

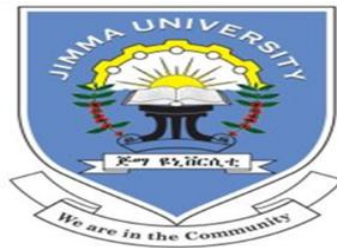
Factors Affecting Leadership Practices of Ethiopian Public Organizations: The Case of Mizan Aman town Administration.

A Research Paper Submitted To Department Of Management, College Of Business And Economics, Jimma University In Partial Fulfillment Of The Requirements For Masters Of Public Management (Mpm)

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July, 2020

JIMMA, ETHIOPIA

Declaration

I hereby declare that this thesis entitled “**Factors Affecting *Leadership practice of Public Organization: The Case of Mizan Aman town 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 Public Management (MPM).

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This is to certify that the thesis entitles “**Factors Affecting Leadership practice of Public Organization: The Case of Mizan Aman town Administrations**”, submitted to Jimma University for the award of the Degree of Master of Public Management (MPM) and is a record of confide research work carried out by Enanu Tizazu under my 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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We, undersigned, members of the Board of Examiners of the final open defense by Enanu Tiezazu have read and evaluated his thesis entitled “ *Factors Affecting Leadership Practice of Public Organization: In the Case of Mizan Aman town Administrations*”, and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Masters of Public Management (MPM).

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Acknowledgements

First and foremost, I would like to acknowledge God's guidance and wisdom in enabling me to start this research assignment.

My sincere gratitude goes to my advisors, Dr Taye Amogne (PhD) for his appropriate and kind support and guidance while doing this research paper. I wish also to thank to Mis. Gadiese Amensisa (MBA) for her constructive corrections and insightful comments, suggestions on the study.

I would like to thank the Mizan Aman town Administrative office works for their participation and co-operation to collect my data.

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Abstract

Factors affecting the leadership practice of public organization is considered as one of the major ways in the least developed countries. Studies on Factors affecting the leadership in public organizations can be of immense importance as such studies could provide an important input for better performance of the organizations. This study therefore intends to explore the Factors affecting the leadership practice in the public organizations of town administration in Mizan Aman. Data will be collected using structured questionnaires from 170 employees working in the town administration of Mizan Aman and the researcher employed both probability and non-probability random sampling technique and also the researcher utilized both primary source of data and secondary source of data. Both descriptive and inferential analyses were carried out using Statistical Package for Social Sciences (SPSS). Correlation analysis was conducted to determine the significance of the relationship between environmental and organizational factors, and organizations in the town administration. In addition, regression and analysis of variance are conducted. The bivariate correlation analysis showed that all the three independent variables used in this study have significant correlation with organizational Factors Affecting Leadership Practice of Public Organization of the town administration. A multiple regression analysis on the effect of organizational capacity (OC), organizational motivation (OM) and external environmental factors (EE) on the organizational leadership (OL) of public organizations showed that three independent variables can explain 84% the variation of the organizational Factors Affecting Leadership Practice of Public Organization of the town administration as represented by the adjusted R^2 . Analysis of variance also showed that there is a meaningful relationship between organizational leadership and its determinants namely organizational capacity, organizational staff development and motivation and external environmental variables. Hence, it is recommended that the town administration should give due attention to these variables to ensure sustained and better organizational performance.

Key words: Public Organizations, Leadership, Practice.

CHAPTER ONE

INTRODUCTION

This chapter deals with the background of the study, statement of the problem, objectives of the study, significance and scope of the study.

1.1 Background of the Study

Leadership is judgmentally important because it affects the entire condition of the organization. Frigon and Jackson (1996: 131) argue that the challenge in all leadership environments today is the transformation from management duties and prerogatives to leadership. Ramsden (1998: 110) points out that the idea of leadership as transformation and the leader as an agent of change is as old as time.

When there is a strong need for direction, as in times of crisis, the emotional appeal and power of leadership, which is based on personality is well known. This study will focus on the leadership factors affecting leadership practice building for management of public organizations in the town administration of *Mizan Aman*.

De Vries (2001: 174) maintains that dysfunctional leadership triggers a number of social defense patterns that detract from the real work of the organization. This in turn leads to problems of determination among the organization's employees.

Ramsden (1998:104) argues that leadership is a complicated matter. It represents itself as a series of forces ranged in different directions. There seems to be no ideal model to be captured and rendered down into a series of competencies and skills that we could set as objectives for aspiring leaders.

According to Fisher and Koch (1996:7), if organizations are capable of being decisive in improving economic welfare, and enriching the human condition, then the need for the most suitable leadership model for the effective management of these institutions is of primary importance. Public organization leaders and managers, in particular, need to display an increasingly sophisticated grasp of the development challenges and economic

opportunities presented by the changing local and international environment, and able to translate this into effective, purposeful management strategies and operations.

The public organization challenges those leaders of those organizations to find a creative balance between the purely economic/employment objectives and the social development/citizenship imperatives of administration.

Leaders achieve their vision by challenging, encouraging and enabling coaching, and being a model for their leadership team and followers (Frigon & Jackson, 1996: 3). Mampuru (1992: 46) maintains that transformational leadership deals with the facilitator's effects on the followers' values, self-esteem, trust, and their confidence in the facilitator, and motivation to perform "above and beyond the call of duty". O'Leary (2000: 19) points out those transformational leaders go beyond trying to keep individuals and teams performing within the status quo. A transformational leader is one who has the power to bring about change in team members and the organization as a whole.

Charged with implementing change, the public organization leadership must redefine its role. For most people this is a personal challenge as well as a challenge for the institution as a whole (Slowey, 1995: 23).

In Mizan Aman town administration, this is compounded by the nature of their account in terms of their formation, their mandate to the state, and the transformational phase in which they find themselves.

Leadership as a discipline is dominant in Mizan town administration needs to be investigated in relation to the factors affecting organizational leadership in terms of how it is fixed and applied as a way of doing tasks in these organizations. The researcher gathered relevant literature that speaks to this phenomenon, holistically, from the history of leadership, organizational strategies, and the role of leadership in understanding its factors affecting leadership practice in public organization in Mizan town 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 Mizan Aman, town administration.

This study is focused on assessing the organizational capacity, staff development and external environmental factors that impacts the leadership of the Bench Maji Zone, Mizan Aman town Administration.

As the public organization management is practiced as a way of managing tasks at operational level, the link to the strategic intentions of leadership is vital for organizations to successfully implement missions that add value to the organization through measured and tracked benefit recognition processes. This process requires a leadership dimension, as it is the leaders who lead into the vision and strategy through focus, commitment, and living the vision.

The intention of this investigation is to assess the organizational capacity, staff development and external environmental factors impact on leadership of the *Mizan Aman* town administrations. The information gathered have been utilized in determining recommendations to address the fundamental flows in the correction of the leadership in the municipality.

1.2 Statement of the Problem

The provision of quality, relevant, and well-managed public organization is closely linked to effective leadership. Leadership skills and leadership style ensure a stable and productive public organization. Hoppers *et al* (2000: 193) concur that some of the drivers of this innovation and the source of challenge in responding to public organization policies are notions of integrating leader and followers, outcomes-based leadership, devolution of power and responsibility to public organizations and linking delivery to social and economic development imperatives.

