innovation.

However, there have been common tendencies among managers and leaders to behave in certain prescribed ways, such as managers being rigid and resisting change, as Schein,

cited in Latchen and Hanna (2001, p. 53), argues: “The significant difference between leaders and managers is that the former create and change cultures, while the latter live with them and work for acceptable compromise.” This point is supported by Zaleznik, cited in Latchen and Hanna (2001, p. 53), who argues: “Managers hold the view, ‘if it isn’t broken do not fix it.’ Whereas leaders understand that, ‘when it ain’t broke may be the only time to fix it.’ ” There is no evidence in Gurage Zone to suggest that this distinction is understood, and it is leaders who are leading organizations, hence the difficulties the organizations are experiencing in terms of the strategic leadership gap. There has not been appropriate leadership prepared to lead organizations or to lead the organization, for that matter, and this remains a challenge for the organization in terms of organizational change and in municipalities, in particular.

With the current changes in technology, political landscape, and world economy, including Ethiopia’s own democratic change, what kind of leadership is, therefore, required in the Public organizations? Perhaps those with clear vision can take risks and motivate their employees to want to do better. It is leaders and not managers who create the appropriate environment conducive to the needs of Ethiopia with its current challenges, and this applies to towns, too. This conclusion is supported by Latchen and Hanna (2001, p. 53), who argue:

Leaders are the living example of the idea that mental attitude dictates performance. They create visions of exactly what they want to achieve, believe that they will succeed and often “see” the steps to realizing their goals. Leaders are also people who have the capacity to motivate and inspire others to think beyond their current frameworks to what is desirable, necessary and possible. They inject spirit and energy, creating optimal environments for innovation, quality and enterprise. They change mindsets and practices and gain collaboration and commitment, even in environments initially characterized by low trust and low morale. They redefine and reform organizations.

There should perhaps be another study to find out what qualities and characteristics are required for someone to manage a towns and whether it is true that both are needed in a town. If the traditional approach to management prevails in public organizations, it could mean that the crop of the organization leader may not be the right one for the role

of managing in such dynamic environments. Another view of management is that it deals with current aspects, making it reactive “firefighting”. This is common in POGZCA. The current prevailing firefighting mode could be a result of lack of vision and leadership in the Gurage Zone, which has contributed to an endless firefighting mode. Leadership has a vision of what needs to be done in future, hence making it proactive. This assessment is supported by Kotter (1996, p. 25), who argues:

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling, and problem solving. Leadership is a set of processes that creates organizations in the first place or adapts them significantly to changing circumstances.

Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite obstacles.

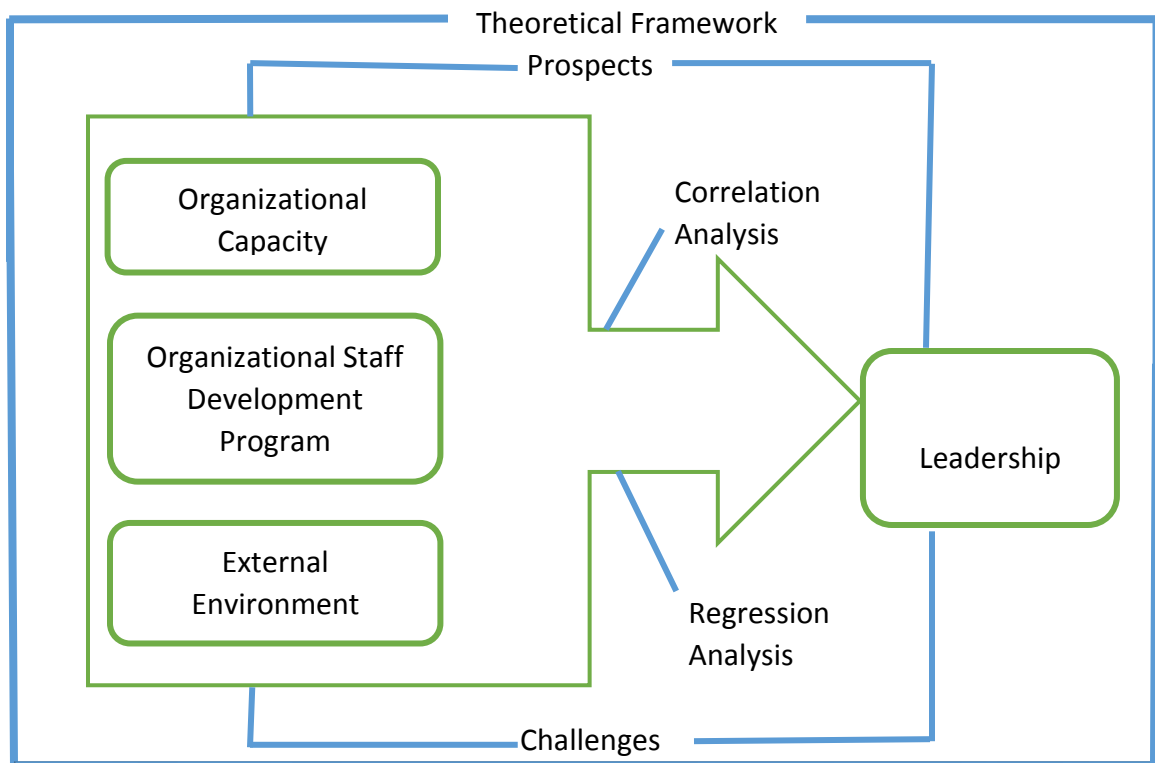
Table 1: The difference between management and leadership

Management	leadership
<ul style="list-style-type: none"> • Planning and budgeting: Establishing detailed steps and timetables for achieving needed results, then allocating the resources necessary to make it happen. 	<ul style="list-style-type: none"> • Establishing direction: Developing a vision of the future – often the distant future – and the strategies for producing the changes needed to achieve that vision.
<ul style="list-style-type: none"> • Organizing and staffing: Establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation. 	<ul style="list-style-type: none"> • Aligning people: Communicating direction in words and deeds to all of those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and accept their validity.

Management	leadership
<ul style="list-style-type: none"> • Controlling and problem solving: Monitoring results, identifying deviations from plan, then planning and organizing to solve these problems. 	<ul style="list-style-type: none"> • Motivating and inspiring: Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs.

Source: Kotter (1996, p. 26).

In fact, the meaning of leadership varies from institution to institution. Study of the literature related to management and literature characterizes leadership as collective, purposeful, causative, morally suggestive, transformational in perspective and diverse in existence. Numerous explanations, classifications, theories and definitions about leadership, exist in the contemporary literature (Buchanan, Fitzgerald & Ketley, 2007).



Source: Lusthaus et al. (2002).

Figure 1: Theoretical Framework of the study

2.2 Empirical Findings

Over the past 30 years, researchers have tried to establish the link between these two concepts. Scholars have used different conceptualizations of the independent variable, such as transactional, transformational, and laissez-faire leadership, and/or have included several related concepts such as trust in leadership, leader-member exchange, and leadership structure. In terms of the dependent variable, we also find a variety of relevant outcomes that have been studied, such as organizational citizenship behavior, employee attitudes, and performance measured using different criteria on different levels of analysis. Also, the relationship between leadership and public organization performance has been studied in different organizational, sectorial, and national contexts.

The abundance and conceptual variety of empirical studies into the relationship between leadership and performance raises the question where to start when you want to provide a comprehensive and concise overview of the state of the art. To tackle this problem, we rely on five meta-analyses that have been published on the relationship between leadership and organizational performance: Fuller et al. (2000), DeGroot et al. (2000), Dumdum et al. (2002), Judge and Piccolo (2004), and Wang et al. (2011).

The criterion for selecting relevant meta-analyses was that these should include leadership and organizational performance as well as the relationship between the two. According to Wang et al. (2011) the five meta-analyses presented here represent a complete list of relevant studies. As such, these provide an excellent overview of this field of study, not only at present, but also over the past twenty years. Meta-analyses typically provide an understanding of the generalizability of findings of individual studies. The discussion of the successive meta-analyses shows which issues were topical at a particular point in time and give an overview of the most important empirical findings. In doing so, it is highlighted how the field has matured over the past decades.

In 2000, DeGroot et al 2000 conducted a meta-analysis including charismatic leadership as an independent variable. DeGroot and colleagues included a range of outcome variables: leadership effectiveness, subordinate performance, subordinate satisfaction, subordinate effort and subordinate commitment. The former two were also included in the meta-analysis of Fuller et al. The moderators included in this study were common method variance and level of analysis. DeGroot et al. used 36 samples in their analysis. An important finding is that the relationship between charismatic leadership and subordinate performance is weaker when the latter is measured at the individual level (mean correlation of .31), compared to subordinate performance on the group level (mean correlation of .49). Furthermore, the study advises researchers to avoid common source bias and apply measures of leadership and performance from independent sources.

In 2002, Dum Dum and colleagues performed a meta-analysis including transformational, transactional and laissez-faire leadership as independent variables and performance effectiveness and satisfaction as dependent variables. Organizational type (public versus private) was included as a moderator. Because the two studies overlap significantly, we report only the results of the later study. The results show that transformational and transactional leadership are both positively and significantly related to the effectiveness/satisfaction criteria. The corrected coefficients are .46 and .20 respectively. Laissez-faire leadership was also significantly related to the effectiveness/satisfaction criteria, but in the opposite direction. The corrected coefficient was -.38. When decomposing the effectiveness/satisfaction criteria, the authors show that satisfaction is more strongly related to transformational and laissez-faire leadership, compared to effectiveness.

For transactional leadership they found the opposite: effectiveness is slightly stronger related to this type of leadership compared to satisfaction. Regarding the difference between public and private organizations, Dum Dum et al. found mixed results. The relationship between transformational leadership and the effectiveness/satisfaction criteria is stronger in the public than in the private sector. This also holds for laissez-

faire leadership, but the difference between the coefficients is much smaller. No data were available for transactional leadership in the private sector.

Another 2002 study by Judge and Piccolo focused on the effects of transformational and transactional leadership on follower leader satisfaction, follower job satisfaction, follower motivation, rated leader effectiveness, leader job performance, and group or organization performance. The latter is of particular interest for this contribution. Like Dumdum et al. (2002), Judge and Piccolo hypothesize that transformational and transactional (contingent reward) leadership shows a positive relationship with group or organizational performance. Moreover, they expect that transformational leadership predicts the outcome variables controlling for the leadership. As expected, both transformational (mean correlation of .26) and contingent reward leadership (mean correlation of .16) has a positive relationship with all dependent variables, including group or organizational performance. The differences between the effects of transformational and contingent reward leadership on group or organizational performance were not significant.

The most recent study by Wang et al. (2011) is based on 117 independent samples. The main independent variable in their meta-analysis is transformational leadership. The dependent variable is performance on three levels of analysis: individual, team, and organization. Wang et al. not only distinguish various levels of analysis, they also include three types of performance: task performance, contextual performance, and creative performance. Overall, they find support for their hypotheses that transformational leadership is positively and significantly related to individual, team and organizational performance. More specifically, they found that the relationship between transformational leadership and individual performance is stronger for contextual performance compared to task performance. They showed that transformational leadership has the strongest relationship with team-level performance (mean correlation of 0.33) and the weakest relationship with individual-level performance (mean correlation of 0.25). The mean correlation of the relationship between transformational leadership and organizational-level performance is 0.27.

Additionally, Wang et al. looked at evidence for the augmentation effect. That is, whether or not transformational leadership adds explained variance above and beyond transactional leadership. They found evidence for such an effect for individual-level and team-level performance.

Overall, the meta-analyses presented above show very consistent results. Without any exception the results show a positive relationship between leadership and performance. More precisely, the first two studies by DeGroot et al. (2000) focus on the prospects of one dimension of transformational leadership (i.e. charismatic leadership) on performance outcomes. Both studies find a positive effect. Dum Dum et al. (2002) and Judge and Piccolo (2002) analyzed the effect of transformational and transactional leadership on performance outcomes and also found a positive effect.

Dum Dum et al. found a negative effect of laissez-faire leadership on performance effectiveness. Wang et al. (2011) studied the effect of transformational leadership on individual-level, team-level, and organizational-level performance. They found that transformational leadership has a significant relationship with all performance measures, and that the relationship with team-level performance is the strongest (compare DeGroot et al., 2000). Furthermore, Wang et al. found support for the augmentation effect (see also Judge and Piccolo, 2002). However, it should be noticed that the strength of the correlations varies considerably between these five studies. Drawing from the analyses, we can also conclude that the following variables are important go-betweens in the leadership-performance relationship:

- ✚ Type of performance measure (objective versus subjective),
- ✚ Type of research design (multi-rater or not),
- ✚ Context (public versus private, sector) and
- ✚ Level of analysis.

Overall, the conclusion that can be drawn from these meta-analyses is that leadership matters for organizational performance.

2.3 Conceptual Frame work

Based on the reviewed literatures, organizational capacity factors, staff development practices and external environment variables are considered as factors affecting public organizational leadership which form the basis for this task. The selected framework was adapted from the study conducted by Odhiambo, (2015). Most of the findings of the reviewed literatures show consistency that public organizational leadership factors have a great effect on public organizational leadership.

In this study, public organizational leadership is the dependent variable and the independent variables are organizational capacity, organizational staff development and external environment variables. This study intended to examine the effect of the three variables on public organizational leadership. The three factors considered to have effect on public organizational leadership are organizational capacity, organizational staff development practices, and external environment variables.

Organizational Capacity

It is the ability of an organization to use its resources to perform. If the organization itself is the unit of analysis, all of the resources, systems and processes that organizations develop to support them in their work can be assessed. An examination of the systems and management practices associated with human, financial and infrastructure resources helps provide insight into the use of organizational resources (Lusthaus *et al.*, 2002).

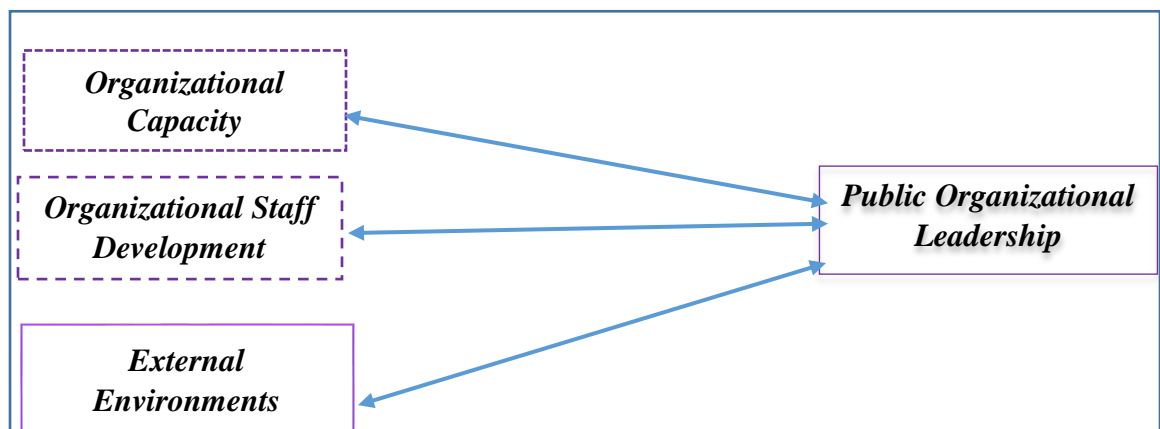
Organizational Staff Development

It represents the underlying personality of the organization. It is what drives the members of the organization to perform. One dimension examined is organizational evolution and history that is, how and why the organization got started, what its milestones are, and so forth. In a similar way, the assessment framework explores the organization's mission, values and vision in order to understand the driving forces behind it. The culture operating within an organization, and the incentives it offers, contribute to organizational staff development. Taken together, these factors give the

organization its personality and affect its leadership and quality of work (Lusthaus *et al.*, 2002).

External Environment

Organizations are open systems, and the external environment in which they operate is very important. Organizations need support from their environment if they are to survive and perform well. The environment is the key factor in determining the level of available resources and the ease with which an organization can carry out its activities. For example, poor macroeconomic policies lead to high interest rates, fluctuating currencies, and a host of conditions that make it difficult for some organizations to perform well. The characteristics and quality of the environment such as poor infrastructure in terms of roads, electricity and phone lines can also hinder performance. Thus, in assessing an organization, attention must be paid to economic, political, socio-cultural, environmental, demographic and technological conditions (Lusthaus *et al.*, 2002).



Source: Lusthaus et al. (2002).

Figure 2: Conceptual model of the study

Various challenges are experienced in organizational leadership as a result of the internal and external influences, relationships and tasks, which the leadership of the organization has to deal with. These challenges have an effect on the roles that the leadership has to perform. Due to the complexity of leadership challenges in the twenty-first century, leadership roles that are aimed at problem-solving, foresight, critical

thinking and dealing with complex challenges are required. These leadership roles inform the leadership skills required to deal with the challenges.

It is essential that emphasis be placed on the development of leadership skills. Leadership development processes are needed to develop the leadership skills, so as to effectively execute leadership roles in the municipalities of Gurage zone. The alignment of leadership development initiatives to the vision, goals and operations of the organization is, however, often neglected.

Leadership development initiatives are furthermore frequently planned without consideration of the appropriate leadership theory. Leadership development should be rooted in appropriate leadership theory as a basis for planning and designing leadership development experiences that are aimed at assisting the leaders to deal with complex challenges, fulfill leadership roles, and to grow and develop leadership skills congruent to the leadership roles required.

The framework therefore places leadership challenges in the public organizational leadership system at the center of the framework from which relevant leadership roles, skills, development processes and theories need to be derived to empower the leadership in complex organizations to deal with the challenges experienced. The framework challenges the adaption of traditional leadership theories, skills and roles in the light of the complexity of the leadership task in the current era. The framework further seeks to highlight that there needs to be a corresponding match and flow between the building blocks in this leadership framework for the purpose of organizational performance (Allan Rosenbaum and Arne Svensson, 2002,)

CHAPTER THREE

METHODOLOGY

3. Introduction

Methodology is the part of research that shows the ways and approaches of collecting the data. The choice of going the way of a quantitative and qualitative approach in the context of this research gives the opportunity to obtain answers that are free from

objectivity and allows the researcher to comprehend the responses by examining follow-up questions.

The research method of the study is mixed methods research that combines both quantitative and qualitative methods. However, quantitative and qualitative approaches have their own individual procedure, approach, reasoning and argument. The goal of the researcher in qualitative approach is to develop theoretical concepts and patterns from observed data.

The information is gathered through the natural setting of respondents, making it rich. The approach allows for patterns to be created and develops theory that help the research in establishing any similarities in the way LEADS in POGZCA are executed as well as allowing for an understanding of the factors that impede towns' execution in these organizations from the perspective of the respondents.

This view is supported by Ritchie and Lewis (2003, p. 3), who argue: "In particular, there is a fairly wide consensus that qualitative research is a naturalistic, informative approach concerned with understanding the meanings which people attach to phenomena (actions, decisions, beliefs, values, etc.) within their social worlds." This study used the qualitative approach, as it is a support for quantitated results, more focused on understanding context and deals with a subject that is vaguely understood, sensitive issues, and a deeply rooted public organization culture and requires a specific group of people that has been passionately involved in towns (Ritchie & Lewis, 2003).

3.1 Descriptions of the Study Area

The study area of this search is confined to the Gurage Zone specifically, Wolkite City located at 155 km away and Butajira City which is located at 109 km away from the capital of Ethiopia, Addis Ababa. The City Administrations are located at Sothorn, Nations, Nationalities, and Peoples' Regional State (SNNP), Gurage Zone, which have only two city administrations. Butajira is located at 68 km Eastern of Wolkite.

The Zonal Administrative center is at Wolkite of its city administration so that one of the study areas is located at the Zonal Administration. Wolkite City has a latitude and

longitude of 8°17'N and 37°47'E and an elevation between 1910 and 1935 meters above sea level. On the other hand the other study area Butajira City has a latitude and longitude of 8°0.012"N and 38°22'0.120"E and an elevation between 1935 and 2120 meters above sea level.

Based on the 2007 Census conducted by the Central Statistical Agency, Wolkite and Butajira Cities have a total population of 28, 866 and 30507 respectively. The Zonal Administration has 803 kilometers of all-weather roads and 381 kilometers of dry-weather roads with an average road density of 184 kilometers per 1000 square kilometers (Gurage Zone Socioeconomic Profile, 2018).



Source: Ethiopian Maps Agency(2019)

Figure 3: The study area

3.2 Research Design

In this study the researcher applied a descriptive assessment research design. Descriptive assessment research design is the most common design within the social sciences research because descriptive research is concerned with describing the current characteristics of a particular individual, or of a group, studies concerned with specific

predictions, with narration of facts and characteristics concerning that individual, group or situation (Kothari, 2004).

The study employed descriptive survey design to exhibit the challenges and prospects of LEADS POGZCA. This design is appropriate for this study since the research sought to describe and infer the result to the characteristics of respondents in POGZCA. A survey was administered to a selected sample from the target population which was identified by the researcher. A survey was used to collect original data for describing a population which is too large to observe directly. A survey obtains information from a sample by means of self-report, which was participants' response to a series of questions posed by the researcher.

Furthermore, the method was assumed to enable the researcher to found out the solutions for the existing problems. It was concerned with conditions or relationships that exist, opinions that were held, process that were going on, effects that were evident or trends that were developing.

3.3 Sources and Type of Data

The researcher employed primary source of data in which the primary source of data are collected through questionnaires and unstructured interviews data sources, which is termed as triangulation or dual methodology.

Data are collected from the selected sectors of the municipalities' employees and, with mayors of the administration. A few reference was made by those data which are gathered through the organization's profile or recorded documents since 2012.

3.4 Sampling Design

3.4.1 Target population

The population of this study is a total employee of 27 fold public organizations established in each municipality. There are 297 employees working in the public organizations of the municipalities.

3.4.2 Sampling Technique

Multi-stage cluster sampling technique is employed as the drawing of a sample from such types of geographically dispersed populations (Wolkite & Butajira) is reasonable to get an appropriate sampling method for selecting representatives' sample of employees in two municipalities of the Gurage Zone.

The clustering in this study is based on the type of public sector which is classified as economic, social and political sector. Then, the population of each cluster is sampled randomly to provide a random sampling which is logically feasible in providing effective sample for this study (Greener 2008).

Table 2: Number of employees working in public organizations in the municipalities and the sample size taken for this study

No.	Categories of Public Organization	No. of fold Sectors in the Category	Total Number of employees	No. of interviewed administrators	Sample size using the formula
1	Economic Sectors	20	130	4	74
2	Social Sectors	24	110	4	63
3	Political Sectors	10	57	2	33
Total		54	297	10	170

Source: Own survey (2019)

3.4.3 Sample Size Determination

As to the sample size determination, from different methods, the formula which was developed by Carvalho (1984) is used. This formula enables to get relatively large amount of sample size in relatively small population as cited by Tamrat (2007).

Using the Carvalho's formula, the sample size was carried out as follows:

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

Where;

n = Sample size

N = Population

e = Error Rate (0.05)

Hence; the sample size for the population of this study can be calculated as:

$$\begin{aligned}
 n &= \frac{297}{1 + 297(0.05)^2} \\
 &= \frac{297}{1 + 297(0.0025)} \\
 &= \frac{297}{1 + 0.7425} \\
 &= \frac{297}{1.7425} \\
 &= 170.044476 \\
 &= \mathbf{170}
 \end{aligned}$$

Accordingly, the sample size for this study is 170 employees.