The question of empowering and enabling the leadership teams of the public organizations therefore becomes imperative to investigate the effective leadership exemplary, strategies, resources and mechanisms needed for the public organizations not only to become economically viable but also to provide diversified programs that offer the knowledge, skills, attitudes, and values that the *Mizan Aman* town administration require as individuals, citizens and enduring dwellers.

In the process of leading tasks through towns, the town Administration manifest a lack of strategic leadership at the top and at their various sector levels. The researcher's information is that, the leadership challenges have resulted in affecting the efficiency of the leaders.

Meeting zonal demands for effective leadership in the case of *Bench Maji zone* and high targets set by the stakeholders has resulted in a rush to implement organizational departments, there by compromising other considerations that would enhance the effectiveness and efficiency of public organizational leader ship in these institutions. The application of leadership styles alone do not realize effectiveness without first creating an appropriate environment and understanding of it, in which leadership plays a significant role. Failures of public organizations have been attributed to various reasons, except leadership. However, the relationship that exists between strategy, leadership, and the zonal structures needs to be investigated. While the Mizan Aman town administration has realized the need to introduce this new concept of administration as an implementation tool, their organizational structures are still traditional, with silos being distinct.

Although research has been done on public organizations, little is known about the factors affecting leadership in Bench Maji Zone public administration.

1.3. The Research Questions

- ✚ What is the effect of organizational capacity related factors on the leadership of public organization in *Mizan Aman* town administrations?
- ✚ What is the effect of staff developmental programs and motivational related factors on the leadership of public organizations in *Mizan Aman* town administrations?
- ✚ To what extent the external environmental factors affect the leadership of public organizations in *Mizan Aman* town administrations?

1.4. Objectives of the Study

1.4.1. General Objective

The broad aim of this study is to determine the factors affecting leadership of public organization with specific case of Mizan Aman town Administration.

1.4.2. Specific Objectives

- ✚ To identify organizational capacity related factors that affect the organizational leadership of public organizations in *Mizan Aman* town administration.
- ✚ To assess how organizational staff development programs and motivation related factors affect the leadership of public organizations in *Mizan Aman* town Administrations.
- ✚ To identify external environmental factors which affect the organizational leadership of public organizations in *Mizan Aman* town Administrations?

1.5 Scope of the Study

From the public organizations in Bench Maji Zone, this study will target Mizan Aman town Administration. From a total of 28 offices in the municipality, 20 administration offices with their 412 employees will be assessed in the study. The scope of the study is limited to the 20 administrative offices of the town Administration in Mizan Aman because of budget constraint. The researcher will be based entirely on structured questionnaire. Conceptually the research is limited to assess the organizational capacity, staff development and external environmental factors impact on leadership and identify the internal factors affecting leadership practice encountered by the leaders.

1.6 Significance of the Study

The findings of this study could help the public organizations to be aware of the factors affecting leadership practice that affect their 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 organizational performance.

The result of this study could assist the policy makers to be attentive of factors that could affect organizational leadership because of organizational, staff development and external causes. This research could also stimulate interests of other researches in organizational performance of public organizations in Ethiopia. The findings of this study will be beneficial to researchers by adding to the body of knowledge on the challenges that influence the organizational leadership of public organizations.

1.7 Organization of the study

Chapter One: is introductory chapter includes, background of the study, statement of the

Problem.

Chapter Two: is Literature review part of the study.

Chapter Three: is methodology it describes the different method the researcher will be

using in his research.

Chapter Four: Finding of the research.

Chapter Five: Conclusion and Recommendation.

CHAPTER TWO

LITERATURE REVIEW

The literature review 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 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 and Human capabilities are needed to implement that business strategy effectively. All employees need to recognize that they are not only perform a functional role, but also a strategic role in their organization. A work force must collaboratively understand and practice its strategy on a daily basis. And also teams have strategic responsibilities; This are 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 and 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 four 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 as certain 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.

2.2 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 factors affecting leadership practice. 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:

1. “Great men” leadership models excluded the female experience in theory development.
2. Theory development was limited to males, as corporate leadership positions were exclusively to males.
3. Male-dominated agencies and/or corporations sponsored many of the studies which led to leadership theories: military; Xerox Corporation;
4. Sexist language was present, as a leader/manager was defined in male terms (“he,” “his,” “fine fellow”).
5. 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.
6. While some of the theories advocated democratic leadership styles, the theories themselves were undemocratic because only one gender was represented in the theory development.
7. Several theories opposed paternalism as a leadership style, yet they affirmed it in gender-biased descriptions of leaders.
8. 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.

9. 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 Mizan Aman town administration 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.

2.3 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 fixit.’ ” There is no evidence in Mizan Aman town administration 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 are 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 municipality, 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 Mizan Aman town administration. The current prevailing firefighting mode could be a result of lack of vision and leadership in the Mizan Aman town administration, 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.

The difference between management and leadership is explained in the following exhibit.

Table 1: Management versus 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.
<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.
<p>Produces a degree of predictability and order and has the potential to consistently produce the short-term results accepted by various stakeholders (for example, for customers, always being on time; for stakeholders, being on budget).</p>	<p>Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (for example, new products that customers want, new approaches to labor relations that help make the firm more competitive).</p>

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).

Substantial effort has gone in to classify and clarify different dimensions of active leadership thus, generating considerable organizational and social research of leadership styles and behaviors. Many researchers and practitioners have developed a consensus that the progression of thinking over the years has developed a belief that leadership is a flexible developmental process.