3.5 Data Collection Methods

Both qualitative and quantitative data are collected. Data are collected through the use of questionnaires for those 170 respondents and unstructured interviews for those 10 administrators, 4 from economic cluster, 4 from social clusters and 2 from political clustered sectors of the municipalities of POGZCA.

Permission to conduct questionnaires was required from the Mayors of both municipalities. Once clearance had been obtained, the approach taken was to identify the areas in which organizations were executed, together with the names of the executives

who would give direction in terms of identifying the rest of the potential respondents at the operational levels. Once the respondents had been identified, questionnaires was established and an every inquiries given regarding the reasons behind the research and the permission that had been granted.

3.6 Reliability

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

In this case, before the prepared instrument used or sent to the respondents, it was tested to check their usefulness and whether it will really meet the intended objectives. Pre testing of the instruments was done by selecting few respondents from the specified municipalities and give them questionnaires to check their response before sending to the respondents for data gathering.

Prior to the actual data collection the researcher has conducted a reliability test on 30 employees of the selected public sectors to measure the internal consistency of the instruments. Kothari (2004) asserts that one of the major requirements of any research process is the consistence of the data and the results of the research finding. A measuring instrument is reliable if it provides consistent results (Creswell, 2014). Cronbach alpha test was employed to assess the reliability of this study. Saad *et al.* (1999) cited in Habtamu Gebeyehu (2017) proposes the following interpretations: 0.90 or higher as excellent, 0.80 to 0.89 = good, 0.70 to 0.79 = adequate and 0.69 and below = may have limited applicability. In this research, the reliability tests of the variables interpreted following Saad *et al.* (1999). The overall Cronbachs' alpha value of the study was is 0.798 (about 8) as shown in Table 3, which indicates that there was good internal consistency based on Saad *et al.* (1999).

Table 2: Reliability Test

Sq. No.	Variables	Number of Items	Cronbach's Alpha
1	Organizational Capacity	12	0.789
2	Organizational Staff Development	5	0.732
3	External Environmental Variables	7	0.743
4	Public Organizational Leadership	3	0.72

Source: SPSS Output (2019)

As table 3 above shows, the total number of complete response received was 170 sample populations. As also the above table indicates all variables Cronbach's alpha test result shows to be larger than 0.7 which is known to be satisfactory.

3.7 Validity

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others. Wainer and Braun (1998).

For this study the validity of data gathering instruments that are questionnaires are developed based on the objective of the study, and the extent to which these tools intend to measure, are rechecked and commented by the research advisers before distributing the final questionnaires items to the respondents. Thus, the validity of data gathering tools hold if > 95% of the respondents feed the desired data regarding the challenge and prospects of leadership in public organizations.

3.8 Data Analyses Methods

Both descriptive and inferential analyses were carried out. The former constituted frequencies, means and percentages. On the other hand, inferential analysis was in form of Pearson's correlation coefficient, regression and analysis of variance. Correlation analysis was used to assess the significance of the relationship of leadership and the three independent variables namely organizational capacity, external environmental variables and organizational staff development programs.

In addition the interview results analyzed for triangulation of the questionnaire. Data was analyzed using Statistical Package for Social Sciences (SPSS V-20).

3.9 Ethical Consideration

According to Fox and Bayat (2013: 148), ethical considerations defined as “conforming to the standards of conduct of a given profession or group”. The central ethical demands in research particularly in social research, as Graziano and Raulin (2005: 142) pointed, participants should have reasonable knowledge about the study in which they participate and must be protected from harm, should be able to give informed consent, and should be free to refuse or withdraw at any time.

Approval and permission letter was granted from Wolkite University. Ethical principles of voluntary participations and confidentiality are kept throughout the study. In doing so, the researcher ensured that no one harmed or suffered by adverse consequences from the research activities.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4. Introduction

In this chapter, the main findings of the study are presented. The findings of the study are also discussed based on the findings of similar studies. A total of 170 questionnaires' were completed properly being the main source of data collection and 10 administrators including the mayors of the two municipalities were interviewed to support the findings which were found in the form of descriptive and inferential statistics such as Pearson correlation and multiple linear regression analyses. The analysis and results therefore, based on the responses obtained from the respondents' are discussed as follows:

4.1 Demographic Characteristics of the Respondents

4.1.1 Gender Status of the Respondents

While the research did not focus precisely on gender equity, the findings reflect that the sample is inclined towards males. These public organizations are dominated by males at senior level, with females occupying lower positions within the organization. The number of females as a percentage of the total sample was almost 24.7%. This number is, indeed, a reflection of the male-controlled society that is still dominant in the municipalities. As shown in the table 3 below about 74% of the workers are male. Hence, the number of women employees is less which may be due to their engagement in domestic household tasks.

The demographic profile of the respondents such as age, education level and work experience is presented in Table 3 below.

Table 3: Demographic characteristics of respondents working in the Municipalities.

No.	Characteristics		Frequency	Percent
1	Sex(Gender)	Male	126	74
		Female	44	26
		Total	170	100
2	Age	20-30	104	61.2
		31-40	48	28.2
		>41	18	11
		Total	170	100
3	Work Experience in the organization	Less than a year	30	17.6
		Between 1-5 year	32	18.8
		Between 5-10 years	75	44.1
		Above 10 years	33	19.4
		Total	170	100

Source: Own survey (2019)

Age

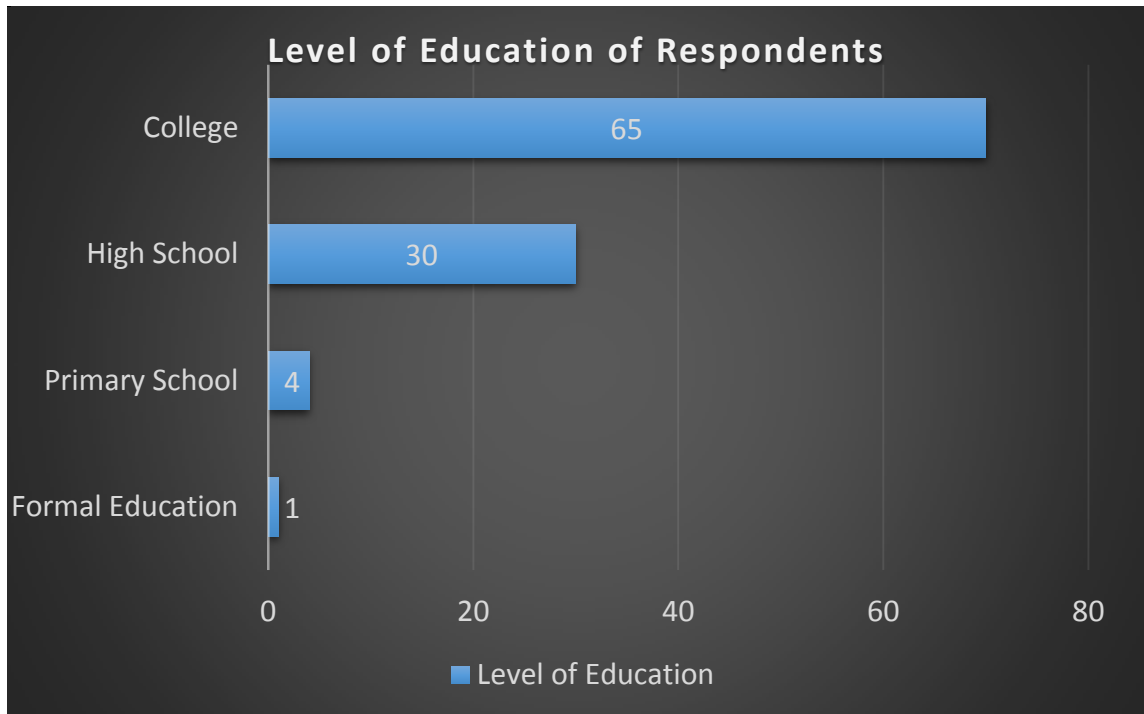
About 89.4% of the work force in the public organizations is aged less than 40. This implies that the organizations mainly pay for young people.

Work Experience

The table above shows 63% of among the respondents in the corresponding organizations worked above 5 years. So that in the course of assessment the ability of getting relevance information regarding their organization believed to be consistent.

Educational Level

Most of the respondent's (93%) of them of which (32%) have attended university education attended a college education and the remaining 3% earning primary and formal education as shown in fig.4 below. This shows that most of the employees are qualified, as most of the respondents are educated, and it is possible to say that their understanding is virtuous for the challenges and prospects affecting their respective public organizational leadership.



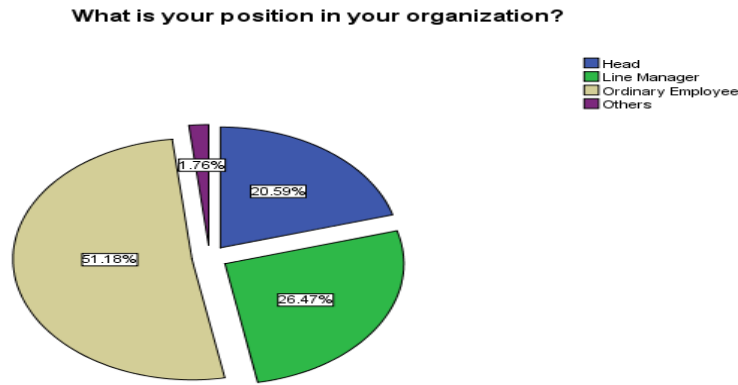
Source: SPSS Output (2019)

Figure 4: Frequency distribution of the respondent's level of education

Position

Most of the respondents (51%) are non-managerial employees working the public organizations followed by the line managers and the head (26%) and (21%) respectively as shown in the fig.5 below. The employees other than the three are only 2%. In this case it would be logical to say that the respondents are skilled to their understanding of the challenges and prospects of the public organizations.

Figure 5: Respondents position in the organization



Source: SPSS Output (2019)

4.2 Descriptive Statistics

4.2.1 Dependent Variables versus Independent Variables

As shown table 4 below the mean score value and standard deviation of the respondents are above 4 & 0.5 respectively, showing that most of the respondents strongly agree on the issues of public organizational leadership factors namely, the capacity, staff development practice and external environment variables.

Table 4 below shows that the mean score value and standard deviation of (SD) is 4.5118, 0.54832, which implies most of the respondents strongly agree that the extent of staff development practices influence the leadership of organization.

The mean and standard deviation of independent variable capacity (CAP) is 4.5118 & 0.54832 which show in the same way with that of staff development the respondents are strongly agreed on capacity related factors such as financial stability, satisfaction and communication. Similarly, the score value of the mean and standard deviation of external environment factor (EXV) is 4.4412 & 0.61220 respectively, showing that a strong agreement on external environment variables such as labor ability to focus in an increasingly diffuse environment, Extent to nurture harmonious multi-ethnic,

multicultural, and gender-equitable environment affect leadership challenges of public organizational leadership. So that most of the respondents strongly agree on the issues of public organizational leadership challenges of POGZCA.

Table 4: Descriptive Statistics of the IV.

Descriptive Statistics					
Variables	N	Minimum	Maximum	Mean	Std. Deviation
P2CAP	170	2.00	5.00	4.5118	.54832
SD	170	2.00	5.00	4.5059	.56114
EXV	170	1.86	5.00	4.4412	.61220
LEADS	170	1.67	5.00	4.3804	.65201
Valid N(list wise)	170				

Source: SPSS Output (2019)

The descriptive statistics results of each of the independent variable, the dependent variable the supporting results of bivariate correlation analysis are discussed in section 4.2.1.1 to 4.2.1.3. It is showed that all the three independent variables which are CAP, SD and EXV factors used in this study association have significant correlation with LEADS of the public organizations in the municipalities.