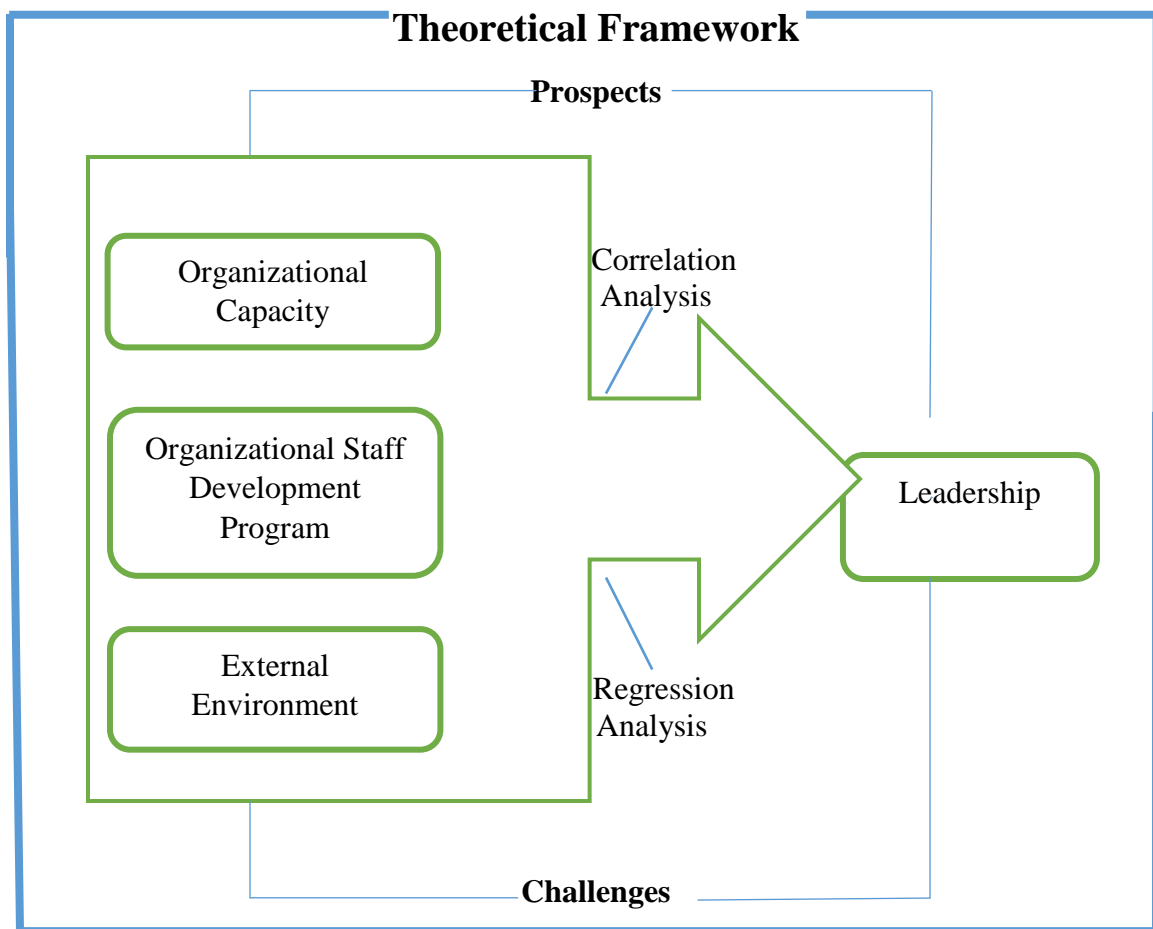


Fig. 1: Theoretical Framework

Source of the framework

2.4 Empirical Review

The relationship between leadership factors affecting leadership practice in public organizational performance has been the subject of many empirical studies. 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), Dum Dum 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.

The first meta-analysis dates from 1996. At that time there was a sufficient number of empirical studies to conduct a quantitative review. Fuller et al. used 32 studies with a total of 4,611 participants. Fuller et al. (1996) focused on the effects of charismatic

leadership (which is one dimension of transformational leadership) on three outcome variables: satisfaction with the leader, perceived leader effectiveness and performance. Fuller et al. also included several potential moderators: type of performance measure (objective versus subjective), type of research design (multi-source or not), level of the leader, and sample sectoral context. Fuller et al. found positive and significant relationships between charismatic leadership and all three outcome variables. The relationship with the variable 'satisfaction with the leader' was the strongest (mean correlation of .80), followed by perceived leader effectiveness (mean correlation of .79) and overall performance (mean correlation of .45). Moreover, they found significantly stronger correlations for subjective performance measures than for objective ones, indicating that these two reflect different aspects of effectiveness. Also they found that single source studies tend to inflate the relationship between leadership and organizational performance. The level of the leader did not moderate the relationship between leadership and performance. Finally, they showed that the relationship between leadership and performance is not generalizable across contexts.

In 2000, DeGroot et al. also conducted a meta-analysis including charismatic leadership as an independent variable. Like Fuller et al. (1996), 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. This study is an update of a meta-analysis by Lowe et al. (1996), in which they extended their initial time period to 2002. 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 Dum Dum 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 .33) and the weakest relationship with individual-level performance (mean correlation of .25). The mean correlation of the relationship between transformational leadership and organizational-level performance is .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 five 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 Fuller et al. (1996) and 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. Dumdum 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. Additionally, Dumdum 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 four

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.

2.5 Conceptual Frame work

Cummings and Worley (2001) explain that leadership is a critical element and influence in an organizational environment or performance system, due to the four significant domains that leadership could affect, namely

- ✚ The strategic/organizational goals and objectives;
- ✚ The work processes;
- ✚ interdependent social subsystems and
- ✚ The individual in such an organization.

Lynham and Thomas (2006) concur that, because of the influence leadership has on such performance systems; there is a need for a more integrative theoretical framework and definition of 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. Lynham and Thomas (2006) expand this definition to an interactive, interdependent and focused performance system, wherein continuous interaction; influence; dialogue and discussions regarding organizational procedures, performance outcomes, inputs, processes, outputs and feedback takes place within a learning environment.

Other theorists and researchers' perspectives on leadership also need to be taken into account so as to understand the root of what leadership entails. Prentice (2005) includes the importance of purpose as rationale for leadership in a learning organization, and describes leadership as the accomplishment of a goal with the assistance of the human element. Kotter (2001) concurs with Prentice (2005), and says that leadership is the ability to create visions and strategies and energize people to achieve set visions so as to produce change within the organization. The importance of the human element is also emphasized by Heifetz and Linsky (2004), as they highlight leadership as being the ability to influence and mobilize individuals identified with specific skills to discuss and complete specific tasks in order to achieve results. Dorbrzanska (2005) further mentions the human element as being key in such relations, since leadership is seen as the ability to express and channel human autonomy.

Leadership also consists of a process initiated by a group of key stakeholders. Such a process is initiated for the purpose of achieving goals and objectives. Goals and objectives are integrated into the leadership roles that contribute to leadership being a substance that changes or transforms individuals' potential into action (Vandeever, 2006).

An integration of the building blocks for leadership in complex organizations, namely leadership challenges, leadership roles, leadership skills, leadership development and leadership theory (construction of relationship statements phase), results in a representation of the dynamics that demonstrates the relationship between them, as illustrated Figure 2.

Certainly, one of the most rapidly developing responsibilities of both current and future public organization leaders is to manage relationships among governments, organizations and agencies (and even individual employees) to ensure that they have the necessary resources and skills to meet the requirements of the increasingly complex public sector. This is a significant change from a period in which, even though personal relationships is important, the public organization is hierarchically structured, and the principal role of administration leaders and senior public organization managers is to effectively manage people, processes and procedures. Today, organizations simultaneously are becoming less

structured, increasingly complex and, in many cases, highly fluid in nature, while the tasks which they seek to accomplish are becoming ever more difficult. Consequently, there is a need for much higher levels of individual adaptability and flexibility in contemporary government. This puts even more emphasis upon the ability to manage relationships (which often may be in a continual state of change) as a key activity of the future.