The descriptive statics of each IV and the DV are discussed in prospective sections as follows:

4.2.1.1 Public Organizational Leadership and Capacity Related Factors

As shown in Appendix 1, the relationship between the DV LEAD with the IV CAPS, there is a strong agreement among the respondents of the municipalities with CAP related factors such as effective in working towards their missions and converting available resources. This implies that the public organizational leadership challenge of the municipalities is good in this parameter. The achievement of the desired results of

the organizations' operations depends on the appropriateness of their use of available resources and their production of results, suitable for the needs and demands of customers (Potocan, 2006).

There is also a strong agreement among the employees that the municipalities are financially stable. Financial stability describes the condition where the financial intermediation process functions smoothly and there is confidence in the operation of key financial institutions and markets within the economy. The financial stability of a company refers simply to whether it is doing well in business or not. However, each of the research participants may not have detail data and information about the financial stability of the municipalities. Additional studies may be needed to confirm the financial stability of the organizations.

The respondents also strongly agree that satisfaction is one of the parameters used by POGZCA. Studies also show that standing for satisfaction was the most frequently mentioned sustainable competitive advantage. More recent studies have also reported that satisfaction has a positive impact on business performance. A primary reason fueling the drive for satisfaction is that consumers are increasingly demanding better satisfaction along with quality and lower prices. Although quality is widely accepted as a competitive priority for businesses, researchers have not agreed on a universally accepted definition for the quality concept. It may mean fitness for use, satisfying customer needs, or conformance to customer requirements (Hajjat, and Hajjat, 2014).

Appendix 1 shows that there is a strong consensus grant mean value of 4.5125 and standard deviation of 0.58392 which shows a strong agreement of among the respondents that capacity related factors and LEADS such as non-financial measure are considered in organizational leadership matter.

Kotane and Kuzmina-Merlino (2011) reported that it is well-known that financial reports are the main source of information about leadership, and basing on them the business activities and financial position of a company are evaluated. However, under conditions of contemporary economic development company management cannot rely only on the evaluation system of financial indicators to manage the company successfully. The main

indicators of business activity are not found only in financial data. Such indicators as quality, clients' satisfaction, innovations, market share quite often reveal the economic position of a company and opportunities for growth better than the financial indicators of leadership reflected in reports (Kotane and Kuzmina-Merlino, 2011).

4.2.1.2 Public Organizational Leadership and Staff Development Programs

The descriptive analysis between LEADS and SD program shows that there is a strong relationship (grand mean and standard deviation of 4.506 and 0.6052) as shown in Appendix 2.

Correspondingly, Ismail *et al.* (2012) reported that there is a significant relationship between capabilities and competitive advantage. Capabilities are conceptualized and categorized as, organizational skills, core competencies, resource development competence, strategic decision making, organizational strategy, the type of staff required for, the buildings and internal infrastructure (water, electricity), adequate training for managing organizational technology, proper monitoring and evaluation ability to facilitate effective professional and personal development affects. With tremendous tactical municipal practices and strategic integration, deployment of resources and capabilities, organizations can attain competitive advantage and better performance (Ismail *et al.*, 2012).

The impact of these variables on LEADS are also indicated in studies conducted elsewhere. For example, Avolio *et al.* (1999) reported that LEADS is one of the vital factors for improving firm performance. Leaders, as the key decision makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are strong sources of sustained competitive advantage (Avolio *et al.*, 1999). Effective leaders can support the work of the group, empower group members, creating the confidence of group members to complete a given job, develop the group identity, and create change (Setiawan *et al.*, 2016).

Similarly, Osei (2015) reported that the leadership and success of any organizations depends on its skilled employees and how efficient the organization can tap into that resource and make effective use of it. This is true because of a resourceful and capable workforce is critical to achieving the overall goals and strategies of an organization. Therefore, a competent and competitive workforce is an essential factor if organizations are to survive in this rapidly changing environment. This has provided organizations with the opportunity to develop programs and process to recruit motivate and retain employee with capable abilities (Osei, 2015).

The results of this study showed that the employees working in the public organizations in Gurage Zone believe that trainings on organizational technology could affect LEADS. A study by García-Sánchez *et al.* (2011) also showed that support for technology and improvement of technological skills and technological competencies promote improvement in LEADS.

Appendix 2 also shows that the employees of the LEADS have a high-level agreement those factors such as training, rewards and incentives can have a considerable impact on leadership challenges of public organizations. Employee development among financial, economic and human resources are more essential and have the capability to provide a company with competitive edge. (Emeka *et al.*, 2015). With the realization therefore, greater efforts towards increasing productivity have taken the human approach and hence, the use of incentives (Solomon *et al.* 2012). Carraher *et al.* (2006) also advocates that there should be an effective reward system for LEADS and reward should be related to their productivity. Thus, organizations must make policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction (Carraher *et al.*, 2006).

However, care should be taken so that the incentive system may not produce undesirable results. Possibly it is producing unhealthy rivalry among employees. An incentive system can lead to over-emphasis on one dimension of a job; if you are not careful, you get more of what you emphasize than you wanted (Solomon *et al.*, 2012). To qualify for a reward, the goal must be clear, meaningful and consistent with other rewards for

similar goals. For a reward system to be effective and to be able to encourage motivation it needs to satisfy some individual need of an employee besides keeping track of the changes in their needs. Otherwise, it is unlikely to achieve the LEADS desired (Furtado *et al.*, 2012). Kahn *et al.* (2014) reported that all attitudes related factors affect the employee performance. Similarly, Luu (2011) reported that Employee attitudes and LEADS challenges are linearly related. The empirical findings suggest that the level of employee ownership and involvement might affect how attitudes and LEADS are associated.

Appendix 2 also shows that employees of the public organizations in Gurage zone city administrations agree that a shared vision can affect organizational leadership. Researchers such as Collins and Porras (1994) reported that the main component of organizational success is a vision that can influence employee productivity. It is the responsibility of the organization's leaders to ensure that the employees are aligned with the vision of the organization through the cooperative sharing of knowledge. The practice of building a shared vision involves the skills of finding shared 'pictures of the future' that foster genuine commitment and enrollment rather than compliance (Senge, 1990). When the vision is fully embraced, employees are empowered to work harder to ensure the achievement of the company's goals (Lipton, 2003).

4.2.1.3 Organizational Leadership and External Environmental Variables

Employees working in these public organizations witnessed a considerable level of agreement on the EXV on LEADS (scored mean and standard deviation (4.441 and (0.647 respectively). The descriptive analysis of EXV such as presence/absence of qualified work force in the local market, government policies, legal framework, etc. affects LEADS at a greater level, as shown in Appendix 3. The percentage of employees who did not agree is less than 5% of respondents.

From Appendix 3 it is possible to infer that EXV can have a strong impact on organizational leadership of public organizations. A study by Ibrahim and Primiana (2015) also showed that business environment has a significant effect on organizational leadership. Macro environment includes aspects related to the political, legal, economic,

social and technology that may affect the working of the organization. The external environment provides firms with inputs which they transform to outputs through internal processes and then the outputs are given back to the environment. For example, availability of resources in the external environment, political interference and variations on the economic situations can affect LEADS. Changes in the EXV may be favorable or unfavorable to organizational outcomes (Njoroge *et al.*, 2016).

Similarly, Alexander (2000) reported that the dynamic and rapidly changing environment in which most organizations compete had made business environment (political, economic, socio cultural, technological, etc.) to have significant impact on LEADS survival and performance (effectiveness, efficiency, increase in sales, achievement of corporate goals etc.) thus, public organizations should pay more attentions to their environment by conducting and embarking on periodic scanning.

As mentioned earlier the aim of this work was to assess the influences of the three IV on the LEADS which is the DV. Appendix 4 shows that the calculated mean and standard deviation of the DV against the IV is 4.380567 and 0.684307 respectively. This implies that most of the respondent strongly agreed on the strength of LEADS on achieving CAP, SD and also EXV.

The mean and standard deviation 4.33 & 0.613 shows that most of the respondents are strongly agreed the public organizational capacity is upstretched by organizational leadership. Similarly, mean and standard deviations 4.4529, 0.73026 and 4.3588, 0.70966 show that the respondents of the municipalities are strongly agreed on the influence of public organizational leadership in the extents of organizations' staff development practices and ability of modification of the external environment variables.

Similarly, Appendix 4 shows that there is a strong agreement among the respondents of the POGZCA, attitude toward change and complexity, which affects the LEADS. This implies that the leadership of public organizations is good in this constraint. The achievement of the desired results of the organizations' operations depends on the appropriateness of their use of available resources and their production of results as discussed so far, suitable for the needs and demands of customers (Potocan, 2006).

There is a strong agreement among the employees, as shown in Appendix 4, that the public organizations believe in strengthening self-management capability. And also strongly agree that building democratic institutions, and nurturing ethical awareness and sensitivity affects the LEADS.

4.3 Triangulation

As inferred from the triangulation of the quantitative and qualitative analysis public organizations in the municipalities which are homogeneous but varied in their site and category, were chosen as sites for this qualitative study, since this study used a mixed method. Thus, it is important to provide a brief background of each setting, organizational site and the brief background of principals in this qualitative study. The qualitative study focused on ten public organizational principals in POGZCA. Each public organization principal was professional and their total year in principal ship ranged from three to six years.

Public organizational leadership challenges in POGZCA according to the principals' was initiated due to the external environment factors such as political, economic, and social changes. At organization level, principals were expected to implement employees' development reform and government policies to meet the mindsets and goals of the public organizations. In the context of public organizational development, it was apparent that the leadership challenges of public organizational leadership principals in POGZCA were influenced by the complexity and overwhelming tasks in dealing with the elements of the challenges.

The overall picture of principals' experiences, attitudes, perspectives, and comments that they encountered in the LEADS were challenged in three different organizational aspects including:

- ✚ Working in the new administrative structure and management systems, i.e. the EXV.
- ✚ Dealing with financial management, i.e., the CAP and
- ✚ Dealing with challenges in working with employees (SD)

4.4 Inferential Analysis

4.4.1 Correlation Analysis

4.4.1.1 Correlations among the Dependent and Independent Variables

Though there are various measures of correlation among variables, Pearson product-moment correlation coefficient is a measure of linear association among interval ratio variables. The measure, represented by the letter r , varies from -1 to $+1$. A zero correlation indicates that there is no correlation between the variables.

To test the hypothetical objectives of this research that the organizational capacity, staff development and external environmental factors affect the public organizational leadership of the selected POGZCA, the coefficients of Pearson correlation and the Sig. (2-tailed) t-taste is applied. As shown in Table 5 below, the Sig. (2-tailed) P-value <0.01 .

The strength interpretation varies from author to author. As a rule, correlation is considered to be very low if the coefficient has a value under 0.20 and is considered as low if the value ranges between 0.21 and 0.40. A coefficient value of above 0.70 is considered high correlations (Singh 2007).

Taylor (1990) categorized r values as, $r \leq \pm 0.35$ are generally considered to represent low or weak correlation; Values from $r = \pm 0.36$ to $r = \pm 0.67$ as moderate correlations; Values from $r = \pm 0.68$ to $r = \pm 0.89$ as strong or high correlations, and as Beaumont (2012) indicated that r values very close to 1 as very high positive correlation.

Table 6 below also shows there is statistically significant relationship among the LEADS which is the DV and those three IV in the selected sectors of the municipalities of Gurage Zone. CAP & SD correlate positively with that LEADS as their sign is positive, increase in any of CAP & SD results an increase in LEADS in a similar way. And EXV correlates negatively with LEADS, having a negative sign, which shows an increase in external variable factor result Y decrease in LEADS.

The coefficients values of this research variables for CAP, SD, and EXV are 0.533, 0.439 and -0.374 respectively. This implies that, there is 0.533, 0.439 and -0.374

moderate correlation since $r = \pm 0.36$ to $r = \pm 0.67$ according Taylor (1990) or a high correlation according to (Singh 2007).

A correlation coefficient indicates both the type of correlation as well as the strength of the relationship. The coefficient value determines the strength whereas the sign indicates variables change in the same direction or in opposite directions. A positive correlation indicates that as one variable increases, the other variable also increases in a similar way. A negative correlation, signified by a negative sign, indicates that there is an inverse relationship between the two variables, that is, an increase in one variable is associated with the decrease in the other variable. A zero correlation suggests that there is no systematic relationship between the two variables and any change in one variable is not associated with change in the other variable (Singh 2007).

Table 5: Correlations among the Independent and Dependent Variables

Correlations					
		CAP	SD	EXV	LEADS
CAP	Pearson Correlation	1	.590**	.766**	.533**
	Sig. (2-tailed)		.000	.000	.000
	N	170	170	170	170
SD	Pearson Correlation	.590**	1	.416**	.439**
	Sig. (2-tailed)	.000		.000	.000
	N	170	170	170	170
EXV	Pearson Correlation	.766**	.416**	1	-.374**
	Sig. (2-tailed)	.000	.000		.000
	N	170	170	170	170
LEADS	Pearson Correlation	-.353**	-.329**	-.347**	1
	Sig. (2-tailed)	.000	.000	.000	.000
	N	170	170	170	170
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS Output (2019)

4.4.2 Regression Analysis

The determination of a statistical relationship between the CAP and LEADS, SD and LEADS and also EXV and LEADS separately interpret what exists actually i.e., there is a physical way in which independent variable X can affect dependent variable Y . One of the objectives of this study is to examine whether there is statistically significant effect of all factors on the public organization leadership or not.

The multiple linear regression analysis examines the relationship between a single DV LEADS and the three IV. Since the analysis relies upon determining the linear relationship with the lowest sum of squared variances and, therefore, assumptions of normality, linearity and equal variance should be checked before using multiple regression.

4.4.2.1 Multiple Linear Regression Model

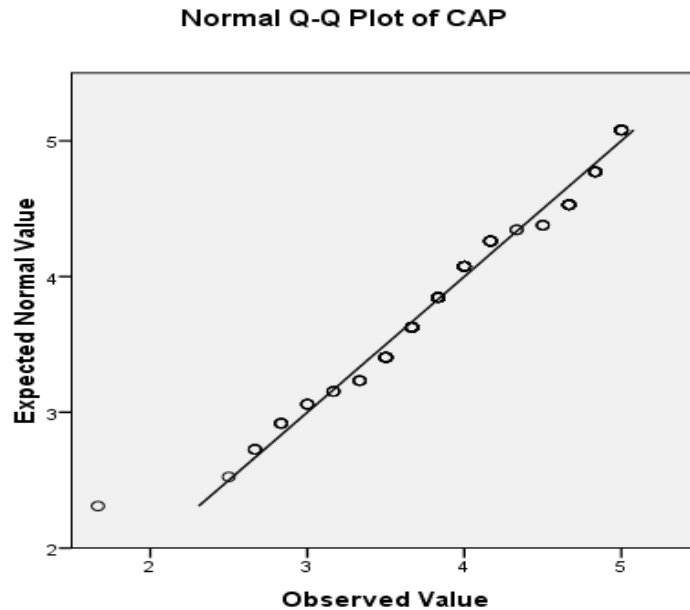
4.4.2.1.1 Model Assumptions

1. Normality assumption:

For any specific value of the independent variable, the values of the dependent variable are normally distributed.

The normality assumption of the multiple linear models is tested graphically, as frequently by (Pallant, 2005). The goals of multiple regressions are, where the values of the IV and the DV that share a linear relationship, are as close to the observed dependent variable as possible.

Figure 6 below shows that a significant deviation of points from the nearest point on the predicted regression surface. This deviation shows the strength of residual values in the analysis.



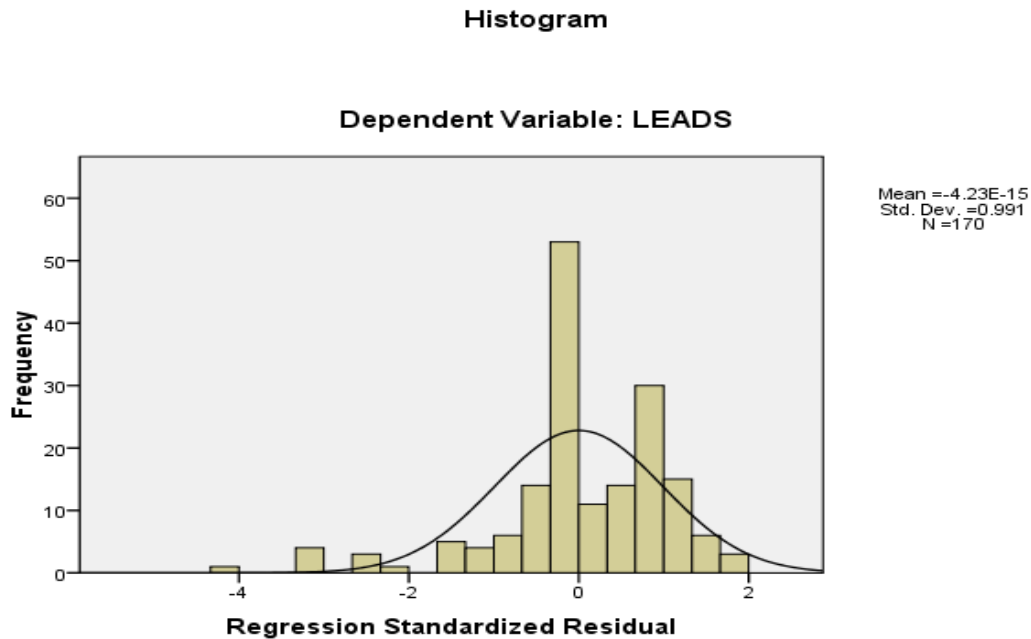
Source: SPSS Output

Figure 6: Linearity Q – Q plot graph for Capacity Related Factors

2. Assumption Skewed distribution

As Skewed distribution summarizes the shape of distribution. It measures the extent to which the sample distribution deviates from normal distribution. It refers to the asymmetry of the distribution around its mean as shown in the Fig. 7 below. As a result, unlike symmetrical distribution, in the case of skewed distribution all measures of central tendency fall at different point.

As Fig. 7 shows that the distribution is skewed negatively having long tail extending to the left. Thus, the mean is pulled to the left at most. So that mean the mean is smaller than all central tendency variables such as the median, and the mode (Singh 2007).



Source: SPSS Output

Figure 7: Skewed distribution of LEADS

3. Non multi co-linearity assumption:

This assumption implies that the independent variables are not strongly inter-correlated. That is, the predictor variables should not have a strong relationship with each other. Multi co-linearity occurs when several IV correlate at high levels with one another, or when one IV is nearly linear combinations of the other IV (Keith, 2006).

Table 6 below shows that the three IV of LEADS are not highly interrelated. This assumption becomes more precise by assessing the tolerance and its reciprocal values (VIF, variance inflation factor) in the output results of the regression analysis for model fitness. The tolerance value is the indication of the percent of variance in the predictor that can't be accounted for by the other predictors, very small value indicated that a predictor is redundant. If the tolerance value of each predictor is greater than 0.10, then it indicates the non – multi co-linearity for each predictor if not it shows the existence of multi co-linearity. As (Diem Ngo, 2012, p.9; Pallant, 2005, p. 150; Torres – Reyna, 2007, p.21) showed that, if the VIF value of each predictor is less than 10, then it indicates the non multi co-linearity of the predictor. If it not so it suggests a problem. In

such situation, tolerance less than .10 and VIF is greater than 10, is happened the regression model estimates of coefficients became unstable and the standard errors for the coefficients could get inflated. In other words the model loses its statistical validity.

As it can be seen in the Table 6 below there is no multi co-linearity amongst the IV of LEADS. Therefore, the non multi co-linearity assumption is met.

Table 6: Non – multi-co-linearity test of the IV, EXV, SD & CAP

Co-linearity Statistics		
Independent Variables	Tolerance	VIF
EXV	0.7942	1.2591
SD	.0.7488	1.3353
CAP	0.5864	1.7053

a. Dependent Variable, LEADS

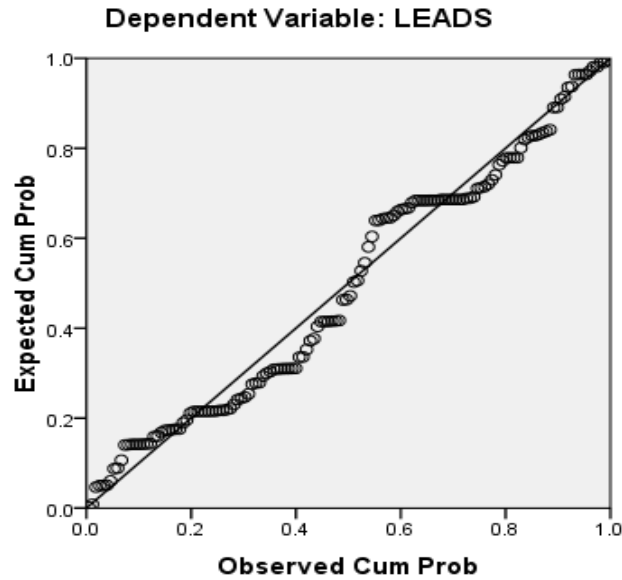
Source: SPSS Output

4. Linearity assumption:

Multiple regressions are based on the assumption that each bivariate relationship between the DV and IV is linear and in case this assumption breaks, then researchers have to resort to non-linear regression for assessing the relationship (Singh 2007). There is a linear relationship between the DV and the IV in this case. In other words, the value of Y is proportional to the independent variable X. Since the goodness of the model depends on how well it predicts Y, the linearity of the response (Y) and Predictors (X), p – p plot graph could be implemented.

As indicated in (Torres – Reyna, 2007, p. 16), if the whole plots show 45⁰ pattern, it indicates that the model seems to be doing a good job in predicting Y. as it can be seen in the graph given below, the plots form 45⁰ pattern. Therefore, the linearity assumption was met.

Normal P-P Plot of Regression Standardized Residual



Source: SPSS Output

Figure 8: Linearity P – P plot graph for LEADS

Thus, as the above four three model assumptions test were met and hence the multiple regression model for the public organizational leadership is ready to be tested.

4.4.2.1.2 Significance Regression Coefficients

After assessing the significant association of the independent variables and dependent variable, it is recommended to look at the impact of the independent variables in predicting the dependent variable by interpreting regression coefficients.

The regression coefficients or B coefficients represent the independent contributions of each independent variable to the prediction of the dependent variable as shown in the Table 7 below. Now if we look at B coefficient of the independent variables, it can be interpreted from the table that the significance of all variables is statistically significant (significance level is less than 0.05 levels) (Singh 2007).

Table 7: Standardized Coefficient of Variables Entered in an Equation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.201	.421		14.716	.000
	CAP	-1.434	.622	-1.206	-2.307	.000
	SD	1.366	.613	1.175	2.229	.002
	EXV	-.339	.372	-.318	-.911	.364
a. Dependent Variable: LEADS						

Source: SPSS Outputs

According to the result obtained from the SPSS, in Table 7 above, the p – values under the Sig. column of the all independent variables, except EXV are less than 0.05, implying that they are statistically significant for the model, because their level of confidence are greater than 95% [(1 – p)100%]. For instance, the p – value of SD = .002 which leads to have a confidence level of (1- .027)100% = 99.8% which is greater than 95%. Meaning, the two independent variables namely CAP and SD have significant effect on the organizational leadership.