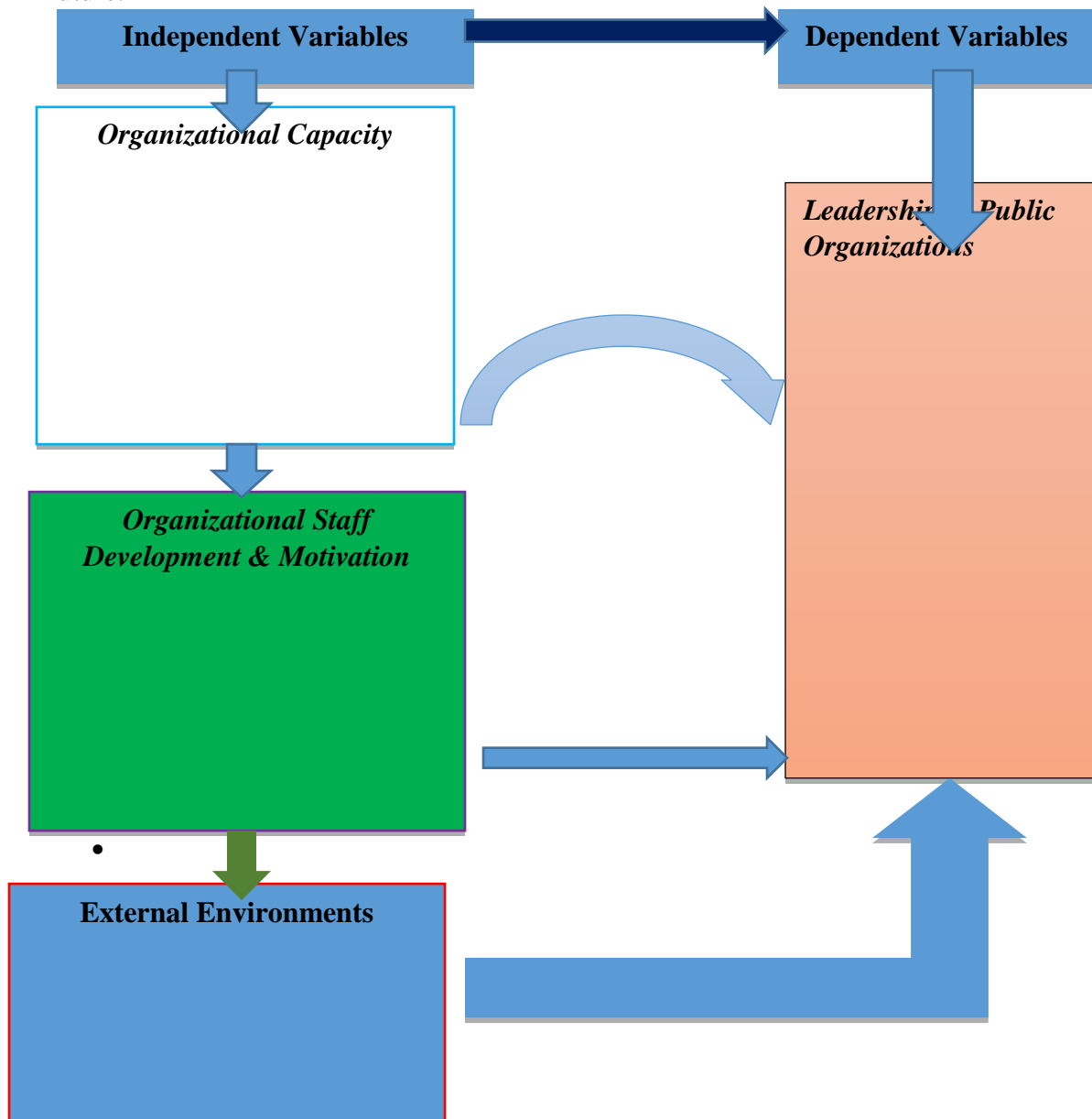


Fig. 2: Conceptual model of the study adapted from Lusthaus et al. (2002)

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 town administration of Mizan Aman. 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

3.1 Descriptions of the Study Area

The study area of this research is located at Southern, Nations, Nationalities, and Peoples' Regional State, Bench Maji Zone, which is 550 km away from Addis Ababa .Hence, the study is confined to the Bench Maji Zone town administrations specifically MizanAman town.

3.2 Research Approach

For this study, an explanatory research designs was used. Explanatory research design helps to show the relationship between the dependent variables and leadership practice.

Quantitative research approach were employed in order to explore, understand and analyze the data collected through structured questionnaire. Therefore, as the research has meant to measure the influence of the dependent variables on the dependent one, quantitative approach of data were used in order to get desired data regarding factors influencing leadership practice held in the aforementioned town administration.

3.3 Sources and Types of Data

The researcher employed both primary and secondary sources of data in which the primary source of data was collected from town administration employees. Also, secondary source of data was utilized from the documents of the town administration for the organization's profile and recorded documents.

3.4 Sampling Design

3.4.1 Target population and Sample Size Determination

The population of this study is a total of 20 administrative offices which encompasses 412 employees working in the MizanAman town administration.

Sample has been determined by using the large target population. In order to determine the sample of respondents from the organization, the “Naissiuma’s formula” was used.

The calculation of the sample size was carried out as follows:

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

Where;

n = Sample size

N = Population

C = Coefficient of Variation (0.5)

e = Error Rate (0.05)

$$\begin{aligned} \text{Hence; } n &= \frac{412 \cdot 0.5^2}{0.5^2 + (412-1) \cdot 0.05^2} \\ &= \frac{412 \cdot 0.25}{0.25 + 411 \cdot 0.001} \\ &= \frac{103}{0.605} \\ &= \mathbf{170} \end{aligned}$$

Besides the determined sample size, the researcher add 10% questions for non response rate (10% of 170) which is 17 and totally 187 questionnaires were distributed.

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

No.	Categories of Public Organization	Number of fold Sectors in the Category	Total Number of employees	Sample size using the formula
1	Economic Sectors	10	180	81
2	Social Sectors	12	152	70
3	Political Sectors	5	80	36
Total		27	412	187

Source: Own survey (2020)

3.4.2 Sampling Technique

For this study, the researcher employed both probability and non-probability random sampling technique. The administrative offices were selected purposely by using non probability technique. This is so because of the feeling of the researcher some sections in which most illiterate respondents are a member, the respondents may not be in a position to better respond to questions as compared to the others. Respondents from offices were selected by using simple random sampling technique just to give equal chance for all the population in each section.

3.5. Validity and reliability

Reliability

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. Saadet *al.* (1999) cited in Habtamu Gebeyehu (2017) proposes the following interpretations: 0.90 or higher = 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 Saadet *al.* (1999). The overall Cronbachs' alpha value of the study was is 0.880 as shown in Table 3, which indicates that there was good internal consistency.

Table 3: Reliability of Statistics

Variable	No of items	Cronbac's Alpha
Organizational Capacity	12	.727
Staff Development	5	.730
External environment	7	.722
Organizational leadership	3	.787
Over all	27	.880

Source: SPSS output (2020)

The calculated values of reliability for all the independent & dependent variables are greater than 0.7 which are within the range of good. Therefore the result generated for all of the variables used in this research were reliable enough for data analysis.

Validity

In order to maintain the validity of the research instrument the research questionnaires were developed based on the objective of the study, and the extent to which these tools measure the variables are rechecked and commented by the research advisers before distributing the final questionnaires items to the respondents.

3.6. Data Analyses Method

Both descriptive and inferential analyses were carried out. The former analysis method were utilized to determine the frequencies and mean of each item and overall value of the variables. This will tell the readers at what level the case area is operating at these different variable and factors in the variable. On the other hand, inferential analysis which is bi-variate correlation analysis and analysis of variance were considered to assess the significance of the relationship between the variables and influence of the dependent variables and independent variable.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

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 187 questionnaires were distributed to the respondents. Fortunately, 170 questionnaires' were completed properly and the rest 17 were missed (12 unreturned and 5 filled incorrectly). The respondents were working in different sections of the town administration. The questionnaires were analyzed and the results of the analysis are presented in the following sections.

4.1 Demographic characteristics of the respondents

The demographic profile of the respondents such as age, sex, education level and work experience is presented in Table 4 below.

Table 4: Demographic characteristics of respondents

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	Educational level	Primary education	10	5.9
		High school	52	30.6
		College/Diploma	70	41.2
		University	38	22.4
		Total	170	100
4	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 (2020)

As shown in the above table about 74% of the workers are male and the female employees are only 36%. About 89.4% of the work force in the town administration aged less than 40. This implies that the organizations mainly pay for young people. Most of the respondents (41.2%) have attended college education at diploma level and 22.4% are university graduates with first degree. 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 factors affecting organizational leadership. The development of public organizations seems a longstanding practice in which 63.5% of the employees have above five years of experience.

4.2 Determinants of Organizational Leadership

4.2.1 Public Organizational capacity factors

Table 5: Respondents level of agreement on organizational capacity related factors

S. no.	Item	Responses	No.	%	Mean	SD
1	Our organization is effective in working towards its mission	SD	3	1.8	4.4326	0.71974
		D	1	0.6		
		Not Sure	3	1.8		
		A	76	44.7		
		SA	87	51.2		
		Total	170	100		
2	Our organization is efficient in converting/using the available resources to achieve its goals	SD	-	0.0	4.4831	0.54436
		D	-	0.0		
		Not Sure	4	2.4		
		A	80	47.1		
		SA	86	50.6		
		Total	170	100		
3	Our organization is financially stable	SD	-	0.0	4.4775	0.60324
		D	3	1.8		
		Not Sure	1	0.6		
		A	78	45.9		
		SA	88	51.8		
		Total	170	100		
4	Communication is a measure of leadership in our public	SD	0	0.0	4.5225	0.54415
		D	0	0.0		

S. no.	Item	Responses	No.	%	Mean	SD
	organization	Not Sure	4	2.4		
		A	73	42.9		
		SA	93	54.7		
		Total	170	100		
5	Satisfaction is a measure of good leadership in our organization	SD	0	0.0	4.6124	0.52213
		D	1	0.6		
		Not Sure	0	0.0		
		A	62	36.5		
		SA	107	62.9		
		Total	170	100		
6	Our organization mainly uses financial measures of leadership	SD	-	0.0	4.6011	
		D	1	0.6		
		Not Sure	1	0.6		
		A	62	36.5		
		SA	106	62.4		
		Total	170	100		
7	Our organization mainly uses non-financial measures of leadership	SD	1	0.6	4.5787	0.63512
		D	2	1.2		
		Not Sure	2	1.2		
		A	57	33.5		
		SA	108	63.5		
		Total	170	100		
8	In our organization, both financial and non-financial measures are used to measure organizational leadership	SD	1	0.6	4.4494	0.68908
		D	3	1.8		
		Not Sure	5	2.9		
		A	71	41.8		
		SA	90	52.9		
		Total	170	100		
9	In our organization, the organization's relevance to the key stakeholders is used as a measure of leadership	SD	1	0.6	4.5112	0.56487
		D	0	0.0		
		Not Sure	0	0.0		
		A	79	46.5		
		SA	90	52.9		
		Total	170	100		
10	In my organization entrepreneurialism and risk-taking ability affects the organizational leadership	SD	0	0.0	4.4719	0.57421
		D	1	0.6		
		Not Sure	4	2.4		
		A	79	46.5		

S. no.	Item	Responses	No.	%	Mean	SD
		SA	86	50.6		
		Total	170	100		
11	Ability to facilitate effective professional and personal development affects my organization leadership	SD	0	0.0	4.4775	0.51206
		D	0	0.0		
		Not Sure	1	0.6		
		A	87	51.2		
		SA	82	48.2		
		Total	170	100		
12	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable environments affects our organizational leadership	SD	0	0.0	4.5225	0.51206
		D	0	0.0		
		Not Sure	2	1.2		
		A	78	45.9		
		SA	90	52.9		
		Total	170	100		
	Over all mean				4.5	

Source: Own survey (2020)

A table 5 show there is a strong agreement among the respondents that the town administrations in the MizanAman town are effective in working towards their missions with the mean value of 4.43. This implies that the leadership of the town administration is good in this parameter. In question number two majority of the respondents agreed with the statement that their organization is efficient in utilizing the available resources with mean value of 4.438. This result is in line with the theory which states “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 a strong agreement among the employees, as shown in Table 5, that the town administration is financially stable with the mean value of 4.47. 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.

The respondents also strongly agree that satisfaction is one of the parameters used by public organization in MizanAmantown Administrations with the mean value of 4.61. Similar 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).

Table 5 shows that there is a strong consensus among the respondents that non-financial measure are considered in organizational leadership matter and the mean value is 4.57. 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).

4.2.2 Staff Development Factor

Table 6: Employees level of agreement on organizational staff development programs and related factors

S. no.	Item	Responses	No.	%	Mean	SD
1	In my organization, the competence of the leadership affects the performance of our organization	SD	0	0.0	4.4326	0.71974
		D	2	1.2		
		Not Sure	2	1.2		
		A	60	35.3		
		SA	106	62.4		
		Total	170	100		
2	In my organization organizational strategy affects my organization's leadership	SD	1	.6	4.42	0.694
		D	3	1.8		
		Not Sure	5	2.9		
		A	75	44.1		
		SA	86	50.6		
		Total	170	100		
3	My organization knows the type of staff required for high leadership	SD	2	1.2	4.41	0.726
		D	3	1.8		
		Not Sure	3	1.8		
		A	78	45.9		
		SA	84	49.4		
		Total	170	100		
4	In my organization, the buildings and internal services (water, electricity) affect our organization's leadership	SD	-	0.0	4.5225	0.54415
		D	-	0.0		
		Not Sure	-	0.0		
		A	87	51.2		
		SA	83	48.8		
		Total	170	100		
5	In my organization, adequate training for managing organizational technology affects leadership	SD	0	0.0	4.6124	0.52213
		D	1	0.6		
		Not Sure	0	0.0		
		A	62	36.5		
		SA	107	62.9		
		Total	170	100		
Over all mean					4.46	

Source: Own survey (2020)

As can be inferred from Table 6, the results of this indicate that public organizational leadership performance is influenced by variables related to organizational staff development programs such as the competence of the leadership, 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 performance with their mean values ranging from 4.43 to 4.61.

The impact of these variables on leadership is also indicated in studies conducted elsewhere. For example, Avolio *et al.* (1999) reported that leadership 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 MizanAman town believe that trainings on organizational technology could affect organizational leadership. A study by García-Sánchez *et al.* (2018) also showed that support for technology and improvement of technological skills and technological competencies promote improvement in leadership.