Thus, to examine the relationship the researcher used multiple linear regression model developed. For this research case the actual regression model takes the following form.

$$y = a_0 + a_1x_1 + a_2x_2 + a_3x_3 + e \dots\dots\dots (4.1)$$

Where;

- y = Public Organizational Leadership,
- X₁ = Capacity Element,
- X₂ = Staff Development Factors,
- X₃ = External Environment Variables,

a_0 is the y intercept, and
 a_i are regression coefficients.

The averages of the 1 – 5 point Likert Scales items of these independent variables were calculated for each public sector employee.

Thus, the fitted model according to formula (4.1) for DV y is:

$$y = a_0 + a_1 (SD) + a_2 (CAP) + a_3 (EXV) \dots\dots\dots (4.2)$$

$$L = 6.201 + 1.366SD - 1.434CAP \dots\dots\dots (4.3)$$

Where;

L implies the LEADS factor for this study.

- ✚ EXV is not included in the model as the coefficient 0.364 is not significant at significant level of $P < 0.05$.
- ✚ The independent contribution of CAP factor can bring large effect on the LEADS, bringing a unit change in this predictor CAP could bring a -1.434 change on the DP LEADS, assuming that all other variables in the model are constant.

The regression coefficients or B coefficients represent the independent contributions of each independent variable to the prediction of the dependent variable. From the predictor y we would expect an increase of 1.366 units in the staff development score for every one-unit increase in the variable y, assuming that all other variables in the model are constant.

It is important to understand what a 1.366 change in staff development variable really means, and how the strength of that coefficient might be compared to the coefficient of another variable, say capacity(-1.434). To address this problem, we can refer to the column of beta coefficients, also known as standardized regression coefficients. The beta coefficients are used by researchers to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard

deviations, instead of the units of the variables, they can be compared to one another. In other words, the beta coefficients are the coefficients that you would obtain if the outcome and predictor variables were all transformed to standard. The analysis is expressed as:

Predictor model using standardized Beta values:

$$\check{Y} = a_1x_1 + a_2x_2 + a_3x_3 \dots\dots\dots (4.4)$$

$$L = 1.175(SD) - 1.206(CAP) - 0.0318(EXV) \dots\dots\dots (4.5)$$

4.4.2.1.3 Model Fitness and Significance of the Independent Variables

Table 8: Results of multiple regressions between LEADS and IV.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.588 ^a	0.471	0.423	0.60641	0.15	9.792	.000

a. Predictors: (Constant), EXV, CAP, SD

b. Dependent Variable, LEADS

Source: SPSS Output

From Table 8 above, it is possible to infer that:

- ✚ The variables can contribute a **47%** of the variation in the LEADS while other factors not studied in this research can contribute to **53%** as depicted R². Showing that the explaining capacity of the IV to DV LEADS, by the three IV in the model is 47%. This means the variables can contribute to 47% of the

challenges of LEADS while other factors not studied in this research can contribute to 53 % of the challenges of LEADS.

- ✚ The influence of the model in generalizing the Population of the Municipalities is **42.3%** as shown by the Adjusted R square.

Therefore, further research could be conducted to examine the other factors influencing the organizational leadership of the POGZCA.

4.4.3 Analysis of Variance

The model fitness of the regression model can be tested in F – test analysis of variance [ANOVA]. For the overall models fitness test and t – test for the significance of an individual coefficients in the regression models with 5% level of significance were used (Engida & Zeytu, 2017). Therefore, the significance of the IV is summarized in table 9 below.

Table 9: Analysis of variance (ANOVA) results.

ANOVA ^a					
	Model	Sum of Squares	Mean Square	F	Sig.
1	Regression	10.803	3.601	9.792	.000 ^a
	Residual	61.043	.368		
	Total	71.846			

a. Predictors: (Constant), EXV, CAP, SD

b. Dependent Variable: LEADS

Source: SPSS output (2019)

From the ANOVA results in Table 9 above, the processed data had a significance level of 0.000 at the LEADS challenges level as whole. Whether repressors/IV, taken together, are significantly associated with the dependent variable and this is assessed by the statistic F in the ANOVA part of the regression output. In this case, $F = 9.792$, $p < .001$. (SPSS output: Sig. = .000. It can be reported as $p < .001$), which means that the IV are significantly associated with the dependent variable.

That means the three coefficients a_1 , a_2 , a_3 , are significant for the LEADS model. In other words, the variable LEADS (Y) is better if it is a function of the three variables X_1 , X_2 , X_3 , namely, CAP, SD and EX V rather than only with a_0 .

Therefore, X_i and Y were linearly related and that the model was fit the data. Hence, the regression model could predict the challenges of LEADS.

4.5 Results and Discussions

- ✚ The predictor model (4.3), a_i , the unstandardized beta coefficients tell us about the causal (effect) relationships between the outcomes, of LEADS and the three IV average values.
- ✚ The relationship is positive as well as negative. Positive mean implies that as an increase in a one unit mean score of SD, results in the increase in the mean score of LEADS. While negative relationship shows the inverse. In addition, these a_i values give us also an idea of influence each factors of the on the LEADS.
- ✚ For example, staff development (SD) has a mean of $a_i = 1.175$. This shows as the mean score of the staff development items increases by one unit, the mean score of organizational leadership increases by 1.175 units.
- ✚ The predictor model (4.5), $Beta_i$'s, the standardized beta coefficients also tell us about the contributions of each organizational leadership factors on organizational leadership. In other words, the Beta weight is the average amount the dependent variable increases when the independent variable increases by one standard deviation while all other independent variables held constant.
- ✚ The descriptive statistics for analysis of mean and standard deviations and that of the inferential analysis to predict statistical associations of the associated variables. The grand mean and standard deviation of independent variables which are capacity (CAP), staff development practices and external environment variables ranges between 4.3804 - 4.5118 and .54832 - .61220, respectively. This show that majority of the respondents are strongly agreed on the structured questions regarding the three independent variables.

- ✚ The determination of a statistical relationship between the organizational capacity and public organizational leadership, staff development and public organizational leadership and also external variable factors and public organizational leadership explained a 42% of the variation in the organizational leadership of the public organizations as represented by the adjusted R^2 .

One of the objectives of this study was to examine whether there is statistically significant effect of each organizational leadership challenge factors on organizational leadership in the selected public sectors in Guraghe Zone City Administration.

Therefore, to answer the basic research questions, i.e., to test the hypothesis **H₁**: There is statistically significant association between each public organizational leadership challenges and public organizational leadership in Gurage Zone City Administrations is accepted. So that the null hypothesis (**H₀**) is not rejected.

In order to compare the extent of the contribution of each of the three variables to the organizational leadership standardized coefficients, Beta values were used (Table 7 above), because, it gives a measure of the contribution of each independent variable. A large value indicates that a unit change in this predictor variable has a large effect on the dependent variable. For instance, a unit change in the organizational capacity factors could bring a -1.206 change on the dependent variable –public organizational leadership.

Therefore, the highest contribution for the organizational leadership is CAP factor (-1.206). The lowest contribution was by external variable factor (-.318). The percent of the effect of each organizational leadership factors namely, capacity, staff development and external environment factors are obtained by $R^2 = 0.471$ as indicated in (Beaumont, 2010) analysis

Therefore, the strength of the causal (effect) for CAP is large bringing a unit change in this predictor CAP could bring a -1.206 change on the DV LEADS, assuming that all other variables in the model are constant.

- ✚ The determination of a statistical relationship between the three IV and that of the IV LEADS explained a 47% of the variation as represented by the adjusted R^2 .
 - *The results of regression indicate that the IV has significant relationship with DV signified by $R^2 = 47$.*
 - *The results of Dr. Mathur & Dr. Negi, (2014) observes approximately the same result for their analysis of regression, got R^2 value of 51.*

- ✚ The bivariate correlation between the IV of LEADS and its DV is moderately correlated as r is between ± 0.36 & ± 0.67 .
 - *The same findings is observed by the findings of J.Edoka (2012), whom got a correlation coefficients of 0.47 for his IV workforce motivation.*

- ✚ Multiple correlation coefficient which is indicated by $R= 58.8\%$ is significant.
 - *The result of the study showed that the two organizational leadership challenges factors are found to have significant correlation on the LEADS effectiveness.*
 - *The same result is mentioned by (Hersey and Blanchard's, 2009) in their analysis of regression indicate that independent variable (Leadership) has relationship with dependent variable (Organizational Capacity) and got R value of 59.*

- ✚ Therefore, the alternative hypothesis H_1 : is accepted. Though, the null hypothesis (H_0) is not rejected at 5% level of significance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5. Introduction

This chapter presents the key findings presented in chapter four, conclusions are drawn based on such findings and recommendations on the effect of environmental and organizational factors on the organizational leadership of public organizations as perceived by the employees working in the organizations. This chapter is, thus, structured into summary, conclusions, recommendations and areas for further research.

5.1 Summary of Findings

- ✚ The main purpose of this study was to assess the challenges and prospects affecting the leadership of public organizations in Gurage Zone City Administrations.
- ✚ Therefore, the study was aimed providing a better understanding of head managers, line managers and employees at large towards appraisal which could contribute to the fit of suitable of public organizational leadership that would have acknowledged in all employees.
- ✚ The majority of the respondents of the Public Organizations of the Municipalities are strongly agreed on the structured questionnaires regarding the three independent variables as grand mean and standard deviation of variables range between 4.3804 - 4.5118 and .54832 - .61220, respectively.
- ✚ The determination of a statistical relationship between the three independent variable factors and that of public organizational leadership explained a 42% of the variation in the organizational leadership of the public organizations as represented by the adjusted R^2 .

- ✚ Multiple correlation coefficient which is indicated by $R = 0.588$ is significant. Meaning, the contribution of at least one of the three organizational leadership challenge variables have significant effect on the organizational leadership.
- ✚ The extent of the contribution of each of the three variables to the organizational leadership is assessed by the standardized coefficients /Beta values/ which give a measure of the contribution of each independent variable. For this study case, CAP factors could bring large casual effect on the public organizational leadership, bringing a unit change in this predictor staff development factors could bring a -1.206 change on the dependent variable – public organizational leadership.

5.2 Conclusions

Based on the findings of the study, the major conclusion concluded is that public organizational leadership highly influenced by the factors such as organizational capacity related factors such as skills, institutional infrastructure, quality of employees, and also on those staff development practices and external environmental factors, as indicated in the descriptive and inferential statistics results of the study.

- ✚ The grand mean score and St. Deviation of all IV were above 4 & 0.5 respectively, presenting, the respondents of the Municipalities were strongly agreed on the issues of LEADS.
- ✚ As the bivariate correlation of LEADS with CAP, SD & EXV have r value of 0.533, 0.439 and -0.374 respectively, signifying that there is a statistically significant relationship between the (IV) LEADS & DV at Sig, (2-tailed) P-value <0.01.
- ✚ As the strength of the causal (effect) for and the independent contribution of CAP factor can bring large effect on the LEADS, bringing a unit change in this predictor CAP could bring a -1.434 change and a -1.206 change respectively, on the DV LEADS, assuming that all other variables in the model are constant.

5.3 Recommendations

It can be recommended from the study that public organizations should enhance the various factors mentioned on the public organizational leadership factors and widen the scope on other factors that may be used to gauge the intensities of leadership of public organizations. Improving staff morale by giving them create job growth path for staff and adjust contemporary development careers.

The performance management tool should be negotiated and agreed with the staff and the organization. The performance measures or key performance indicators should be agreed upfront with all employees, irrespective of their level in the organization.