As shown in Table 6, there is a strong level of agreement amongst employees that organizational structure and coordination between departmental lines can affect

leadership. In line with this, Csasza (2008) reported that organizational assembly has relevant and predictable effects on a wide range of organizations. Organizational structure is considered as formal and rational distribution of jobs, responsibilities, powers and the way of coordination and communication to achieve the main objectives of and one of the first institutions that arise in any organization in its inception. The success or failure of any organization depends on amount of people efforts in the organization and especially organizational structure to achieve aims of firm. If organizing and structure that is its harvest don't be align with tasks, goals, combining human resources and environmental requirements and operations face difficulties and force managers to spend their time on solving problem which are arisen from incorrect structure (Estalaki, 2017; Setiawan *et al.*, 2016).

Table 6 shows that there a strong agreement amongst the employees of the public organizations that organizational infrastructure such as the buildings and internal services (water, electricity, etc.) can affect organizational leadership performance. Reed *et al.* (2013) also reported that organizational growth is directly influenced by the presence or non-presence of a solid, thoroughly planned infrastructure. The respondents of this study agree that the history/age of the public organization can affect leadership. A study by Pervan *et al.* (2017) showed that age negatively affects leadership. As organizations get older, benefits of their accumulated knowledge in all crucial aspects of the business (technology, supply channels, customer's relations, human capital and financing costs) become overcome with their inertia, inflexibility and accompany by accumulated rules, routines and organizational structure.

There is also a high-level of agreement (mean = 4.522; standard deviation = 0.29) amongst the employees of the public organizations that leadership can be affected by organizational motivation variables such as incentive system, fairness, compensation and the work culture of the employee as shown in the Table 6. The percentage of employees who did not agree on the items is less than 5% of the respondents.

4.2.3. External Environmental Variables

Table 7: Employees level of agreement on the external environment related variables

S. no.	Item	Responses	No.	%	Mean	SD
1	Unexpected changes in rules and policies seems to affect my organizations leadership	SD	0	0.0	4.3258	0.61571
		D	1	0.6		
		Not Sure	10	5.9		
		A	91	53.5		
		SA	68	40.0		
		Total	170	100		
2	Entrepreneurialism and risk-taking ability affects my organization's leadership	SD	1	0.0	4.4888	0.622
		D	6	0.0		
		Not Sure	0	0.0		
		A	71	41.8		
		SA	92	54.1		
		Total	170	100		
3	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable affects leadership	SD	0	0.0	4.3652	0.70215
		D	5	2.9		
		Not Sure	8	4.7		
		A	78	45.9		
		SA	79	46.5		
		Total	170	100		
4	Corruption and nepotism, seems to affect my organizations leadership	SD	0	0.0	4.4775	0.60324
		D	3	0.0		
		Not Sure	1	0.0		
		A	78	45.9		
		SA	88	51.8		
		Total	170	100		
5	In my organization labor ability to focus in an increasingly diffuse environment affect organizational leadership	SD	0	0.0	4.4831	0.57465
		D	0	0.0		
		Not Sure	7	4.1		
		A	74	43.5		
		SA	89	52.4		
		Total	170	100		
6	In my organization access to appropriate technology affects the effectiveness and efficiency of the	SD	0	0.0	4.573	0.56022
		D	1	0.0		

S. no.	Item	Responses	No.	%	Mean	SD
	organization	Not Sure	3	1.8		
		A	66	38.8		
		SA	100	58.8		
		Total	170	100		
		D	1	0.6		
		Not Sure	1	0.6		
		A	66	38.8		
		SA	102	60.0		
		Total	170	100		
		7	External stakeholders have an impact on leadership of our organization	D		
Not Sure	1			0.6		
A	66			38.8		
SA	102			60.0		
Total	170			100		
	Over all mean				4.4	

Source: Own survey (2020)

The lion's share of the employees working in these public organizations have a considerable level of agreement that organizational leadership is highly affected (mean = 4.46; standard deviation = 0.265) by external environmental variables such as presence/absence of qualified work force in the local market, government policies, legal framework, etc. as shown in the Table 7. The percentage of employees who did not agree is less than 5% of respondents.

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 (Ibrahim and Primiana 2015). 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 organizational leadership. Changes in the external environment may be favorable or unfavorable to organizational outcomes (Njoroget *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 organizational survival and performance (effectiveness, efficiency, increase in sales, achievement of corporate goals etc.) thus, organizations should pay more attentions to their environment by conducting and embarking on periodic scanning.

4.2.4. Organizational Leadership

The following table shows the result of the respondents related to the leadership style of the organization which is the dependent variable of the study.

Table 8: Employees level of agreement on the leadership style

S. no.	Item	Responses	No.	%	Mean	SD
1	The leadership style of my organization is good for better performance	SD	0	0.0	4.2258	0.60571
		D	1	0.6		
		Not Sure	10	5.9		
		A	91	53.5		
		SA	68	40.0		
		Total	170	100		
2	I feel the leadership style of my organization is appropriate for public organizations	SD	0	0.0	4.48	0.598
		D	0	0.0		
		Not Sure	9	5.290		
		A	71	41.76		
		SA	90	52.94		
		Total	170	100		
3	Generally I feel good about the leadership style of my organization	SD	5	2.9	4.25	0.911
		D	5	2.9		
		Not Sure	9	5.3		
		A	74	43.52		
		SA	77	45.29		
		Total	170	100		
Over all mean					4.3	

Source: Researchers' Survey

The result in table 8 above shows that the employees of the organization feeling about the leadership style of their organization. Majority of them do have a good feeling about the

contribution of the style to good performance, its appropriateness for public organizations and that it creates good feeling to the employees with the mean value of 4.225, 4.378, and 4.365 respectively. These results show that the employees of the organization do have a positive and positive perception about the leadership style of the Mizan Aman town administration.

4.3. Test of Assumptions:

Table 9: test of multi-co linearity

	Collinearity statistics	
	Tolerance	VIF
Constant		
Organizational capacity	0.953	1.050
Staff development	0.979	1.021
External environment	0.966	1.035

According to Hair et al. (2006), the importance of testing the existence of multi-co linearity is to check whether the independent variables are correlated each other to check the tolerance and Variance Inflation Factor (VIF) Values and when there is high multi co-linearity and instability of the B and Beta coefficients when VIF is higher than 10. As observed from table 10 above, the values of Variance Inflation Factor (VIF) for all independent variables or factors are less than 10. Hence, there is no multi-co-linearity among independent variables. Therefore, it is possible to use correlation and multiple regressions analysis.

-

Normality, linearity & outliers testing (Test for existence of outliers)

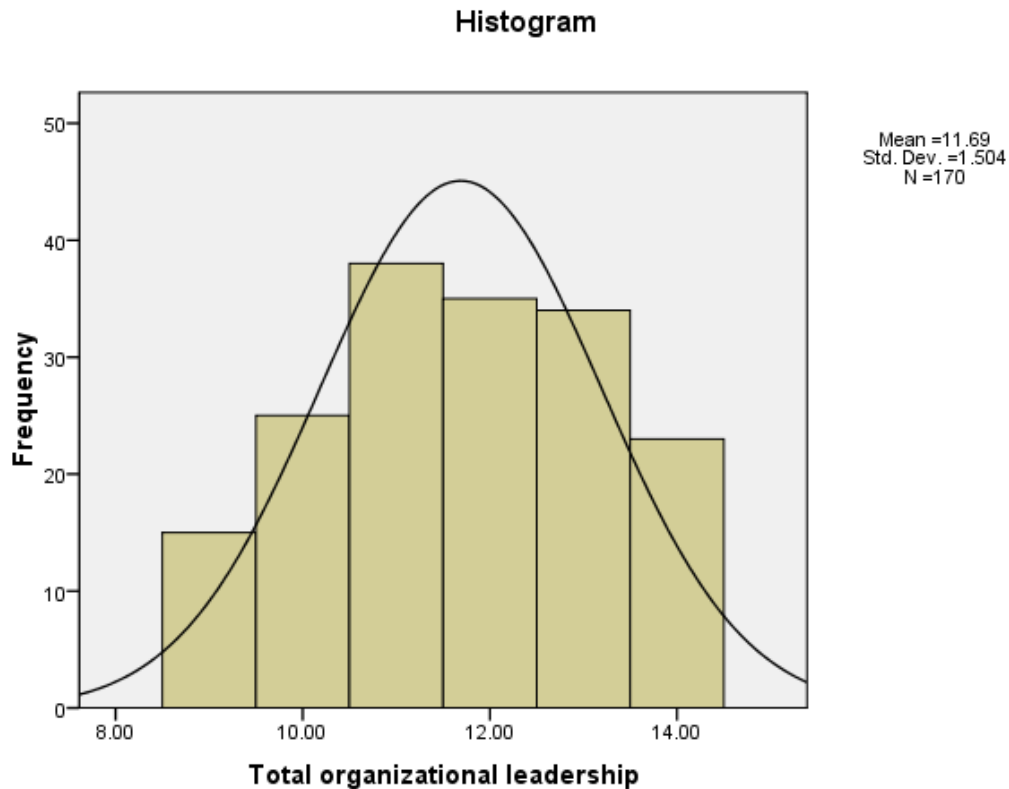


Figure3. Outcome variable fulfilling the normality assumption

According to Field (2005), existence of Outliers can influence the values of the estimated regression coefficients and it should be removed before running the regression analysis while Multivariate outliers can be detected by using, Cook's distance. In order to check normality whether, the residuals or error terms were normally distributed or not & linearity, a graph is plotted using SPSS regression graph and the assumption of linearity and normality is shown by below graphs and both linearity and normality testing are accepted and no outliers were detected in the study.

4.4. Correlation Analysis

Table 10: Bivariate correlation between organizational leadership and independent variables.

	Factors of Organizational Development	Organizational Leadership	
1	Staff Development	Pearson Correlation	.297**
		Sig. (2-tailed)	.000
		N	170
2	Organization Capacity	Pearson Correlation	.778**
		Sig. (2-tailed)	.000
		N	170
3	External Factors	Pearson Correlation	.796**
		Sig. (2-tailed)	.000
		N	170

** Correlation is significant at the 0.01 level (2-tailed).(Source: Researcher's Survey Data, 2020)

Source: Researchers Survey

Analysis of bivariate correlation between organizational leadership in public organizations in Mizan Aman town Administrations and organizational capacity factors which is shown in table 8 shows that there is a strong relationship between the two as the Pearson Correlation (r) is 0.778, $p < 0.001$.

The correlation between organizational leadership of the public organizations in Mizan Aman town and organizational staff development program shows that there is a strong relationship between the two as the Pearson Correlation (r) is The Pearson Correlation (r) 0.297, $p < 0.001$ is that there is a meaningful relationship between leadership of the public organizations and organizational staff development.

Thus, there is a meaningful relationship between organizational staff development capacity and organizational leadership performance as reported by the respondents.

Similarly, 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, and product development, informational and technological capabilities. 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). Similarly, a range of studies of elsewhere also reported the impact of organizational motivation on organizational leadership. Van der Vliet and Hellgren (2002) reported that the creation of a work environment that is motivating and conducive to involvement can be seen as vital to an organization's ability to establish a competitive advantage. How employees interpret the organizational environment influences their attitude, motivation, performance, and well-being. (Van der Vliet and Hellgren, 2002). Similarly, Emeka *et al.* (2015) reported that organizational staff development given to workers in an organization has a considerable influence on the workers performance. Therefore, management problem today therefore appears very much human than mechanical (maximization of human output rather than focusing on increasing the potential capability of machines) (Solomon *et al.*, 2012).

Similarly, analysis of bivariate correlation between organizational leadership in public organizations in Mizan Aman town Administrations and organizational capacity factors which is shown that there is a strong relationship between the two as the Pearson Correlation (r) is 0.778, $p < 0.001$ as indicated in the Table

The bivariate analysis also shows the existence of significant correlation between external environmental factors and organizational leadership of the public organizations with Pearson Correlation (r) is 0.796, $p < 0.001$. Similarly, a range of studies of elsewhere also reported the impact of organizational motivation on organizational leadership. Van der Vliet and Hellgren (2002) reported that the creation of a work environment that is motivating and conducive to involvement can be seen as vital to an organization's ability to establish a competitive advantage. How employees interpret the organizational environment influences their attitude, motivation, performance, and well-being. (Van der Vliet and Hellgren, 2002). Similarly, Emeka *et al.* (2015) reported that organizational staff development given to workers in an organization has a considerable influence on the

workers performance. Therefore, management problem today therefore appears very much human than mechanical (maximization of human output rather than focusing on increasing the potential capability of machines) (Solomon *et al.*, 2012).

4.5. Regression Analysis

In addition to the bivariate correlation analysis, the effect of organizational capacity (OC), organizational staff development /motivation/ (OM) and external environmental factors (EE) on the organizational leadership (OL) of public organizations was conducted, and the outcome of the analysis is presented in Table 11. A final multiple linear regression analysis indicated that organizational capacity (β 0.085, 95% CI: 0.031- 0.139, P-value 0.002) and staff development (β 0.514, 95% CI: 0.155-0.079, P-value 0.524) is associated with organizational leadership and there is no statistical significant association between staff development (β 0.514, 95% CI: 0.155-0.079, P-value 0.524) and organizational leadership as presented in table 11. The external environment (β .012 (95% CI- 0.275,-0.41 P-value 0.001) are statistically significant with Leadership. The model explained 84.3% changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (organizational leadership) that can be explained by all the three independent variables.

Table 11. Final multiple regressions of organizational leadership of public organizations

	Unstandardized Coefficient		P-value at 95% CI	95% Confidence Interval for β	
	B	Std .Error		Lower	Upper
Constant	17.125	2.893	0.000	12.829	21.42
Organizational capacity	0.085	0.038	0.002	0.031	0.139
Staff development	0.514	0.084	0.524	-0.155	0.0.79
External environment	0.012	0.017	0.000	-0.275	-0.141

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 ^a	.843	.840	.12526

Source: SPSS Output

Where

a: Predators (Constant), EE, OM, OC

b: Dependent Variable: OL

From Table 9, it is possible to infer that the independent variables can explain 84% of the variation in the organizational leadership of the public organizations as represented by the adjusted R². This means the variables can contribute to 84% of the organizational leadership while other factors not studied in this research can contribute to 16% of the organizational leadership factors.