Based on the conclusions of the study, the following recommendations are forwarded:

1. As public organizational leadership factors such as capacity, staff development related variables and external environmental variables have impacts on leadership of the public organization; the public organizations should continuously strengthen and consider these factors to ensure sustained and achievements of goals. This may involve selection and appointment of capable organizational leaders; assigning and motivating the right employees on the right place in the municipalities; scanning the external environment factors, etc.
2. The organizations should continuously create a leadership development and motivating work environment for sustained and better performance. The municipalities should strive to ensure that facilitate effective professional and personal development capacity to nurture harmonious multi-ethnic, multicultural, and gender-equitability in ensured compensation, job assignment, etc. as these variables have impacts on organizational leadership.
3. The municipalities need to have nurture effective collaboration, adapt rapidly to change and complexity coping strategies if unexpected change occurs in the external environmental factors such as political stability, labor availability, external infrastructure (such as access roads), etc. to ensure continued and better organizational leadership.

Suggestions for Further Research

This study has examined the observation of public organizational employees towards challenges and prospects of public organizational leadership practices in Gurage Zone City Administration. To this end therefore , the same study should be carried out in other organizations to find out if the same results would be obtained.

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APPENDICES

Appendix 1

Respondents level of agreement on impacts of the organizational capacity related factors on leadership

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
1	Our organization is effective in working towards its mission	Strongly Disagree	3	4.433	0.71974
		Disagree	1		
		Not sure/Do not know	3		
		Agree	76		
		Strongly agree	87		
		Total	170		
2	Our organization is efficient in converting/using the available resources to achieve its goals	Strongly disagree	-	4.483	0.54436
		Disagree	-		
		Not sure/Do not know	4		
		Agree	80		
		Strongly agree	86		
		Total	170		
3	Our organization is financially stable	Strongly disagree	-	4.478	0.60324
		Disagree	3		
		Not sure/Do not know	1		
		Agree	78		
		Strongly agree	88		
		Total	170		
4	Communication is a measure of leadership in our public organization	Strongly disagree	0	4.523	0.54415
		Disagree	0		
		Not sure/Do not know	4		
		Agree	73		
		Strongly agree	93		

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
		Total	170		
5	Satisfaction is a measure of good leadership in our organization	Strongly disagree	0	4.612	0.52213
		Disagree	1		
		Not sure/Do not know	0		
		Agree	62		
		Strongly agree	107		
		Total	170		
6	Our organization mainly uses financial measures of leadership	Strongly disagree	-	4.601	
		Disagree	1		
		Not sure/Do not know	1		
		Agree	62		
		Strongly agree	106		
		Total	170		
7	Our organization mainly uses non-financial measures of leadership	Strongly disagree	1	4.579	0.63512
		Disagree	2		
		Not sure/Do not know	2		
		Agree	57		
		Strongly agree	108		
		Total	170		
8	In our organization, both financial and non-financial measures are used to measure organizational leadership	Strongly disagree	1	4.449	0.68908
		Disagree	3		
		Not sure/Do not know	5		
		Agree	71		
		Strongly agree	90		
		Total	170		
9	In our organization, the organization's	Strongly disagree	1	4.511	0.56487
		Disagree	0		

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
	relevance to the key stakeholders is used as a measure of leadership	Not sure/Do not know	0		
		Agree	79		
		Strongly agree	90		
		Total	170		
10	In my organization entrepreneurialism and risk-taking ability affects the organizational leadership	Strongly disagree	0	4.472	0.57421
		Disagree	1		
		Not sure/Do not know	4		
		Agree	79		
		Strongly agree	86		
		Total	170		
11	Ability to facilitate effective professional and personal development affects my organization leadership	Strongly disagree	0	4.477	0.51206
		Disagree	0		
		Not sure/Do not know	1		
		Agree	87		
		Strongly agree	82		
		Total	170		
12	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable environments affects our organizational leadership	Strongly disagree	0	4.522	0.51206
		Disagree	0		
		Not sure/Do not know	2		
		Agree	78		
		Strongly agree	90		
		Total	170		

Source: SPSS Output (2019)

Appendix 2

Employees level of agreement on the impacts of the organizational staff development programs and related factors on LEADS

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
1	In my organization, the competence of the leadership affects the performance of our organization	Strongly disagree	0	4.59	.582
		Disagree	2		
		Not sure/Do not know	2		
		Agree	60		
		Strongly agree	106		
		Total	170		
2	In my organization organizational strategy affects my organization's leadership	Strongly disagree	1	4.42	.694
		Disagree	3		
		Not sure/Do not know	5		
		Agree	75		
		Strongly agree	90		
		Total	170		
3	My organization knows the type of staff required for high leadership	Strongly disagree	2	4.41	.726
		Disagree	3		
		Not sure/Do not know	3		
		Agree	77		
		Strongly agree	87		
		Total	170		
4	In my organization, the buildings and internal services (water,	Strongly disagree	0.0	4.49	.501
		Disagree	0.0		
		Not sure/Do not know	0.0		
		Agree	87		
		Strongly agree	83		

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
	electricity) affect our organization's leadership	Total	170		
5	In my organization, adequate training for managing organizational technology affects leadership	Strongly disagree	0	4.62	.523
		Disagree	1		
		Not sure/Do not know	0		
		Agree	62		
		Strongly agree	107		
		Total	170		

Source: SPSS Output (2019)

Appendix 3

Employee's level of agreement on the impacts of the EXV on LEADS

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
1	Unexpected changes in rules and policies seems to affect my organizations leadership	Strongly disagree	0	4.33	.613
		Disagree	1		
		Not sure/Do not know	10		
		Agree	91		
		Strongly agree	68		
		Total	170		
2	Entrepreneurialism and risk-taking ability affects my organization's leadership	Strongly disagree	1	4.45	.730
		Disagree	6		
		Not sure/Do not know	0		
		Agree	71		
		Strongly agree	92		
		Total	170		
3	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable affects leadership	Strongly disagree	0	4.36	.710
		Disagree	5		
		Not sure/Do not know	8		
		Agree	78		
		Strongly agree	79		
		Total	170		
4	Corruption and nepotism, seems to affect my	Strongly disagree	0	4.48	.608
		Disagree	3		
		Not sure/Do not know	1		
		Agree	78		

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
	organizations leadership	Strongly agree	88		
		Total	170		
5	In my organization labor ability to focus in an increasingly diffuse environment affect organizational leadership	Strongly disagree	0	4.48	.578
		Disagree	0		
		Not sure/Do not know	7		
		Agree	74		
		Strongly agree	89		
		Total	170		
6	In my organization access to appropriate technology affects the effectiveness and efficiency of the organization	Strongly disagree	0	4.56	.565
		Disagree	1		
		Not sure/Do not know	3		
		Agree	66		
		Strongly agree	100		
		Total	170		
7	External stakeholders have an impact on leadership of our organization	Strongly disagree	3	4.43	.728
		Disagree	1		
		Not sure/Do not know	3		
		Agree	76		
		Strongly agree	87		
		Total	170		

Source: SPSS Output (2019)

Appendix 4

Respondents' responses to the impacts of LEADS on the independent variables

S. no.	Item	Responses	Frequencies	Mean	Standard deviation
1	Leadership in my organization affects my organizational capacity	Strongly disagree	0	4.33	0.613
		Disagree	1		
		Not sure/Do not know	10		
		Agree	91		
		Strongly agree	68		
		Total	170		
2	Leadership in my organization affects the extent of staff development and motivation	Strongly disagree	1	4.4529	0.73026
		Disagree	6		
		Not sure/Do not know	0		
		Agree	71		
		Strongly agree	92		
		Total	170		
3	In my organization, organizational leadership affects the effects of external environmental	Strongly disagree	0	4.3588	0.70966
		Disagree	5		
		Not sure/Do not know	8		
		Agree	78		
		Strongly agree	79		
		Total	170		

Source: SPSS Output (2019)

ANNEXES

1. Questionnaires

Annex 1: English Version of Questionnaires

Dear Respondent:

This is a research project (for fulfillment of MBA study at Wolkite University) aimed at identifying the challenges and prospects of leadership affecting the organizational leadership of public organizations in Gurage Zone city administrations. I would like to assure you that there is no right or wrong answer to each question and your answers will be held in confidence for academic purpose only. Hence, feel free while answering. Thank you for your time to participate in the study.

1. Profile of the Respondent

1.1 Sex:

1. Male
2. Female

1.2 Age:

1. 20-25
2. 25-30
3. 30-35
4. 35-40
5. Above 40

1.3 Education:

1. Primary education
2. High school
3. College Diploma
4. University

1.4 What is your position in your organization?

1. Head
2. Line Manager
3. Ordinary employee
4. Other (Specify)

1.5 How long have you worked in the present organization?

1. Less than a year
2. Between 1-5 years
3. Over 5-10 years
4. Above 10 years

1.6 Profile of the public organization

1. Name of the public organization

.....

2 Core business of the public organization

.....

2. Questions related to the challenges and prospects of leadership in public organizational.

Please rate the level of your Agreement or Disagreement with each of the following items by ticking/circling the appropriate number in the scale next to each statement.

The scales are:

1. Strongly Disagree; 2. Disagree; 3. I am not sure/ I do not know;
 4 Agree; and 5. Strongly Agree.

Sq. no	Statements/likely factors	1	2	3	4	5
I	Questions related to the challenges affecting the leadership of the public organization and its capacity					
1	Our organization is effective in working towards its mission					
2	Our organization is efficient in converting/using the available resources to achieve its goals					
3	Our organization is financially stable					
4	Communication is a measure of leadership in our public organization					
5	Satisfaction is a measure of performance in our organization					
6	Our organization mainly uses financial					

Sq. no	Statements/likely factors	1	2	3	4	5
	measures of performance					
7	Our organization mainly uses non-financial measures of performance					
8	In our organization, both financial and non-financial measures are used to measure organizational performance					
9	In our organization, the organization's relevance to the key stakeholders is used as a measure of leadership performance					
II	Questions related to leadership and staff developmental programs.					
10	In my organization, the competence of the leadership affects the performance of our organization					
11	In my organization organizational strategy affects our organization's leadership					
12	My organization knows the type of staff required for high leadership performance					
13	In my organization, the buildings and internal services (water, electricity) affect our organization's leadership					
14	In my organization, adequate training for managing organizational technology affects leadership					
15	In my organization, proper monitoring and evaluation affects leadership					

Sq. no	Statements/likely factors	1	2	3	4	5
16	Ability to facilitate effective professional and personal development affects the leadership of our organization					
III	Questions related to the prospects or opportunities that should be employed for effective management of Gurage Zone city administrations					
17	In my organization, Conveying complex ideas orally and in writing affects leadership performance					
18	In my organization, attitude toward change and complexity affects the organization's leadership					
19	In my organization nurturing effective collaboration affects leadership					
20	In my organization, building democratic institutions affects leadership					
21	In my organization, nurturing ethical awareness and sensitivity affects leadership					
22	In our organization, strengthening self-management capability affects leadership					
IV	Questions related to the Change and External Environment					
23	Unexpected changes in rules and policies seems to affect my organizations leadership performance					
24	Entrepreneurialism and risk-taking					

Sq. no	Statements/likely factors	1	2	3	4	5
	ability affects Our organization's leadership					
25	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitability affects leadership					
26	Corruption and nepotism, seems to affect my organizations leadership					
27	In my organization labor ability to focus in an increasingly diffuse environment affect organizational leadership					
28	In my organization access to appropriate technology affects the effectiveness and efficiency of the organizational leadership					
29	External stakeholders have an impact on performance of our organization's leadership					

4 Questionnaires that show the relationship between leadership and its independent variables

Sq. no	Statements/likely factors	1.	2.	3.	4.	5.
I	Questions related to the impacts of leadership on its independent variables					
1	Leadership in my organization affects my organizational capacity					

Sq. no	Statements/likely factors	1.	2.	3.	4.	5.
2	In my organization leadership affects the extent of staff development and motivation					
3	In my organization, organizational leadership affects the effects of external environmental					

2. Interview Questions

Annex 2: Interview Questions

The purpose of this interview is to collect primary data from the administrations of selected officials of the public organizations of the Gurage Zone City Administrations for the study entitled assessments of challenges and prospects of leadership in Public Organizations of the Gurage Zone City Administrations. Your appropriate responses has a paramount importance to the finding of the study.