Therefore, further research could be conducted to investigate the other factors influencing the organizational leadership of the public organizations in Mizan Aman town administration.

Table 12: Analysis of variance (ANOVA) results.

ANOVA ^a

Model	Sum of Squares	Mean Square	Df	F	Significant level
Regression	14.656	4.885	3	311.385	.000 ^b
Residual	2.730	.016	166		
Total	17.386		169		

Source: SPSS output (2020)

From the ANOVA results in Table 12, the processed data had a significance level of 0.000 which shows that the data is ideal for making a conclusion. The F calculated at 5% level of significance was 311.385. Since F calculated is greater than the F critical (value = 2.70), there is a significant relationship between organizational leadership and its determinants namely organizational capacity, organizational staff development and external environmental variables.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary, conclusion and recommendations initiating from the main findings of this study on the effect of environmental and organizational factors on the organizational leadership of public organizations as perceived by the employees working in the organizations.

5.1 Summary

The main objective of this study was to identify the factors affecting leadership style of public organizations in Mizan Aman town Administrations. The main findings of the study are summarized as follows:

1. The employees working in the public organizations in the Mizan Aman town administration have a strong conviction that organizational leadership can be affected by organizational capacity related factors such as leadership competency, institutional infrastructure, quality of employees, etc.
2. The bivariate correlation between organizational capacity and organizational leadership is summarized as follows: the Pearson Correlation (r) is 0.78, $p < 0.001$. This shows a statistically significant correlation between organizational capacity and leadership.
3. The employees strongly believe that organizational leadership can be affected by organizational staff development program and motivation related factors such as compensation, reward, fairness, etc.
4. The bivariate correlation between organizational staff development program and leadership is summarized as follows: the Pearson Correlation (r) is 0.297, $p < 0.001$ showing that there is a meaningful relationship between organization leadership of the public organizations and organizational motivation.

5. The employees have a considerable level of agreement that organizational leadership is affected by external environmental variables such as presence/absence of qualified work force in the local market, government policies, legal framework, etc.
6. The bivariate correlation between organizational leadership and external environmental variables is summarized as follows: the Pearson Correlation (r) is 0.796, $p < 0.001$ implying a meaningful relationship between leadership of the public organizations and the external environmental variables.
7. Regression analysis showed that the independent variables can explain 84% the variation of in the organizational performance of the municipality as represented by the adjusted R^2 . ANNOVA also showed that there is a significant relationship between organizational performance and its determinants namely organizational capacity, organizational staff development and motivation and external environmental variables since F calculated is greater than the F critical (value = 2.70).

5.2 Conclusions

Based on the findings of the study, the following three major conclusions were made.

1. This study concludes that organizational capacity related factors such as skills, institutional infrastructure, quality of employees, etc. can have considerable influences on leadership of public organizations in Mizan Aman town Administrations as indicated in the descriptive and inferential statistics results of the study.
2. The study concludes that leadership of the public organization is strongly and significantly affected by organizational staff development programs related factors such as competence of the leadership, organizational strategy, staff required, internal services (water, electricity) , etc.

3. This study also concludes that external environmental variables as depicted in the government law, political stability, external infrastructure, availability qualified labor in the external market, etc. can have strong and significant impact on leadership of Mizan Aman town administration.

5.3 Recommendations

Based on the findings of this study, the following recommendations are forwarded:

1. As organizational capacity related variables such as competency, institutional infrastructure, quality of the employees, etc. have impacts on leadership; the public organizations should continuously strengthen these factors to ensure sustained and better performance. This may involve selection and appointment of capable organizational leaders; assigning the right employees on the right place in the Mizan Aman town administration; the organizational structure should make sure there is rational distribution of jobs, responsibilities, powers, etc.
2. The organizations should continuously create a leadership development and motivating work environment for sustained and better performance. The Mizan Aman town administration 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 performance. It is also recommended that the Mizan Aman town administration should introduce an appropriate reward and incentive system to motivate the employees towards improved leadership.
3. The Mizan Aman town administration need to have adopt strategic planning capacity, 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.

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APPENDIX

Questionnaire

Dear Respondent:

This is a research project (for fulfillment of MPM study at Jimma University) aimed at identifying the factors affecting leadership practice the case study of public institutions in Mizan Aman town Administration. 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. 20-30 2. 31-40 3. > 41

1.3 Education:

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

1.4 How long have you worked in the present organization?

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

2. Profile of the public organization

2.1 Name of the public organization

3. Questions related to the factors affecting leadership practice in public organization in Mizan Aman town administration.

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. Strongly Disagree	2. Disagr ee	3. Not sure/ do not know	4. Agr ee	5. Strongly Agree
I	Questions related to the factors affecting leadership practice in Mizan Aman: Organizational capacity factors					
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 good leadership in our organization					
6	Our organization mainly uses financial measures of leadership					

Sq. no	Statements/likely factors	1. Strongly Disagree	2. Disagr ee	3. Not sure/ do not know	4. Agr ee	5. Strongly Agree
7	Our organization mainly uses non-financial measures of leadership					
8	In our organization, both financial and non-financial measures are used to measure organizational leadership					
9	In our organization, the organization's relevance to the key stakeholders is used as a measure of leadership performance					
10	In my organization entrepreneurialism and risk-taking ability affects the organizational leadership					
11	Ability to facilitate effective professional and personal development affects my organization leadership					
12	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitable environments affects our organizational leadership					
II	Questions related to staff developmental programs.					
13	In my organization, the competence of the leadership affects the performance of our organization					

Sq. no	Statements/likely factors	1. Strongly Disagree	2. Disagr ee	3. Not sure/ do not know	4. Agr ee	5. Strongly Agree
14	In my organization organizational strategy affects our organization's leadership					
15	My organization knows the type of staff required for high leadership performance					
16	In my organization, the buildings and internal services(water, electricity) affect our organization's leadership					
17	In my organization, adequate training for managing organizational technology affects leadership					
III	Questions related to the External Environment					
18	Unexpected changes in rules and policies seems to affect my organizations leadership performance					
19	Entrepreneurialism and risk-taking ability affects Our organization's leadership					
20	Capacity to nurture harmonious multi-ethnic, multicultural, gender-equitability affects leadership					

Sq. no	Statements/likely factors	1. Strongly Disagree	2. Disagr ee	3. Not sure/ do not know	4. Agr ee	5. Strongly Agree
21	Corruption and nepotism, seems to affect my organizations leadership					
22	In my organization labor ability to focus in an increasingly diffuse environment affect organizational leadership					
23	In my organization access to appropriate technology affects the effectiveness and efficiency of the organizational leadership					
24	External stakeholders have an impact on performance of our organization's leadership					
IV	Leadership					
25	The leadership style of my organization is good for better performance					
26	I feel the leadership style of my organization is appropriate for public organizations					
27	Generally I feel good about the leadership style of my organization					