A. Introductory questions

1. I would like to know a little about you, and your municipal.
2. Could you say a little bit about your organization? What sort of organization is it?
3. What are the employees like? Are you from this community or nearby? What is the community like?
4. How long have you been an administrator?
5. When did you receive your responsibility?

B. Questions pertaining the assessments of the challenges of leadership of public organizations.

1. The researcher interested in leadership challenges you face under the public organizational leadership developments introduced with the organizational capacity of the organization.
2. In general terms, what is the nature of these challenges? (note different points of emphasis including “financial stability”, government approaches; professional expectations/requirements; and administrative management improvements”
3. Among the areas of emphasis in the educational reform agenda that you mentioned, which create the greatest challenges? In what ways? Why? Please explain.
4. The researcher want to know a little about how these challenges influence the leadership of the public organization?
5. Can you say a little about the ways the challenges have changed your everyday practices and routines?

6. How are the officials adjusting to the challenges? Have you had to do things differently to assist the employees? If yes, how has the assistance changed? If no, what sorts of assistance do you typically provide employees?
7. In what ways are administrators responding to the challenges? Are administrators aware of the challenges? Are some more aware than others?
8. In what ways have the challenges changed things for the public organizational leadership of your organization?
9. Would you like to share any other thoughts on the public organizational leadership challenges?

Thank you so much for your cooperation!

**እዝል 3: የቃለ መጠይቆች የአማርኛ ትርጉም
ቃለ መጠይቅ**

ክቡራን ተሳታፊዎች ፤

ይህ መጠይቅ የተዘጋጀው በወልቂጤ ዩኒቨርሲቲ የድኅረ ምረቃ ትምህርት ቤት በስራ አመራርና አስተዳደር በርቀት መርሃ ግብር ለሁለተኛ ዲግሪ መመረቂያ ጽሁፍ ማሟያነት የቀረበ ነው። የጥናቱ ትኩረት ያደረገው በጉራጌ ዞን የከተማ አስተዳደሮች መሪነትን ሊወስኑና መልካም ዕድሎች የሚፈጥሩ ተፅዕኖችን ለመለየት ነው። በመሆኑም የሚሰጡት ምላሽ ለጥናት ብቻ የሚዉል ስለሆነ ለጥያቄዎቹ ምላሽ በነጻነት እንዲሰጡ በአክብሮት እጠይቀለሁ፤ ጊዜዎን ሰጥተው መጠይቁን ለመሙላት ስለተባበሩኝ በቅድሚያ አመሰግናለሁ።

አጠቃላይ መመሪያ፡-

መልስ በምትሰጡበት ጊዜ ስም መጻፍ አያስፈልግም። እያንዳንዱ ጥያቄ በጥንቃቄ በማንበብ በትዕዛዙ መሠረት በተሰጠው ባዶ ቦታ ላይ የምትስማሙበትን አግባብነት ያለው መልስ የያዘው ቁጥር መጻፍ በቂ ነው።

1. የመላሽዎ/ሹ ማንነት የሚመለከቱ ጥያቄዎች

- 1.1 ጾታ 1. ወንድ 2. ሴት
- 1.2. እድሜ
 - 1. ከ20-25 2. ከ25-30 3. ከ30-35 4. ከ35-40 5. ከ40

1.2 የትምህርት ደረጃ

- 1. አንደኛ ደረጃ
- 2. ሁለተኛ ደረጃ
- 3. ዩኒቨርሲቲ/ኮሌጅ

1.3 በመስሪያ ቤቱ ያለዎት የስራ ድርሻ

- 1. ዋና ሀላፊ
- 2. የዘርፍ ሀላፊ
- 3. ተራ ሰራተኛ
- 4. ሌላ ሠራተኛ

1.4 በተቋሙ ያለዎት የስራ ልምድ

- 1. ከአንድ ዓመት በታች

- 2. ከ2-3 ዓመት
- 3. ከ4-10 ዓመት
- 4. ከ10 ዓመት በላይ

1.5 ስለሚሰሩት ፋብሪካ በተመለከተ

- 1. የሚሰሩበት መስሪያ ቤት ስም-----

- 2. ዋና ዋና ስራ ሂደቶች/ ምርቶች-----

2. ከዚህ በታች የተዘረዘሩት የመስሪያ ቤቶችን ውጤታማነትን የሚወስኑ ውስጣዊና ውጭዊ ተጽዕኖዎችን የሚመለከቱ ጥያቄዎች በሠንጠረዥ የቀረቡ ሲሆን ምላሽዎ በጣም አልስማማም ከሆነ 1ን፣ አልስማማም ከሆነ 2ን፣ እርግጠኛ አይደለሁም ከሆነ 3ን፣ እስማማለሁ ከሆነ 4ን እና በጣም እስማማለሁ ከሆነ ደግሞ 5ን በመክበብ/በመጻፍ/እንዲመልሱ በአክብሮት እጠይቃለሁ።

ተ.ቁ	ጥያቄዎች/ ሃሳቦች	1	2	3	4	5
U	የመስሪያ ቤቱ ተቋማዊ አቅም የሚመለከቱ መጠይቆች					
1	መስሪያ ቤታችን ተልእኮውን በብቃት እየተወጣ ነው።					
2	መስሪያ ቤታችን ያለውን ሀብት በአግባቡ እየተጠቀመ ግቡን እውን እያደረገ ነው።					
3	መስሪያ ቤታችን ከገንዘብ አንጻር በተረጋጋ ሁኔታ ውስጥ ይገኛል።					
4	በመስሪያ ቤታችን ጥራት የውጤታማነት መለኪያ ነው።					
5	በመስሪያ ቤታችን ተወዳዳሪነት የውጤታማነት መለኪያ ነው።					
6	በመስሪያ ቤታችን ውጤታማነትን የሚለካው በገንዘብ					

ተ.ቁ	ጥያቄዎች/ ሃሳቦች	1	2	3	4	5
	ብቻ ነው።					
7	መስሪያ ቤታችን ገንዘብ ነክ ያልሆኑ የወጤታማነት መለኪያዎችን ይጠቀማል።					
8	በመስሪያ ቤታችን ውስጥ ያለው የአመራር ሁኔታ በወጤታማነታችን ተጽእኖ አለው።					
9	የመስሪያ ቤታችን የወደፊት እቅድ/እስትራቴጂ/ በወጤታማነታችን ላይ ተጽእኖ አለው።					
10	በመስሪያ ቤታችን ውስጥ ያለው አደረጃጀት በተልእኮዎችንና በግባችን ስኬት ላይ ተጽእኖ አለው።					
11	በመስሪያ ቤታችን ውስጥ ያሉ የተለያዩ ዘርፎች ቅንጅት/ቅንጅታዊ አሰራር/ በወጤታማነታችን ላይ ተጽእኖ አለው።					
12	በመስሪያ ቤታችን ትክክለኛውን ሰው በትክክለኛው ቦታ የሚለወጥ አሰራር በወጤታማነታችን ላይ ተጽእኖ አለው።					
ለ	የመስሪያ ቤቱ ሠራተኞችን የማትጊያ እና ክህሎት የማሳደግ ልምዶችን የሚመለከቱ ጥያቄዎች					
13	የመስሪያ ቤታችን ህንጻዎች፣ ወሀና የሙብራት አቅርቦት በወጤታማነታችን ላይ ተጽእኖ አላቸው።					
14	ስለመስሪያ ቤታችን ቴክኖሎጂ ስልጠና መኖር/ያለመኖር ወጤታማነታችንን ይወስናል።					
15	በመስሪያ ቤታችን ውስጥ ያለው የክትትልና ግምገማ ስርአት ወጤታማነታችን ላይ ተጽእኖ አለው።					
16	በመስሪያ ቤታችን ውስጥ ያለው የተግባቦት ሁኔታ ወጤታማነታችን ላይ ተጽእኖ አለው።					

ተ.ቁ	ጥያቄዎች/ ሃሳቦች	1	2	3	4	5
17	የመስሪያ ቤታችን የምስረታ ዘመን/እድሜ) በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					
18	የምርት ሂደታችንን የሚመራበት አግባብ በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					
ሐ	የመስሪያ ቤታችን ዉጤታማነት ሊወስኑ የሚችሉ ክዉስጣዊ ማነቃቃት/ተነሳሽነት ጋር የተያያዙ ጥያቄዎች/ሀሳቦች					
19	የመስሪያ ቤታችን ራዕይ እኛ ሰራተኞች ለስራ ተነሳሽነት እንዲኖረንና ዉጤታማ እንድንሆን አስተዋጽኦ አለዉ።					
20	በመስሪያ ቤታችን ዉስጥ ያሉ ሰራተኞች ለላዉጥ ያላቸዉ ዝንባሌ በፋብሪካችን ዉጤታማነት ላይ ተጽእኖ አለዉ።					
21	በመስሪያ ቤታችን ዉስጥ የማትጊያ ስርአት መኖር/ያለመኖር በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					
22	በመስሪያ ቤታችን ዉስጥ ያለዉ የሰራተኞች ክፍያ መጠን ተገቢነት በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					
23	በመስሪያ ቤታችን ዉስጥ ያሉ ሰራተኞችን በእኩልነት/በፍትሀዊነት መታየት/አለመታየት በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					
22	በመንግስት የሚወጡ ያልተጠበቁ ፖሊሲዎችና ህጎች በፋብሪካችን ዉጤታማነት ላይ ተጽእኖ ሊኖራቸዉ ይችላል።					
23	መስሪያ ቤታችን ከመንግስት የሚደረግለት ከለላ/ጥበቃ (ከወንጀል..ወዘተ) መኖር/ያለመኖር በዉጤታማነታችን ላይ ተጽእኖ አለዉ።					

ተ.ቁ	ጥያቄዎች/ ሃሳቦች	1	2	3	4	5
24	መስሪያ ቤታችን በህግ አስከባሪ አካላት ላይ ያለው መተማመን ዉጤታማነታችን ላይ ተጽእኖ አለው።					
25	በመስሪያ ቤታችን ዙሪያ የሚኖረው ማህበረሰብ ባህሪና ስነ-ምግባር በዉጤታማነታችን ላይ ተጽእኖ አለው።					
26	መስሪያ ቤታችን ባለበት አካባቢ ተቀጣሪ ሊሆኑ የሚችሉ ሰራተኞች መገኘት/ያለመገኘት በዉጤታማነታችን ላይ ተጽእኖ አለው።					
27	በመስሪያ ቤታችን ዙሪያ ያለው የመሰረተ ልማት (መንገድ፣ መብራት፣ ቴሌ) በዉጤታማነታችን ላይ ተጽእኖ አለው።					
28	መስሪያ ቤታችን በህግ አስከባሪ አካላት ላይ ያለው መተማመን ዉጤታማነታችን ላይ ተጽእኖ አለው።					
29	በመስሪያ ቤታችን ዙሪያ የሚኖረው ማህበረሰብ ባህሪና ስነ-ምግባር በዉጤታማነታችን ላይ ተጽእኖ አለው።					
መ	መሪነትን መሪነትን ሊያጠናክሩ በሚችሉ ምክንያቶች ያለውን ዝምድና የሚያመለክቱ ጥያቄዎች					
30	መሪነት በመስሪያ ቤታችን አቅም ግንባታ ላይ ተፅዕኖ አለው።					
31	መሪነት የመስሪያ ቤታችንን ሠራተኞች ተጠቀኒትንና ልማት ላይ ተፅዕኖ አለው።					
32	መሪነት የውጭ ተጽዕኖዎችን በመከላከል ሂደት ላይ ድርሻ አለው።					

